

BD2SM SCHOOL MANAGEMENT AND ADMINISTRATION

COURSE OBJECTIVES

CO1 : Comprehend the different forms of school management.

CO2: Identify the merits and limitations of different management approaches in school management and administration.

CO3: Understand the various theories of educational administration.

CO4: Describe the role of headmaster and headmistress in school management.

CO5: Identify the role of agencies that provide financial support to education.

Unit – 1: School Management

School Management: Concept, definition, meaning, characteristics and scope – Participatory and non- participatory management – Planning, organizing and controlling in educational management- Resource Management: Human resource, Material resource, financial resource.

Introduction

School management is a field of study and practice concerned with the operation of educational organizations. Educational management is centrally concerned with the purpose or aims of education. These purposes or goals provide the crucial sense of direction to underpin the management of educational institutions

Concept of Educational Management

Educational Management is a goal-oriented activity. It involves group efforts and an organized work and performance towards the attainment of certain pre-determined goals in an educational institution.

Definition of Educational Management

1. Paul Monroe: (1913), states: “School management, as a body of educational doctrine, comprises a number of principles and precepts relating primarily to the technique of classroom. Procedure, and derived largely from the practice of successful teachers.

2. B. G. Terry Page and J. Thomas has written in International Dictionary of Education (1978): They say that Educational Management is the “Theory and practice of the organization and administration of existing establishments and systems”.

Concept of School Organization

Definition and Meaning

An organization is defined as the necessary combination of human efforts, materials, equipment brought together in a systematic and effective correlation to accomplish the desired results. School organization comes under the broader umbrella of school management. The school management deals with the overall policy framing and ensuring the smooth functioning of the school, while the school organization is about

the actual organization of resources, events, personnel of a school. In a school, we find the distribution of work. Different people are assigned duties and made responsible for the same. They are also given due powers to discharge their duties effectively. The co-ordination between different personnel is also ensured to organize the activities of the school properly. There is also a clearly laid down organizational structure which exists in the school and which also help in effective organization of the school activities.

Thus, school organization means

- Organization of different types of activities of a school
 - Organization of Material resources of a school
 - Organization of a school personnel
- Organization of Ideas and Principles into school system which includes building relationships, creating conducive climate for work at the school etc.
- A concept also includes characteristics. Hence the characteristics of school organization are given below;

Characteristics of an Ideal School Organization

Following are the characteristics of an ideal organization. An ideal school organization should have all these characteristics.

Simplicity: This means there should be clarity of roles, duties, responsibilities and powers on the part of each person working in a school. This avoids confusion and chaos leading to better organization of the activities of the school.

Dynamism/Flexibility: An ideal school organization is one in which any kind of change can take place without disturbing any other activity. It should have scope for additions and alterations. The rules and regulations should be flexible to meet the needs of the school.

Stability: A school organization should be dynamic but it does not mean that it should be in fluid condition without any norm or standard rules and regulations. What is expected is the balance between rigidity and flexibility.

Clarity about Powers and Duties: There should be clear understanding of the powers and duties of individuals working together in a school. It is necessary to avoid confusion and laying down responsibilities. Similarly, there should be balanced allotment of powers and duties.

Coordination: In an ideal school organization there should be coordination between different activities and also coordination between physical resources and human resources. The school should bring together all people and all things to contribute for the realization of objectives.

Acceptance of human elements: An ideal school organization should accept human elements. Here the personnel should be free to express their feelings, opinions, offer constructive suggestions and bring about healthy changes in the school.

Control: Control is the element which puts a break to an activity and then evaluates the results. It is required to safeguard against the misuse of powers in the school.

There are different models available to understand the concept and nature of school organization. They are bureaucratic model, system and community model.

Scope of School Organization: Scope of Educational Management

The scope of educational management today is as vast as that of education itself. Any activity conducive to the achievement of educational goals is a part of educational management. Such activities could be at the school level, at the college level, at the university level or at the control level. Anything done to improve the quality of education at any stage may be ranging from the supply of material, human and

financial resources to the highest cultural or academic needs-comes under the scope of educational management. The scope of school organization can be understood from the following points. Each point includes a wide variety of activities involved in the school system.

The points are as follows:

- **Organization of academic and administrative work of a school:** This includes the major areas like planning the teaching work, organization of learning resources such as library, e-content and also organization of co-curricular activities. The organization of administrative work deals with organization of all the old and present records, registers of different types and other documents of the school. They are to be well organized and preserved. Besides, it includes the task of chalking out the duties and responsibilities of administrative personnel for smooth administrative work
- **Organization of Physical resources of the school:** This helps in organizing all the physical resources of a school to ensure their optimum utilization. Even planning for new resources is also considered under this.
- **Organization of organizers /personnel of the school:** This deals with assigning work to the school personnel, chalking out the duties and responsibilities, delegating powers for decision making and directing and ensuring coordination between different school personnel. In addition to this, it also refers to the organization of various activities for ensuring their professional and personal growth, sustaining their motivation and maintaining harmony and developing interpersonal relationships among them.
- **Democratic organization:** This refers to make the school work democratically following the policy of participatory management.
- **Organization of conducive climate for smooth working:** It is very important to make the school personnel work efficiently and devotedly. Mere salaries will not help to develop a sense of commitment for an organization. Adequate working hours, freedom to carry out innovations, scope for professional growth, acceptance of human relationships and many other factors help in creating conducive climate for working. A

good school organization should always strive to create such type of climate which create and sustain the motivation of school personnel for the growth and development of the school.

Need for School Organization

Need/Importance of Educational Management

- **Social Change**– the system of education is expected to provide society with human resources with specialized knowledge, attitudes, work ethics and values social moral-political values, expertise, and skills. To create congenial environment at an institutional level – for the attainment of the aims and objectives of the educational system in particular and those of the country in general and knowledge of relevant management theories, principles, concepts, techniques, skills and strategies and their

application to educational systems is necessary for its effective and efficient function and outputs. Need to make the system of education is more proactive rather than reactive by using applying principles and techniques of management science. School organization facilitates the achievement of organizational goals and maintaining the organization for the progress of education. We need school organization for the following reasons:

- **Constant Process of Change**

School education is in a constant process of change. There is always a need to facilitate student learning in a specified direction in this changing process. School organization, which includes the management of teaching, planning and supervision of instruction, can help to achieve the goal of student learning; therefore, we need school organization to achieve the above goals.

- **Goal Development**

The educational system is a sub-system of the society and therefore the society not only provides human and non-human resources but also has certain expectations that the schools will achieve certain goals. Since society is in a constant process of change, the needs of society change and so do the goal specifications. It is necessary for the educational institution to be responsive to these changing expectations through school organization. School organization helps the teachers and others who are concerned with school education to continuously examine and evaluate the progress of education in a changing society.

Significance of School Organization

- It is very much necessary to ensure smooth functioning of a school.
- It is necessary to avoid under and over utilization of the resources of a school there by ensuring optimum and judicious use of the resources.
- It is important to make best use of the capabilities of the school personnel because if they are allotted the work depending upon their area of expertise, interest, experience they are likely to deliver work at the best of their abilities.
- It is necessary to save time, increase clarity and efficiency of work as there is clarity of duties to be performed and responsibilities to be held on the part of the school personnel.
- It is significant to achieve the aims and objectives of a school smoothly.
- It is important to create a professional image of a school.
- It lays stress on building relationships among the school personnel thereby helps in increasing mutual trust, interdependency which is necessary to build team spirit among the school personnel.

Meaning of Educational Management:

- Educational management is an applied field of management. One can therefore deduce that educational management refers to the application of theory and practice

of management to the field of education or educational Institutions.

- Educational administration is a process of acquiring and allocating resources for the achievement of predetermined educational goals.
- While Education is the provision of a series of learning experiences to students in order to impart knowledge, values, attitudes and skills with the ultimate aim of making them productive members of society.
- Educational Management is the process of planning, organizing, directing and controlling the activities of an institution by utilizing human and material resources so as to effectively and efficiently accomplish functions of teaching, extension work and research.
- Educational management operates in educational organizations. As Tony Bush (1986), puts it, "Most of the definitions of educational management which have been offered by writers are partial because they reflect the particular sense of author. Those which attempt a broader approach are often bland."
- "School management, as a body of educational doctrine, comprises a number of principles and precepts relating primarily to the technique of classroom procedure and derived largely from the practice of successful teachers. The writers in the field have interpreted these principles and precepts in various ways, usually by reference to larger and more fundamental principles of psychology, sociology and ethics." -Paul Monroe : (1913)
- "Management implies an orderly way of thinking. It describes in operational terms what is to be done, how it is to be done, and how we know when we have done. Management is not an arcane mystique. It is a method of operation. Good management should result in an orderly integration of education and society - Shelley Umana : (1972)

Nature of Educational Management

- **Dynamic Function:** As a dynamic function, educational management has to be performed continuously, in an ever-changing environment. It is constantly engaged in the moulding of the enterprise. It is also concerned about the alternation of environment itself so as to ensure the success of the enterprise. Thus, it is an ever-ending function.
- **Practicability :** The school management must not be a bundle of theoretical principles, but must provide practical measures to achieve the desired objectives. Whatever the objective that is decided must be made achievable and practicable to avoid frustration.
- **Distinct Process Management:** is a distinct process to be performed to determine and accomplish stated objectives by the use of human beings and other resources. Different forms of activities, techniques and procedures, the process of management consists of such functions as planning, organizing, staffing, directing, coordinating, motivating and controlling.
- **Needed at All Levels of the Organization:** According to the nature of task and the scope of authority, management is needed at all levels of the organization, e.g. top level, middle level and supervisory level. Like the executive the lowest level supervisor has also to perform the function of decision-making in way or another.

- **System of Authority:** Authority to get the work accomplished from others is implied in the very concept of management since it is a process of directing mento perform a task. Authority is the power to compel men to work in a certain manner. Management cannot work in the absence of authority since it is a rule-making and rule- enforcing body. There is a chain of authority andresponsibility among people working at different levels of the organization

.Aims of Educational Management

- Achieving an institution’s objectives
- Improving the processes of planning, organizingand implementing within the institution
- Creating, enhancing and maintaining a positivepublic image of the institution.
- Optimal utilization of human resources (administrators, non-teaching staff, teaching staffand students)
- Enhancing the efficiency and effectiveness ofinfrastructure
- Enabling job satisfaction
- Creating and maintaining a congenial andcohesive atmosphere
- Managing interpersonal conflicts, stress

Scope of Educational Management

- **Goal Development:** The educational systemis a sub-system of a society, and therefore the society not only provides human and non-humanresources but also certain expectations that the system of education will achieve certain goal. Since societyis in a constant process of change, needs of the society change an so do the goal specifications.

- **Programme Planning and Actualization:**According to the Oxford English Dictionary. Planning is “to design some actions to be done before hand”. Philips regards it is “the process of setting in advance a pattern of action to bring about overall national policies by the closest possible means andend.”

- **Organization:** Organization has been a problem in the field of education. The debate overthe control of education has over and again raisedthe salient issue of how educational machinery should be best organized, politically, professionally and administratively.Constituents of Educational Management.

The following are the chief constituents ofeducational management:

- **Planning:** It implies some kind of mental activity during the course of analyzing or laying out a method of achieving something. It focuses on‘what’, ‘why’ and ‘how’.

- **Organization:** is the process of combining thework which individuals or groups have to performwith facilities necessary for its execution such thatthe duties performed provide the best channels forefficient, systematic, positive and coordinated

application of available effort.

- **Controlling:** involves measuring and monitoring performance in accordance with plans and taking corrective action when required.
- **Directing:** is the art or process of influencing people such that they willingly strive to achieve group goals.
- **Evaluating:** is the process of measuring and assessing the achievement of objectives while providing an insight into strengths and weaknesses and planning for future endeavors

Characteristics of Successful Educational Management

The characteristics of successful educational management are given in the following points:

- **Flexibility-**One of the essential characteristics of successful school management is its flexible character. The manager should be dynamic, not static; it should provide enough scope for additions and alternations. The rules and regulations should act as a means to end and not an end in themselves. Dead uniformity and mechanical efficiency is the very antithesis of good administration. Flexibility does not mean that the administration should be in a fluid condition without any specific norm or standard rules and regulations, creating confusion and chaos at every step. What is meant is a proper balance between rigidity and elasticity.
- **Practicability-**The school management must not be a bundle of theoretical principles, but must provide practical measure to achieve the desired objectives. Whatever objective is decided it must be achievable and practicable to avoid frustration.
- **Conformity** to the social and political philosophy of the country. There must be close connection between school management and the social and political philosophy of a country. It must adjust itself to the impact of new ideals, new patterns and new moves of the society. In an autocratic country, educational theory and practice will have to be different form that of a democratic country because education is one of the means to achieve social and political objectives.
- **Efficiency-**Successful management is that which result in maximum efficiency. This will be possible only when human and material resources are properly utilized- right man at the right place; right work at the right time, every activity and project are well planned and well executed.
- **Successful achievement of desired objectives-**Successful management is one which leads to the successful achievement of desired objectives of education in a particular community e.g., healthy social living, development of good physical, social, moral, intellectual and aesthetic qualities and healthy democratic living.

Types of Educational Management Democratic Educational Management

Now in the modern era democracy is unanimously regarded and accepted "as the way of life." This is not only applicable in case of a particular nation but also for the entire globe/world. This very statement implies that in every aspect of development the democratic principles, values and ideas must be adhered or accepted. Accordingly in the field of management it must be accepted and implemented.

In this management teachers get proper scope for planning, administering, organizing, directing, coordinating, supervising, controlling and evaluating the assignments entrusted upon them. However, like democracy in democratic educational management the following principles are highly stressed.

Management

- The term "management" is referred to those people who manage an organization.
- Management is the administration of an organization, whether it is a business, a not-for-profit organization, or government body.

Management Resources

- Resource Management - A resource management is the efficient and effective development of an organization's resources when they are needed. • Such resources may include financial resources, inventory, human skills, production resources, or IT. Nowadays, there is lots of educational technology resources emerging as we can't avoid technology as a part of our everyday routines and because it's very useful.
- Educational resources are the resources which are freely accessible, openly licensed text, media, books, videos, games, news, and other digital assets which is used for acquiring knowledge, teaching, sharing your knowledge, learning as well as for research purposes

Concept & Nature of Education Resources

Education resources refer to all human, material, non-material, audio-visual school environment and community materials available in an academic environment to facilitate school administration and simplify the teaching-learning process. Education resources include the teachers in the school, human beings in the community, real objects, specimen or models, chalk and display boards, school buildings and layout, the community at large and other fundamental materials like pencils, pens, exercise books etc which the learners are expected to have at any point in time to facilitate learning (NOUN, 2009).

- Need For Resource Management in Education: Resources may include financial resources, inventory, human skills, production resources, or information technology (IT). Resource management is a key element to activity resource estimating and project human resource management. Both are essential components of a comprehensive project management plan to execute and monitor a project successfully.
- Material/Physical Resources, Financial Resources, Time Resources, Human

Resources, ICT Resources, Community Resources, Fundamental /Supporting Resources.

- Material/Physical Resources -The physical resources include the structure, the machines, rawmaterials, vehicles, and other tools, which can facilitate organizations activities and processes. In educational system, the physical resources would include the classrooms/lecture rooms, staff offices, vehicles, health center, library, laboratory,and etc.,
- Material/Physical Resource Management inSchool, Preventive maintenance, Routine maintenance, Emergency Repairs , Predictive Maintenance
- Financial Resources - Financial resources are the funds required for the smooth operations of a school. In school administration, funds are necessary for the procurement of facilities, equipment, electronics and communication gadget needed for effective performance. Apart from this, funds are needed to pay the salaries of administrative, academic andnon-academic staff. Plan and policy implementation are responsive to funds availability.
- Financial Management in Schools- Financial management covers such areas as the procurement of funds, their allocation, monitoring their use in the interest of accountability and producing financial reports for the relevant stakeholders. • Financial management is, therefore,an integral part of the responsibility as an education manager because, without good financial management practices, schools would find it difficult to achieve their goals.
- Role of School Administrators in Financial Management: Allocate funds to various activitiesin accordance with the budget. Authorize the disbursement of school funds. Administer schoolfunds both lawfully and morally. Determine a school budget in consultation with other stakeholders such as heads of department, senior teachers. Ensure that the school has the funds it needs and that those funds are used effectively andefficiently.
- Time Resources: Time is a unique resource. Time is the most expensive of all resources due to its non- recoverable nature. Theuse of time is one of the parameters to measure aneffective school administration. In a school system, time is managed through the use of a timetable. Consequently, time management stands asan effective tool necessary for the organizations effectiveness in realization of set out objectivesand goals (Ugwulashi, 2012). Significance of Time Management in SchoolAdministration: (i) Setting Priorities and Goals (ii)General Life Improvement (iii) Reducing Stress and Negativity (iv)Productivity and Performance. (v)Developing Employees
- Human Resources - Human resource constitutes a vital vein of any institution. The human resource in the school system includes teachers, support staff in the school, students, parents, community members and a host of other interest and social groups. Human resources is responsible for planning, organizing, coordinating, controlling, manipulating and maintaining other forms of resources, its administrative and forecasting ability placed it ahead of other forms of resources. Definition ‘‘All activities of any institution are initiated by the persons that make up that institution’’. Likert (1969) Human resource

management objectives: 1. Supply of staff at low cost 2.Environment and develop the talents. 3. Maintaining of competent personnel good and create of relations between them. 4. Providing material and spiritual needs of staff satisfaction that to be created necessary alignment between their personal goals and objectives of the organization

- **Relevance of Human Resources Management (HRM) in School**
Administration: (i.)Recruitment and Training: (ii.) Performance Appraisals: (iii). Maintaining Work Atmosphere: (iv.) Managing Disputes: (v.) Developing Public Relations
- **Relevance of ICT Resources in School Administration:** (i) The use of ICTs help improve the quality of education (ii) Sharing knowledge (iii) ICTs help prepare individuals for the workplace: (iv) Access to remote learning resources (v) Processing knowledge
- **Community Resources:** Community resources are both human and non- human materials that are within the geographical milieu of teachers and learners. The human community resources include teachers, learners, curriculum developers, parents and other members of the society. Every community no matter how large of small holds cultural, natural, human and technological resources that can be utilized by the students and teachers.
- **Fundamental /Supporting Resources:** Fundamental resources may appear trivial, but their non availability can wreak havoc in a school system. • They include: calendars, journals, periodicals, reference books, year planner, consumable items, cabinets, files, etc. • All of these combines to influence effective performance of administrators on daily basis. • They include electricity, which generates power for most machines and electronics, water, refrigerator, fans,cars, etc.
- **Problems Associated with Resources:** Availability and Utilization in School Administration: Shortage of Fund Political Issues Misuse of the School Facilities Poor Management Ineffective school leadership Supply of substandard educational resources, Inadequate facilities Low staff morale.

Identification of Resource:

In- service training and refreshing courses should be organized on regular basis for school’s administrators and personnel in all the institutions. Individual personnel in the school should develop a positive attitude in the use of the physical facilities provided Government at various levels, educational administrators and planners should mount special campaigns presumably through special appeal or the use of the press to create awareness of the importance and the need for proper utilization and maintenance of school resources.

Conclusion:

School organization means looking after the internal and external affairs of the school, the proper use of the resources available and taking proper care of the resources so that teaching and learning can take place in a better way. School organization is concerned with a system in which the headmaster, the teacher, the students, and other related persons come as a team to undertake the task of running the school on sound lines. Hence by school organization we mean the act of organizing all available

physical and human resources in an organized manner to attain the objectives of education. It is about life not just happening but happening in an orderly way. Humans are constantly seeking answers, making plans, and pursuing goals that bring desired results. Each day presents new challenges, new questions about how life should be and can be. The greatest future challenge for the field will be the continued integration of management with other theories to address socially relevant issues as life becomes more complex and diverse.