

ELECTIVE: SCHOOL MANAGEMENT

UNIT- I

MANAGEMENT

MEANING OF MANAGEMENT

- The term ‘management’ is very comprehensive. It is certainly broader than organization and administration.
- Management means *the act of getting people together to accomplish desired goals.*
- Management comprises planning, organizing, resourcing, leading or directing and controlling an organization (a group of one or more people or entities) or effort for the purposes of accomplishing a goal.
- The use of means and resources for realizing the specific objectives is known as management.

DEFINITIONS OF MANAGEMENT

Some definitions of management given by eminent authors are given below:

1. “Management is the art of getting things done through and with the people in formally organized group”

- Koontz
2. “Management is a multipurpose organ than manages worker and work”

- Drucker
3. “Management is the art of directing and inspiring people”

- Mooney & Railey
4. “ Management is the art and science of decision making and leadership”

- Donal J. Clough
5. “Management is a distinct process consisting of planning, organizing, actuating and controlling performed to determine and accomplish stated objectives by the use of human beings and other resources”

- George R. Terry

OBJECTIVES OF MANAGEMENT

Management should strive to fulfill the following objectives,

1. It helps in the task of running the institution smoothly and effectively.

2. It frames the policies, rules and regulations.
3. It lays down the structure of the organization.
4. It prescribes the power, authority, functions and responsibilities of the different positions in the organization.
5. It provides good professional leadership and dynamic supervision.
6. It co-ordinates the various activities of the institution.
7. It creates conducive conditions for experimentation and research.
8. It aims at effective communication to maintain better working conditions and human relationship.
9. It resolves the various conflicts that arise within the institution.
10. It helps the institution to function with social responsibility and ensures the socio-emotional development of the community.

CHARACTERISTICS OF MANAGEMENT

1. ***It is an activity:*** Management is an activity which is concerned with the efficient use of human and non human resources of production.
2. ***Management is a purposeful activity:*** It deals with the achievement of some clearly defined objectives. The purpose of manufacturing enterprise is to profitably manufacture products for satisfying the consumers. Management is always goal oriented / directed.
3. ***It is a social process:*** All business organizations are social organization as they are constituted of men. The management has to control, organize and motivate them.
4. ***Management is both a science and an art:*** theoretical knowledge must be supplement and perfected by practical knowledge. Both are equally important to management. They are two sided of the same coin and to obtain the best of both.
5. ***Management is associated with efforts of a group:*** Management is the management of people and not the direction of things. Business activities are group activities. A good management inspires them and increases their willingness to work.
6. ***Management is getting the things done:*** A manager does not do any operating work himself. He gets the work done by, with and through the people. He has to direct them and develop their talent by adopting technical, human and psychological skills.

7. **Management is an integrating process:** In the sense, it integrates the men, machine and material, to carry out the operations of the enterprise. This integration process is result oriented.
8. **Management aims at maximization of profits:** It meant for optimum utilization of human and non human resources which ultimately results in maximization of profits of organization. It is the expectation of the owners from management to bring desired results for the organization.
9. **Management is a profession:** In modern days management is a profession like other recognized professions. Even management is based on certain principles and theories and their application in practice is becoming a must.
10. **Management is a universal activity:** Managing involves getting things done through and with the people. Management means getting things done skillfully from others. This techniques and tools of management are universally applicable.

EDUCATIONAL MANAGEMENT

MEANING OF EDUCATIONAL MANAGEMENT

- Educational management is defined as the process of planning, organizing, directing and controlling the activities of an institution utilizing human and material resources so as to effectively and efficiently accomplish the function of teaching, extension work and research.
- Educational management refers to all the managerial activities to the day-to-day functioning of the educational institutions.
- Educational management refers to the theory and practice of the organization and administration of existing educational establishments and system.
- Educational management is concerned with people. It is by through and for the people.

DEFINITIONS OF EDUCATIONAL MANAGEMENT

1. "Theory and practice of the organization and administration of existing educational establishments and systems".

- G. Terry Page and J.B Thomas
2. "Educational management is to enable the right pupils to receive the right education from the right teachers at a cost within a means of the state under conditions which will enable the pupils to profit by their training".

- Graham Balfair

EDUCATIONAL MANGEMENT: ROLE

Educational management is important as it helps in:

1. Developing the goals and policies for school activities.
2. Providing direction to the developmental programmes designed to achieve the goals and purposes.
3. Planning and implementing programmes of school organization.
4. Procuring and managing resources men and material necessary for educational process.
5. Evaluating the effectiveness and efficiency by which all these functions are being achieved.
6. Allocating duties and responsibilities to personnel.
7. Controlling the activities of personnel.
8. Maintaining faithful record of all events and sending reports to concerned authorities.
9. Deciding the standards and norms for targets / goals.
10. Identifying the constrains / difficulties in educational process.

COMPONENTS OF EDUCATIONAL MANGEMENT

Educational management is consist of five components, namely

1. Educational Planning
2. Educational Administration
3. Educational Organization
4. Educational Supervision and
5. Educational Controlling

SCHOOL MANAGEMENT

MEANING OF SCHOOL

- School is *a happy home, a sacred shrine, a social centre, a state in miniature of society.*
- The school is one of the formal agencies deliberately founded by man to fulfill some of the vital needs of the human society.

MEANING OF SCHOOL MANAGEMENT

- In simple words *managing the affairs of a school.*

- *School management means running the school along the desired educational policies. It takes into account all aspects of the school (policies, material and human resources, programmes, activities, equipments etc.) and integrates them into a fruitful whole.*
- Good school management motives the best efforts of the teachers and students.
- According to *Indian Education Commission 1964-1966* says “the destiny of India is how being shaped in the classroom”.
- Schools are to be the first class nurseries for the education of children in democratic citizenship which India needs to make its democracy permanently viable.

DEFINITIONS OF SCHOOL MANAGEMENT

1. According to *B.K. Joshi* says that “school is not a building of bricks and mortar. It is a meeting place of a two souls – teacher and taught. It is Spiritual development.
2. According to *S. Balakrishna Joshi* says that “The progress of a nation is decided not in legislature, not in court, not in factories, but in schools”.
3. According to *A.K.C. Ottaway* says that “The school may be regarded as a social invention to serve society for the specialized teaching of the young”.
4. According to *John Dewey*, “The school is a special environment where a certain quality of life and certain types of activities and occupations are provided with the object of securing child's development along desirable lines”.

AIMS AND OBJECTIVES OF SCHOOL MANAGEMENT

The followings are the aims and objectives of school management,

1. To reflect and conserve basic values.
2. To carry out educational futures.
3. To manage social change.
4. To profit by experience.
5. To carry out modernization.
6. To propagate science.
7. To adopt technology.
8. To realize National Integration.
9. To form character and values.

CHARACTERISTICS OF GOOD SCHOOL MANAGEMENT

- i. **Objective Based:** It means to attain the objectives of education and schooling.

- ii. **Quality of Education:** Good school management is concerned with the quality of education being given in schools.
- iii. **Headmaster:** He is a democratic leader of the school.
- iv. **The best use of resources:** In order to promote efficient functioning of the school. It makes the best possible use of the material resources.
- v. **Joint Enterprise:** It involves the joint enterprise all the personnel connected with the school – Teacher, supervisors, pupils, parents etc.
- vi. **Professional growth:** It brings out the best in the teacher and supervisors and takes steps to promote their professional growth.
- vii. **Efficiency and Improvement:** It tries to bring out over all improvement and efficiency in the school.
- viii. **Continuous process:** It is a continuous process. It always concerned with improvement and development of the institution.
- ix. **Input–Output Model:** It works on the input-out model. It takes into account the efforts made and the outcomes achieved.
- x. **Community oriented:** It is alive to social needs and requirement as the school is meant to serve the society.

PRINCIPLES OF SCHOOL MANAGEMENT

- India happens to be the largest democracy in the world. To make democracy successful, we have to revitalize and recharge our schools to the full.
- Schools will be able to add tempo to the struggling democracy if the following principles are taken into consideration while administering them.

1. *Democratic Philosophy of Education*

2. *Freedom*

3. *Student-Centered*

4. *Flexible, Adoptable and Stable*

1. *Democratic Philosophy of Education*

- In an educational institution in a democracy, the administrator is a friend and a guide.
- He consults his colleagues, honors their opinions, confers with them in staff meetings, meets them informally in gatherings and clubs.

- He recognizes the worth of each individual's child finds out his potentialities and gives him help and guidance according to his requirements.
- Thus the total managements become a joint show the headmaster, teachers and pupils.

2. Freedom

- Enough freedom should be given to all, to exercise their power and talents.
- The power of critical thinking an important requisite of democracy can only be cultivated by individuals in an atmosphere of freedom.
- The pupils should also be allowed enough freedom to rise to the full stature of their abilities.

3. Student-Centered

- All educational management must be largely student-centered. His purpose of all educational endeavors is the welfare of the students.
- Enough opportunities must be provided for the wholesome development of the students.
- Whatever is done in the school should be of the students, by the students and for the students.

4. Flexible, Adoptable and Stable

- Educational management must hold fast to the good, change what requires changing and be fertile in considering individual differences in all personalities involved.
- Democracy can only become real through its educational institutions, which will teach its children the democratic way of life.
- There must pervade an atmosphere of justice, freedom and cooperation in the educational institutions, only then good training in leadership and followership can be given.

SCHOOL ORGANIZATION AND ADMINISTRATION**MEANING OF SCHOOL ORGANIZATION**

- School organization is getting up the whole school machinery to achieve the educational goals. It is concerned in the practical implementation of educational programmes.
- It means art of regulating all school elements, programmes and polices so that desired educational objectives are achieved.

DEFINITION OF SCHOOL ORGANIZATION

- According to **Elsebree** says that “Organization of a school is the administrative expression of educational theory”.

AIMS AND OBJECTIVES OF SCHOOL ORGANIZATION

The following are the aims and objectives of school organization as given by **P. Rane**,

1. To develop the organization of the school to benefits the students.
2. To train his powers.
3. To expand his attitudes.
4. To develop his intellect.
5. To build up his character.
6. To develop his aesthetic powers.
7. To build up his personality along with his physical development and provide him with the power of health.
8. To enable him to be always ready to perform his duties.

CHARACTERISTICS OF SCHOOL ORGANIZATION

1. **Objective based:** It is a purposeful activity. We make arrangement with a view to achieving definite aims or purposes. It is not aimless activity.
2. **Practical implementation of educational plans:** It involves practical measures. Organization gives practical shape to educational plans. The practical measures include classification of students, selecting suitable methods, using various resources, creating congenial conditions of study and so on.
3. **Systematic and definite arrangements:** School organization is a matter of systematic and definite arrangements. These arrangements relate to teachers, students, rooms, equipment, activities, programmes etc.
4. **Community oriented:** It is community oriented. Organization strives to achieve the educational objectives which are based on the needs and requirements of the community.
5. **Dynamic:** It is always dynamic. School organization meets the changing needs, requirements and conditions of the school. So it has to be dynamic. It cannot be rigid for all times.

MEANING OF SCHOOL ADMINISTRATION

- The word '**administration**' is derived from the Latin word '**minister**' / '**ministic**' which means *service rendered to others for their welfare*.
- School administration is not merely set of rules, regulations of orders to be followed by all concerned. It is *humane, flexible, constructive, result oriented and goal oriented*. **It is not one-man show**.
- School administration formulates *educational plan, plans and executes various programmes and activities, evaluate results*, improves performance in the light of clear cut educational objectives.

DEFINITIONS OF SCHOOL ADMINISTRATION

1. **Dr. Jaswant Singh** says, "School administration is the hub/ heart of educational process. All the plans, policies are *bound to fail* unless and until there is sound administration in the school".
2. According to **Ryburn** says, "School administration is not primarily concerned with arrangements, time-table, scheme of study, type of building, records etc. but it is concerned with attitudes of work and with the children with whom we work".

AIMS AND OBJECTIVES OF SCHOOL ADMINISTRATION

The following are the aims and objectives of school administration,

1. To provide efficient social life to the students and thus to prepare them in the art of living together.
2. To bring school and community closer to each other.
3. To prepare the students for some vocation which is according to their interests and abilities.
4. To help the pupils in the unfolding and blossoming of their personality.
5. To provide healthy atmosphere for experimentation and research.
6. To help in the realization of objectives of education as laid down by educational experts.

ELEMENTS OF SCHOOL ORGANIZATION AND ADMINISTRATION**ELEMENTS OF SCHOOL ORGANIZATION**

A number of essential elements are included in efficient school organizations. These elements are,

1. Decision Making
2. Budgeting
3. Planning – it includes planning of
 - a. Material Equipment
 - b. Human Equipment
 - c. Allocation of Work
 - d. Co-curricular Activities
 - e. Health Education Programmes
 - f. Community-oriented Programmes
4. Providing Instruction
5. Providing Co-curricular Activities
6. Organizing
7. Directing
8. Coordinating
9. Controlling or Supervising
10. Evaluating
11. Maintaining Records

The above points are briefly described in the following paragraphs.

1. Decision Making

- First of all, decisions concerning the efficient functioning of the school have to be taken.
- The school management will also decide about the allocation of work among the staff and fixing up responsibilities.

2. Budgeting

- The school management is concerned with the implementation of a worthy educational programme in the school, consistent with the financial resources of the school.
- Practical problems and financial constraints cannot be ignored.
- How far the school can go is determined by the income of the school.

- Annual school budgets should be prepared in the beginning of the session keeping in view the possible expenditures and income of the school.

3. Planning

- Planning is the basis of successful school administration.
- All school programmes have to be planned. Following items of planning need special mention.
 - a. Material Equipment:** Planning of material equipment is the foremost consideration of good management. Various components – The Headmaster's office, general school office, staff room, class rooms, library, laboratories, craft rooms, stores, cycle shed etc. All this needs planning. Essential equipment of library, laboratories, sports, crafts, agriculture, registers, stationary materials etc.
 - b. Human Equipment:** The administration should see in the beginning of the session that there is requisite number of the staff. Necessary appointments if needed must be made at the right time. If the staff is short, school cannot function efficiently. Necessary pupil-teacher ratio should be maintained.
 - c. Allocation of Work:** Allocation of work to the staff their teaching load or duties has also to be planned when the session starts. Right person should be given the right duty. There should be equal distribution of work among the staff.
 - d. Co-curricular Activities:** Organization of co-curricular activities inculcates good habits and qualities in children.
 - e. Health Education Programmes:** It is an important element of school organization to look after the health needs of children. The head of the school has to arrange for the medical checkup of pupils towards the beginning and end of the year. All sorts of health education programmes like health instruction, exercise, games etc. Have to be planned.
 - f. Community-oriented Programme:** The schools are meant to serve the society. So school has to plan community, oriented programmes.

4. Providing Instructions

- It involves defining school objectives, preparing suitable curriculum, dividing the curriculum into half yearly, quarterly, monthly, weekly subunits.
- School time-table is prepared specifying what, how, when and where of each programme.

- It also includes the preparing, maintaining and using of audio-visual aids like models, charts, graphs, filmstrips, OHP etc.

5. Providing Co-curricular Activities

- In addition to instructional work, well selected co-curricular activities of the schools have to properly organized.
- The school calendar indicating various activities and programmes should be prepared in the beginning of the session.
- Activities are of varied types- physical, social, civic, literary, aesthetic, moral, cultural etc.

6. Organizing

- Planning is the pre-execution stage.
- Whatever is planned has to be given a practical shape. That is organization.
- Planned activities and programmes of the school must be properly organized so that school functions smoothly and efficiently, without any wastage of time and effort.

7. Directing

- Direction is an important element of school organization and administration, because it involves decision making and planning.
- The administration decides what is to be done, when, where and how.
- Direction does not mean dictation.
- The Head of the school should be competent enough to provide necessary direction.

8. Co-ordinating

- All school programmes and activities are organized to achieve the educational objectives.
- There should be proper coordination of all a types of school work so that there is no duplication, repetition, overlapping etc.

9. Controlling or Supervising

- The school organization and administration have to exercise proper control of supervision of the school system.
- It is to be seen that all school programmes work as desired, without any negligence or omission.
- All rules and regulations underlying every item of work have to be strictly followed.

- This is possible only when the Headmaster supervises and controls various school programmes and activities.

10. Evaluating

- Evaluation is also a part of organization.
- Pupil's achievements in academic work and activities have to be properly evaluated.
- What type of evaluation techniques is to be used, when and how are matters of school organization.
- Evaluation of school work, methods of teaching, guidance work etc. also need evaluation.

11. Maintaining Records

- All the achievements of pupils and the school should be properly recorded.
- What type of records should be maintained, in what way and by who are the concerns of school organization.
- On the basis of records, necessary information is to be given to the education department, government, parents and other people.

ELEMENTS OF SCHOOL ADMINISTRATION

A number of essential elements are included in efficient school administration. These elements are,

1. Democratic Philosophy
2. Sharing Responsibility
3. Equality
4. Freedom

The above points are briefly described in the following paragraphs.

1. Democratic Philosophy

- A successful administration is based on successful philosophy.
- India is a democracy. So the principles of its educational structure are also democratic. The school practices should be based on democratic philosophy.
- The Headmaster should have democratic attitude towards all concerned—teachers pupils etc. He should take decisions after consulting concerned persons.

2. Sharing Responsibility: According to John Dewey, democracy is sharing of experiences. In a school run on democratic lines, the Headmaster of the school does not consider himself as dictator. He delegates his powers among teachers and pupils. The students shoulder

responsibility in the conduct of some aspect of school programme, but they are guided by some teacher.

- 3. Equality:** In a democratic administration, all are treated alike and get equal opportunities of work. The Headmaster of the school considers himself as co-worker or a member of the team.
- 4. Freedom:** In a democratic administration, every individual should enjoy maximum freedom of work, speech, initiative etc. Balanced development of pupils is possible only in an atmosphere of freedom.