



Faculty of Education in Qena
Foundations of Education Dept.



Lectures on Educational and School Administration

**For Physics, Chemistry, Biology & Math
Basic English Teacher Students
First Year**

BY

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Contents of the E-Book:

First: Subjects

Chapter (1)

Introduction to

Educational Administration & Management

• Introduction



Meaning of Education:

Education is a gradual process which brings positive changes in the human life and behavior. We can also **define education** as “a process of acquiring knowledge through study or imparting the knowledge by way of instructions or some other practical procedure”.

Education also means helping people to learn how to do things and encouraging them to think about what they learn. It is also important for educators to teach ways to find and use information. Through education, the knowledge of society, country, and of the world is passed on from one generation to another. In democracies, through education, children and adults are supposed to learn how to be active and effective citizens. More specific, education helps and guides individuals to transform from one class to another. Empowered individuals, societies, countries by education are taking an edge over individuals stand on the bottom pyramid of growth.

Education is indispensable to individual and society, for without it there would be loss of all the accumulated knowledge of the ages and all the standard of conduct. An individual must learn the culture of the society or the accepted ways of doing things. He must be socialized into the prevailing culture and must learn the rules of conduct and expectations about future behavior.



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• Importance of Education



Education has many benefits and has positive impact in our life. An educated person is an asset for any country. In today's world, human capital is considered the best national resource. On one hand, he can explore better opportunities for himself, and on the other hand, the entire nation would get benefited from his works.

Education is the backbone of developing countries. Developing countries should understand the importance of education and develop a sound educational system. Sustainable development of economy and society is closely related to education. The most important resource of a nation is its human-capital. Educated people have more understanding of themselves and of the others. They have the ability to become entrepreneurs, scientists and agriculturists. The world of today is driven by Information Technology and education in this field may become a deciding factor for the future economic development of developing countries.

• Administration



Administration is a process of systematically arranging and coordinating the human and material resources available to any organization for the main purpose of achieving stipulated goals of that organization.

When applied to the school system, the process is referred to as Educational Administration or School Administration. Administration is a term used to refer more to Government business. Administration occurs in every organization. The basic aim of administration is the need to get things done for defined objectives to be accomplished.

Educational Administration is the process of bringing men and materials together for effective and functional teaching and learning in the school. The focus of educational administration is the enhancement of teaching and learning. We can define educational administration as a process through which the school administrators arrange and co-ordinate the resources available to education, for the purpose of achieving the goals of the educational system.

- **Management**



Management is a term most often used to describe industrial activities. Management is a social process which is designed to ensure the cooperation, participation, intervention and involvement of others in the effective achievement of a given or pre-determined goal or objective.

The term management is derived from an Italian word “maneggiare” which means to “train horses” or literally “to handle”. From the French word “maneger”, it means to economize and manage an act of guiding or leading. Etymologically therefore, it means to handle, direct, economically guide and lead.

Management is an integrating process by which authorized individuals create, maintain and operate an organization in the selection and accomplishment of its aims. Management is getting things done through others. Management is the co-ordination of all resources of an organization through the process of planning, organizing, directing and controlling in order to attain objectives (educational). It is the direction or guidance of people towards organizational goals and objectives.

Indeed, management is the effective organization and utilization of human and material resources in a particular system for the achievement of identified objectives.

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.

In the modern times one of the most important human activities is managing Group of people. Ever since people began forming groups to accomplish aims they could not achieve as individuals, managing has been essential to ensure the coordination of individual efforts. As society has come to rely increasingly on group effort and as many organized groups have become large the task of managers has been rising in importance.

Management is the process of designing and maintaining an environment in which individuals working together in groups efficiently accomplish selected aims.

The basic definition of Management explains that:

- As managers, people carry out the managerial functions of planning organizing, staffing, leading and controlling.
- Management applies to any kind of organization.
- It applies to managers at all organizational levels.
- The aim at all managers is the same to create a surplus.
- Managing is concerned with productivity, which implies effectiveness and efficiency.

Thus it may be concluded that management plays a key role in improving standard of living of the people in the society through developing an ideal organizational structure and making economic use of available resources.

The knowledge of management theory and practice enables managers to take more realistic view about organizational and social problems and to find out their effective solution.

- **Meaning:**



Management is an important factor for the success of any organized activity. Today management basically concern with changes and challenges, and it is difficult to manage.

Management is an art of getting things done through others. Management is to plan, organize, direct and control the resources of the organization for obtaining common objectives or goals. It is related with resources like material, money, machinery, methods, manufacturing and marketing.

Management principles are universal in nature. Management is necessary for all types of organization, such as public sector, private sector, govt. department, hotel, hospital, hostels, educational institutes, require management for several growth and expansion.

- **Definitions**



1) According to Taylor:-

“Management is the art of knowing what you want to do and then seeing that it is done in the best and cheapest way.”

2) According to Lawrence:-

“Management is the accomplishment of results through the efforts of other people.”

3) According to Henry Fayol: -

“To manage is to forecast and to plan, to organize, to co-ordinate and to control.”

• Nature of Management



1. Management is an activity
2. Management is a purposeful activity.
3. Management is concerned with the efforts of a group
4. Management applies economic principles.
5. Management involves decision making.
6. Management is getting things done through others.
7. Management is an integrating process.
8. Management co-ordinates all activities and resources.
 - a) Management is a universal activity.
 - b) Management is dynamic not rigid.

• Importance of Management



1. Management is goal oriented:-

Management is concern with achievement of specific goals. It is always directed towards achievement of objectives. The success of

management is measured by the extent to which objectives are achieved.

2. Management is associated with group efforts:-

The business comes into existence with certain objectives which are to be achieved by a group and not by one person alone. Management gets things done by, with and through the efforts of group members. It co-ordinates the activities and actions of its members towards a common goal.

3. Management is intangible: -

It is an unseen force; its presence can be evidence by the result of its efforts up to date order but they generally remain unnoticed, whereas mismanagement is quickly noticed.

4. Management is an activity and not a person or a group of persons: -

Management is not people or not a certain class but it is the activity, it is the process of planning, organizing, directing and controlling to achieve the objectives of the organization.

5. Management is situational:-

Management does not advice best way of doing things. Effective management is always situational. A manager has to apply principles, approaches and techniques of management after taking into consideration the existing situations.

6. Management is universal:-

Most of the principles and techniques of management are universal in nature. They can be applied to government organization, military, educational institutes, religious institutes etc. They provide working guidelines which can be adopted according to situations.

7. Management is concerned with people:-

Since management involves getting things done through others only human being performed this activity with the help of planning and control. The element man cannot be separated from the management.

8. Management is the combination of art, science and profession:-

Management makes use of science as well as art. It is science because it collects knowledge with the methods and data, analyzes and measures it and decision is taken with the help of experiment. It is a systematic body of knowledge. Art means application of knowledge for solving various problems. In modern times there is separation of ownership and management, so professional experts are appointed.

• Management is an Art, a Science and a Profession



Management is treated as art, science and profession because it has some characteristics of an art, a science and a profession.

Art is personal skill. It is created by nature. It does not possess by all. Art is bringing about desired results with the help of skills. Management is one of the most creative arts. It requires a lot of knowledge.

▪ Management is an art because:

- 1] It is creative
- 2] It involves use of skill.
- 3] It involves use of technical know-how.

4] It is directed towards getting results.

5] It is personalized.

▪ **Management is a profession because:-**

Profession is an occupation carried by professionals like doctor, lawyer, architect, chartered accountant, cost accountant etc.

It involves knowledge and application of it. Management as a profession is modern concept different from traditional one.

▪ **Characteristics of a profession:-**

1. Systematic body of knowledge:-

Professionals require expert knowledge in a particular discipline. E.g. a doctor requires knowledge of medicine; Chartered Accountant needs to have knowledge of Income Tax.

2. Formal Education:-

A true professional needs to have formal education from the institution. E.g. Lawyer needs degree of law.

3. Social Responsibility:-

The professionals are socially responsible while handling their tasks and responsibilities. Their aim should not be only profit maximization, but they have to follow certain rules for social responsibilities.

4. Independent Office:-

Normally professionals practice from their independent office.

5. Specialization:-

The professionals may specialize in a particular field.

E.g. heart specialist, child specialist and ENT surgeon.

6. Fees:-

The professionals required license or a permission to practice. E.g. a doctor requires license to practice as a medical practitioner. The modern concept of management has developed as a profession because:-

- A. Organization is a systematic body of knowledge.
- B. Formal methods of acquiring knowledge and skill with the help of different institution.
- C. Rise in professional management consultant.
- D. Need for honesty.

▪ **Management as a Science:-**

Science is a systematic body of knowledge based on certain principles and which are universally approved.

F. W. Taylor was the first person who considered management as a science. Science is divided into two parts.

1. Physical science.
2. Social science.

Management is a social science because it deals with human being.

Management is a social science due to the following reasons:-

1) Systematic collection and processing of information:-

Management collects information either by observation or experiment and practice. E.g. Marketing people collect information about expected sales on the basis of observation, experiment and practice. The data is collected. Then it is process and with the help of computer and statistical tools and then the data is analyzed and decisions are taken.

2) Output may change though the inputs are same:-

In management the output may change even when the input remains the same because it deals with human being. Subordinates working under one manager may give different result though resources are same. Process of management is universally followed i.e. planning, organizing, staffing, directing, controlling and reporting. Every manager while performing his job must use his knowledge to get better results.

3) Principles of Management are universally accepted: -

All successful organizations must follow established principles of management, such as division of work, unity of command, authority and responsibilities, discipline etc.

So it is said that management is not only an art, a science or a profession but combination of all.

• Paul Monroe: the human and material resources



Thus educational management is a comprehensive effort dealing with the educational practices. It is the dynamic side of education. It deals with educational institutions – right from the schools and colleges to the secretariat. It is concerned with both human and material resources. The human elements include:

- (i) Children,
- (ii) parents,
- (iii) teachers and

(iv) Other employees in general – university of Board of Education at local, state and National levels of Governments. On the material side there are:

(a) Finance,

(b) Buildings and grounds,

I Equipment and instructional supplies.

Besides, there are ideas, laws and regulations and so on, having a bearing on the educational process. The blending of these 'parts' into a 'whole' is educational management.

- **Why Administration and Management are sometimes used synonymously?**



Administration is a component part of management. Administration is widely applied in associations and government services and non-profit organizations.

Management is usually applied when considering the executive functions and the expertise in government and civil service. But management encompasses much more than administration – it involves the work of analyzing and preparing complex policy documents for decision by political decision makers. Yes, management is basically concerned with the formation of plans, programs and policies while administration is principally responsible for the execution or implementation of these plans, programs and policies. Administrators are implementators while management is formulating program.

Administration, like management also involves such elements as planning, organizing, programming, staffing, budgeting, coordinating, reporting and evaluating, but on a smaller scale than management.

Organization and management are equally interchanged or jointly and inseparably applied occasionally. Organization refers to the structure or forms of an enterprise and the arrangement of all parts in a manner suitable for use in service.

Management includes all those in charge of the direction of the work of others, those who will see to it that the parts so arranged and structured are used in service to the best advantage.

Administration is also, an integral part of an organization. Here it is characterized as a service, an activity or a tool through which the fundamental objectives of the process may be more fully and efficiently realized. The school is an organization in the organization. For effective school administration, the administrator needs to be knowledgeable in the theories, techniques and principles of school administration as a guide for action when necessary.

• Need and importance of Educational Management



In a democratic country like ours, educational management is a necessity. The purpose of educational management is to bring pupils and teachers under such conditions as will more successfully promote the end of education. Superior educational management, in fact, is basic to the satisfactory functioning of democracy.

Sir Graham Balfour writes very aptly, “the purpose of educational management is to enable the right pupils to receive the right education from the right teachers, at a cost within the means of the state, which will enable pupils to profit by their learning.”

Some suitable, stable elements which are properly motivated and organized in the machinery become necessary to withstand and survive the changes and upheavals caused because of changes of governments. Error of judgment can be retrieved in a farm or factory but these can be fatal when concerned with the molding of ideas and values of society. An efficient and sound system of educational management is, in fact, the basis of a good democracy.

As education is a major area of governmental and public management involving millions of schools, teachers and pupils, it is imperative that it should have an excellent infrastructure in line with socio-political aspirations of a people.

Will it, therefore, not be expedient to draw on the gains of management science, with some adjustment here and there, towards the vast potential of this stupendous human activity? The answer to this and similar questions may be found in the succeeding pages where an attempt has been earnestly made by the compilers and editors of this book to synthesize management with teaching-learning.

Management, however, is a single activity, a unity, one continuous process that runs through its elements. The classification of functions is merely to facilitate identification of areas and steps which are mutually inclusive, as well as to promote better organization of resources.

As there is ample identity between the functions, aim and objectives of management and those of an educational process, the application of the law of the former to the body of the latter, for mutual Benefit of both, may be justified. The management movement must encompass teaching-learning process, as a scientifically designed classroom situation will certainly add to the performance of an educational activity.

• Levels of Management



There are several types of managers. However, it is useful to divide them on the basis of three managerial levels.

There are three levels of management:

1. Top level management
2. Middle level management
3. Lower level management

Administrative level consists of top or upper level of management. Operative level consists of middle level and lower management. Lower-level management includes supervisor and foreman. The level of management is depending upon the size of the organization. If there is large number of levels it will difficult to communicate and co-ordinate and control. So, the levels must be restricted.

• Summary



In this chapter, the writer has discussed many points: an introduction to education, its meaning and importance, administration, management, nature of management, its importance, management is an art, a science and a profession, Paul

Monroe: the human and material resources, why administration and Management are sometimes used synonymously, need and importance of educational management, and levels of management.

After studying the first chapter, answer the following questions:



- 1- Illustrate the Meaning of Education and its Importance in our life.
- 2- Explain the meaning of Management and its Nature
- 3- Management is very important in our life. Explain some of its characteristics.
- 4- Management is an Art, a Science and a Profession, illustrate.
- 5- State some points for the Need and importance of Educational Management.

Chapter (2)

Evolution of Management Thought

- **Introduction:**



Management started when man started living in groups. It relates to achieve certain objectives. According to George management begin in family, and after that it is expanded in tribes & finally the scope was increased up to urbanization. The reference of management was found in Babylonia (civilization on the bank of Nile river). After that Egypt provides us with an example of decentralized organization with little control. Management thoughts are shown in planning and organizing in the construction of Pyramids.

The ancient philosopher first recognized the need for proper methodology for employees' selection and training.

Greek provides extensive documentation of management principles. These principles of management are worldwide famous. It is considered as management is an art. It includes employees' selection, delegation of authority, time study, motion study etc.

Looking at the entire process of management thoughts, in the early period management was based on trial basis. There was no exchange of ideas and no practice of communication. Management is developing science. It grows accordingly to changes in the social & political & economic changes. There are five stages of evolution of management thoughts.



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- **Evolution of management thought**

Table- 1

Evolution of management thought

Pre – Historical Period	Organized society	Industrial Revolution	Toward Consolidation Management as a science	Recent Development Administrative
Villages	church Military		Authority Responsibility Delegation Centralization Division of Work	Forecasting Controlling Problem solving P E R T CPM

1) Pre – Historical Period:-



Management is as old as man. Awareness of needs & satisfaction of needs is the part & parcel of management. In the ancient time in the villages, head of the village plans for the villages. There was a good labor planning. Villages were isolated. The basic needs in the villages were satisfied by the persons in the villages. Responsibilities were distributed among the people to satisfy the basic needs.

2) Organized Society: - (Church & Military)



The next contribution to the development of organization & management was by roman church. 1500 years ago Chinese ruler advised government about management of human institutions. The German public gives contribution towards management thoughts.

During this period, management techniques were largely developed in administrative military & state administration.

3) Industrial Revolution:-



This period is known as the period of scientific management. It is proved that management is related with enterprise & business. In this period lots of technological changes took place. With the industrial revolution the question of traditional management appears. The traditional management concept was replaced by professional management.

4) Towards Consolidation:-



This stage marks the beginning of the work of investigation of principles of management i.e. division of work, authority, responsibility, discipline, scalar chain. These ideas were developed by 'Henry Fayol'.

5) Recent Development:-



Recently management concepts are based on mathematical analysis. They are based on linear programming, operational research, PERT (Program Evaluation and Review Technique), CPM (Critical Path Method). These techniques are useful in decision making, controlling, problem solving etc. In today's competitive world these techniques are essential for controlling the cost that is why management is called as a separate profession.

• Contribution of F.W. Taylor (Scientific Management)



Scientific management is a part of early management approaches. The chief contributor of scientific management is F. W. Taylor. He is known as Father of Scientific Management (1856 to 1915) was born in USA.

He did most of his schooling in France & Germany. He couldn't finish his graduation & join Midvale Co. (Steel Work). He worked there for 6 years. In 1884 he raised to the position of Chief Engineers, as mean while he obtained Master's Degree in Physics, Mathematics & Engineering.

In 1898, he joined Bethlehem Steel Co. where he did his experiment to increase the loading capacity of each worker with regards to material handling equipment. At first one worker was engaged in loading 12.5 tons of iron. But with the help of time & motion study he proved that one man can load 47.48 tons because of the change in the size of spade & systematic arrangement of instruments. With the help of proper planning organization can earn more profit. Initially the workers in that company are 500 to 600 because of this the strength of workers reduce to 140 and profit increased by 78,000 dollars.

Definition:-

Scientific management is concern with exactly knowing what you want men to do & then see that they are doing in best & cheapest way.

• Contribution of F. W. Taylor:-



1. At Midvale Steel Co. he improved proper distribution of work for each worker.
2. In Midvale Steel Co. he analyzed the work done by workers in specific job & allotted standard time.
3. He also made experiments on time study & motion study to decide the work load of each worker.
4. In Bethlehem Steel Co. he had made experiments with material handling equipment for increasing the capacity of each worker.
5. In 1901, he presented a paper on differential piece rate system.
6. In 1906, he published article on art of cutting metals.
7. In 1903, he presented important paper on shop management – In that he explained gang boss, speed boss, repair boss & inspector.
8. In 1911, he gave the principles of scientific management, for which he is remembered as 'Father of Scientific Management'.
In that he has explained:-
 - a. Friendly relationship between workers & management.
 - b. Scientific education to the workers.
 - c. Scientific selection of workers so that each worker could be given responsibility for the task.
 - d. Development of the true science of management with proper analysis in the organization.

- **Mechanism of Scientific Management:**

Table- 2

Mechanisms of Scientific Management

Workshop Manager										
Planning Department						Production Department				
Route clerk	Time & Cost	Inst. Card	Disciplinarian			Speed	Repair boss	Super visor	Gang boss	
Workers										

- **Mechanism: -**

6) Separation of Planning & Doing:-



Before Taylor's scientific management a worker used to plan about his work & instruments necessary for that. Supervisors' job was to see how the workers were performing. This creates a lot of problems. So Taylor has separated planning & doing authority.

7) Functional Foremanship:-



Separation of planning from doing resulted into development of supervision system. In this system 8 persons were engaged, out of that 4 persons were engaged in planning department. They are time & cost clerk, routine clerk, instruction card clerk & disciplinarian. In production process 4 personnel were engaged, they are speed boss, repair boss, supervisor & gang boss.

8) Job Analysis:-



It is related with finding out best way of doing. It means that least movements in doing job. It will lead to complete production in less time & lesser cost. It includes: -

9) Time Study:-



It means determining time required to complete a job in a particular time. The movement which takes minimum time is the best one.

B) Motion study:-



It means study of movement while performing a job i.e. elimination of wasteful movement in performing a job, only necessary movements are engaged.

C) Fatigue Study:-



It shows the amount & frequency of rest required, while completing the work. After certain period of time workers feel fatigue & can't work with full capacity.

Therefore, they require rest in between. When rest is allowed they start working with full capacity.

D) Standardization:-



As far as possible standardization should be maintained in respect of instruments & tools, period of work, amount of work, working conditions, cost of production etc. these all things are fixed in advance on the basis of job analysis.

E) Scientific Selection & Training of Workers:-



Taylor has been suggested that worker should be selected on scientific basis taking into account their education, work experience, attitude & physical strength.

F) Financial Incentives:-



Financial incentives help to motivate workers in maximum efforts. Higher wages lead to increase in efforts. He applied differential piece rate system. According to him, workers have to complete the work within specified time and then only he will get wages at higher rate per piece & one does not complete a job get a lower rate. Wages should be based on individual performance & not on the position occupied.

G) Economy:-



Techniques of cost estimated & control should be adopted. Waste should be controlled properly. Profit will be achieved with elimination of wastage. He explained how resources are wasted.

H) Mental Revolution:-



Scientific management depends upon mutual co-operation between workers & management. Taylor say's great revolution takes place in the mental attitude of two parties under scientific management. He has given systematic design of work. Labor management, co-operation required a complete mental change on the part of both parties. The workers have specific duties towards management & vice-a-versa. The method of scientific investigation & knowledge should be accepted by both parties.

- **Criticisms:-**



In the beginning Taylor's scientific management was considered as something very unique. But after some time it was subjected to several criticisms.

1. Taylor's scientific management was related to production management. It takes practical view of management & focuses attention only on the production management. Taylor's study of management has become the study of lower level management. He stressed on efficiency on lower level. He has neglected marketing, financial and decision making aspects completely.
2. Scientific management is applicable to large scale organization. It involves high expenditure. It is a luxury for small scale organization. It involves research, experiment & analysis. It is difficult for small scale organization.
3. It was also argued that devices of work analysis, time study & motion & fatigue study can't be applied in the practical life.
4. The idea of best way of doing a job was also criticized. Everyone has his own natural style of work & he can give best only if he is allowed to work in his style. The maximum efficiency will be attained by the group & not by individual worker.
5. Wages of workers are not increased in a direct proportion of productivity. It leads to exploitation to workers.
6. People are not ready to use the word 'scientific'. The scientific does not have any significance. Management is a social science and not an exact science.

• Contribution of Henry Fayol (Administrative Management)



Henry Fayol has been considered as the real father of modern management. He was a French industrialist and graduated as a mining engineer in 1860. In 1908, Fayol contributed his famous “functional approach” to the management literature. Fayol’s writings were first published in 1908 in French, but up to 1918, it was not translated into English. His ideas were accepted after his death in 1925.

Henry Fayol has written a book for his contribution in which he has explained the problems managing & organization from top management point of view. He has used the term administration instead of management.

Fayol found that activities of industries should be divided into 6 groups. i.e.

- **Technical** (production)
- **Commercial** (buying, selling and exchange)
- **Financial** (optimum use of capital)
- **Security** (protection of property)
- **Accounting** (including statistics)
- **Managerial** (all functions of management)



Fayol also stressed that managers should possess physical, mental, moral, educational and technical qualities to conduct operations of a business enterprise.

While giving management principles Fayol has emphasized on two things:-

A. The principles of management can be followed in every organization.

B. These principles are not fixed. They are flexible.

He has listed certain fundamental principles which are to be adopted by managers in dealing with sub-ordinates. **These 14 principles are worldwide applicable.**

1) Division of Work (specialization):-



A business activity carried out by small scale may be managed & controlled by proprietor. As business expands, activities grow & need more people to control those activities. Organization is jointly managed by a group of person. Fayol has advocated division of work to take the advantage of specialization.

2) Authority & Responsibility:-



Authority represents a power enjoyed by a person of his position in the organization. It may be for taking decision, spending money or in many other ways. Responsibility is obligation created upon a person for the use of authority, which is entrusted to him. These two terms are co-related. Fayol suggested that there must be balance between authority & responsibility.

3) Discipline:-



All the personnel serving in an organization must follow discipline. Discipline is obedience, application of behavior & energy shown by an employee. Discipline may be self-employed or command discipline. Discipline can be obtained lower remuneration, dismissal, demotion of position. While applying such circumstances proper proof should be taken into account.

4) Unity of Command:-



Each employee should receive order from single superior. In the organization structure it should be clearly stated that who is responsible to whom? & who should receive order from whom?

5) Unity of Direction:-



According to this principle each group of activity with some objective must have one head. There is a difference between unity of command & unity of direction. Direction is concerned with planning & unity of command is concerned with reporting.

6) Subordination of individual interest to general interest:-



In an organization individual interest should not be given any importance. The manager should always keep organizational interest before him & should determine such policies which will be beneficial to entire group & not just few personnel. It is responsibility to management to create common understanding between all.

7) Remuneration:-



Every employee must be paid an adequate remuneration for his services. Remuneration should be fair & should provide maximum satisfaction to person who is working in the organization. Personal factors such as demand for labor, position of the labor & competition as well as cost of living index should be taken into account. General Economic Conditions should be considered while deciding the remuneration of an employee. In any case exploitation of the worker should be avoided.

8) Order:-



Fayol has suggested that at one position one person should be appointed. Each person must have appropriated position in organization.

9) Centralization:-



It means the extent to which authority should be concentrated in the hands of top level management. It may be centralized or decentralized. There are limitations of complete centralization & complete decentralization. Therefore, there should be proper balance between this two.

10) Scalar Chain: - (Straight line & Command)



It shows the straight line of authority from highest level to lower level for communication. Scalar chain is the extract of organization chart & shows the responsibility or position of everybody in an organization.

11) Stability of Tenure:-



Effort must be made to keep the employee stuck to organization so that the labor turnover can be low by keeping check on administrative cost of organization. Care must be taken to satisfy the staff otherwise there will be bad effect & loss of labor.

12) Equity:-



Equity is combination of justice & kindness; equity in treatment & behavior is liked by everyone & it brings loyalty in the organization.

13) Initiative:-



Within the limits of authority & discipline manager should encourage their employees for taking initiative. Initiative is concern with thinking. Thinking leads to execution of plan. Initiative increases energy on the part of human being.

14) Espirit De Corps:-



This is a French term. It means manager is like a captain of a team who is responsible to maintain high moral between all workers. It may be possible by effective communication among all persons in organization. His understanding & differences in opinions should not be harmful. The best way of taking such situation is to establish dialogue between parties. Participation of workers in the process of decision making is important.

• Difference between contribution of F. W. Taylor & Henry Fayol

Table- 3

Comparison between contributions of Taylor and Fayol

<i>F. W. Taylor</i>	<i>Henry Fayol</i>
1) <i>Place of origin:-</i> F. W. Taylor belongs to U.S.A.	Henry Fayol was a French man.
10) <i>Working Process:-</i> The work of F.W. Taylor was related on operative level, bottom level & & first line manager.	Henry Fayol started his theory from top level to lower level.
11) <i>Importance given by them:-</i>	Henry Fayol gave importance to the

Taylor emphasis on work study, motion study, time study & fatigue study, differential piece rate (scientific management).	activities of top level management i.e. controlling & planning.
12) <i>Difference in approach:</i> - Taylor stress on the efficiency of workers. He considered production management as important factor in the organization.	Henry Fayol gave importance to principle of management which can be applied universally.
13) <i>Their contribution:</i> - Taylor gave a scientific base to management.	Henry Fayol gave importance to management training.
6) <i>System of wage payment:-</i> Taylor advocated system of differential piece rate system.	Fayol did not mention anything about wage payment.
7) <i>Faith:</i> - Taylor had faith in scientific management.	Fayol had faith in administrative management.

**• Contribution of Elton Mayo (1880-1949)
(Hawthorne Experiments)**



Elton Mayo can be called as the Founder of Human relations school. Mayo conducted experiments at the Department of Industrial research of Howard.

Mayo was of the opinion that an individual is not very important, his personality is important as a member of the group.

The human relations movement was evolved during 1920's in the U.S.A. Elton Mayo (1880-1949) laid the foundations for the human relations approach.

Hawthorne experiments was conducted from 1924 to 1932 at a plant of Western Electric Company, Chicago was manufacturing Telephone System Bell. It employed 30,000 employees at the time of experiment. The experiment was conducted in 4 phases.

i. Illumination Experiment: - (Physical, conducting, lighting effect)



It was undertaken to find out how change in the level of light & physical factor affects production. Higher illumination will help in increasing the production; decrease in illumination will lead to decrease in production.

ii. Relay Assembly Test Room:-



Under this study, two small groups of six female telephone relay assemblers were put in separate rooms under close observation and control. Frequent changes were made in working conditions such as working hours, rest periods, hot lunch etc. Over the two years-period, it was concluded that social or human relationship among workers exercised greater influence on productivity of workers than working conditions. This special attention and treatment given to workers developed a sense of group pride and belongingness which motivated them to increase their performance.

iii. Mass Interview Program:-



During the course of experiment about 20,000 interviews were conducted from 1928 to 1930. For determination of employee's attitude towards company such as supervision, insurance plan, promotion, wages etc. & yes & no type of questions were asked. During the course of interview, it was discovered that worker's behavior was influenced by group behavior.

The program indicated that productivity can be increased if people allowed talking freely.

iv. Bank wiring observation room:-



This experiment was carried from 1931 to 1932 with a view to analysis functioning of small group & its impact on individual behavior. The group was formed consisting of 14 male members, 9 wire men & two inspectors. Hourly wage rate was based on average output of each worker & bonus was based on the productivity of group of workers.

It was found that the group has established its own standards of output and social pressure was exercised.

• The main conclusions of Hawthorne Experiments are as follows:

1) Social factor in output:-



Worker is influenced by social factor & the behavior within the group. Man is a social animal. Only monetary incentives are not sufficient to increase the production but non-monetary incentives will also help to increase the production. Means, behavior within the

group will definitely increase the production. This acts as a motivating factor.

2) Group Influence:-



Worker forms a group in the organization means, they develop informal relationship. They try to change their behavior & manager is considered as a part & parcel for that group & not as a manager.

3) Leadership:-



Leadership is important for directing group behavior. But the formal relationship is not accepted by the workers. Informal relationship which is express in relay assembly test room & bank wiring observation room is lead to increase the efficiency of the workers.

4) Supervision:-



Supervision is important for determining efficiency of output but friendly supervision helps to increase the productivity of the workers in the organization.

5) Communication: -



In every organization communication is very important. Workers participation in the process of decision making helps in increasing the productivity. Workers must communicate freely with managers to explain their problem. Better understanding between manager & workers develops positive attitude.

• Criticism: -

1. The Hawthorne experiment is criticized because there is no

scientific base. It is based on social relationship.

2. It was also pointed out that this experiment does not have any guarantee because it has limited scope.
3. The human relationship approach is criticized on the several bases. It is observed that this approach tries to soft corner of the requirement of the organization. No attempt was made to understand human behavior at work place.
4. As a result of the impact of human relation approach, human relation become fad and fashion with many people of the organization. They believe that happy workers are productive workers. This is not always true.
5. With the passage of time both managers & workers begin to realize disadvantage of the situation.
6. When decisions are made secretly is important which is not possible in the Hawthorne experiment.

However, human relationship approach should not be totally neglected. Human psychology is basically sound & should be properly understood.

• **Various Approaches to Management**



Peter Drucker explained his theory on managerial problems. He has written the most important book, 'Practice of Management' & another one is 'The effective executive Management'.

He has explained the responsibilities & practice by the management & his thoughts are as follows:-

1) Nature of Management:-



Peter Drucker is against bureaucratic management & he emphasized the management with creative & innovative characteristic. Main object of management is lead towards innovation. It includes development of new ideas with old one for betterment of organization. For that he treated management as a profession & as a discipline. As a discipline management has its own tools, skill & techniques for achievement of goals. He has also explained management as a practice rather than science. Management is result oriented. He emphasized that manager should not have only technical skills but conceptual skills also. He must understand social & cultural requirements of an organization.

2) Management Function:-



According to Peter Drucker:

- A. Management comes into existence for specific purpose whether it is hospital, educational institute, transport, etc.
- B. Making work productive & workers active.
- C. Managing social responsibility.

Apart from these functions management has to perform several functions such as setting of objectives, decision making, motivation, etc. It covers 8 areas such as innovation, productivity, physical resources, financial resources, profitability, and managerial performance, attitude of management & public responsibility of management.

3) Management by Objectives (M.B.O):-



He introduced this concept in 1954. It also means management by result. M.B.O. included planning, setting, standard performance calculation (appraisal) & motivation. According to him it is not only a technique but it is a philosophy of managing. Now-a-days this concept has become more popular.

- **Management by objectives: (MBO)**

- **Meaning:-**



According to George “MBO is the process where superior & managers of an organization jointly defines its common goals, each individual area of responsibility in the term of results expected by him & use their measures as a guide for operating the unit & assuming contribution of each of its members.”

It is new dynamic concept. It is different from traditional management concept. This concept gives advantages of co-operation and was introduced by Peter Drucker. It is a technique in the hands of management.

- **Process of M.B.O.:**



The M.B.O approach is result oriented approach & based on the idea of effective participation of all the members for achieving objectives. It includes following steps: -

- 1) Defining Job:-**



Every employee is asked to define his job with the necessary details. The supervisor is also asked to do the same exercise

independently. The job specifies the responsibilities of each personnel for attainment of goals. It is finalized in the joint meeting of superior & sub-ordinates.

2) Setting Objectives:-



In this stage the objectives to be achieved are decided by all concern parties & key results areas are also finalized. They are prepared on proper background for further action & results are achieved by the staff. In this process long term & short term objectives are finalized.

3) Developing Action Plan:-



Such action plan is based on objectives & useful for suitable follow up for achieving objectives. The action plan gives clean direction to concern parties & brings unity in the whole organization. Action plan is prepared jointly.

4) Conducting Periodical View:-



Periodical view is useful for execution of action plan. Such review suggests actual performance of the plan. If there is any deviation remedial action can be taken.

5) Performance Appraisal:-



M.B.O. provides as a tool for performance appraisal to superiors. It helps to improve the performance of staff in future. Appraisal need to be done with trust & confidence.

6) Achieving the Objectives:-



The important aspect of M.B.O. is to achieve the objectives within the definite limits. These are achieved with participation of all. For this understanding, communication & co-operation is required.

• Advantages:-



1) Result Oriented Approach: -

MBO is result oriented philosophy. MBO is highly practical approach to management.

2) Clarity of Goals: -

MBO is goal setting method, in which the desired results are identified in anticipation of performance. All problematic areas are highlighted.

3) High Morale of Employee: -

Participation of superiors & clarity of goals help to increase the moral of employees in the organization. There is a two way-communication.

4) Effective Planning: -

M.B.O. program shares planning process. Planning process is standardized toward action plan.

5) It Facilitates Control: -

Since objectives are determined for achieving goals, better control over the performance can be done. Each individual performance is calculated & it is compared with standard one.

6) It facilitates Personal Leadership: -

MBO helps individual manager to develop skills for personal leadership in the area of planning, controlling & organizing.

• Limitations of M.B.O.: -



1) It is time consuming process: -

M.B.O includes setting of objectives & responsibility with careful consideration for every action. Therefore, it is time consuming process.

2) It increases paper work: -

Written communication e.g. policy, manual, instruction cards, questionnaire & reporting increases paper work.

3) It creates organizational problem: -

Participation of subordinate in setting objectives will create problem between superior & subordinate.

4) Problem of goal setting: -

M.B.O can function successfully only when measurable objectives are jointly set & they are agreed by all. Problems can be raised if objects are not set properly with particular responsibility.

5) Conflicting objectives: -

Sometimes an individual's goals may be conflicting with others. In such a situation individual follows the path that is suitable for him. This tendency may result in lack of co-ordination. In different departments objectives cannot be coordinated together so the attainment becomes difficult.

6) Secret can't be maintained: -

As M.B.O involves participation of superior & sub-ordinate, it is very difficult to maintain secrecy. Some important matters should be kept with top level management, because sometimes it is dangerous for the organization when there is leakage of information.

7) It is reward punishment approach: -

M.B.O creates excess pressure on all executives. It is based on reward punishment philosophy. It carries tension on the minds of manager.

• Objectives of M.B.O.:-



- 1) MBO is new philosophy in management. It aims at achieving organizational objectives with support of co-operation if entire manpower is available in business. It aims at involvement of all employees with effective communication.
- 2) In MBO effective participation of superior & sub-ordinates is necessary. Both have to work together. They have to set objectives jointly. Co-operation is the key of success in MBO process.
- 3) In MBO setting of goals is a joint activity. Goals are never imposed forcefully to anyone. They are decided by both parties.
- 4) In MBO efforts are made to achieve the results by giving reasonable freedom to lower level management. There is mutual understanding between superior & sub-ordinates while achieving objectives.

• Summary



Scientific Management focuses on works and machine relationship. It is developed by F.Y. Taylor. He is known as the Father of Scientific Management.

Administrative Management emphasizes the Manager and the functions of management. Henri Fayol (1841- 1925) known as the Father of Modern Management.

Behavioral or human relations management emerged in 1920 and dealt with the human aspects of organizations. Elton Mayo, known as Father of Hawthorne Studies. The Hawthorne studies are significant because they demonstrated the importance influence of human factor on worker productivity.

Peter Drucker has varied experience from the fields which includes psychology, sociology, Law and Journalism. Drucker's contributions have made tremendous impact on the management practices. He has developed solutions to number of managerial problems.

After studying the second chapter, answer the following questions:



- 1- Fayol's Fourteen Principles of Management are worldwide applicable, explain.
- 2- State some differences between the contribution of F. W. Taylor & Henry Fayol to management.

3- Elton Mayo can be called as the Founder of Human relations school, illustrate his contributions to management.

4- Explain the meaning and steps of the M.B.O. Process.

Chapter (3)

School Administration

and

School Administrator

• Introduction



Every school now requires a school management system in order to function. Without a doubt. It performs numerous critical functions to ensure the smooth operation of the school administration. A school management system allows teachers, staff, and other external parties to easily collaborate. It also serves as a link between the school, students, and parents.



https://drive.google.com/drive/folders/1XNlboyk0oZQTidpEX_jMjmH06yciEXg4?usp=drive_link

• Meaning of School Administration



School administration is a broad field that encompasses almost any topic related to the operating of an academic institution, from managing a preschool to developing university doctorate programs.

Modern school administration is the process of planning, organizing, managing and supervising the activities of an educational institution through the use of human resources and educational materials to achieve the teaching function efficiently and effectively. Smart school administration includes conducting educational or school operations to provide a safe learning environment, as well as managing the school budget.

Influential School Management smart school management is the one that employs the human and material capabilities that exist in the school, which are as follows:

- Determine the desired goals
- Plan how to reach these goals
- Organizing the resources available to the school administration (human resources, time, teaching materials) in order to achieve the desired goals in an inexpensive way.
- Controlling the school administration process by measuring the achievements of the administration against the plan and taking corrective measures when needed
- Define and improve organizational standards for school management

• **General Components of School Administration**



There are four main Components of School Administration, as follows:

- 1- **Inputs**: It includes the school's mission, goals, and philosophy, human resources (the director and the administrative and educational staff), material resources and capabilities (building, facilities, equipment and funds), and services (health, guidance, sports, and
- 2- **Processes**: the interactions and activities that transform inputs into outputs, and include planning, organizing, leading and controlling.
- 3- **Outputs**: It is the final outcome of all processes and influences in the internal and external environments.

4- **System environment**: It is an external environment outside the school boundaries and an internal environment located within the school boundaries.

• **School Administration Goals**



School Administrators aim to achieve the following goals:

- Working on discovering students' inclinations, abilities and innate preparations, developing and directing them to benefit students and benefit society.
- Helping students to develop in a balanced manner the various aspects of their spiritual, mental, moral, psychological, physical and social personalities.
- Educating and encouraging students to think creatively, innovate and renew, and develop their self-confidence and boldness.
- Preparing students to understand the present and past life and prepare to face the future. Discovering and nurturing talented students.

• **Importance of School Administration**



School Administration is very important for many reasons, as follows:

1. Secure Attendance Record Taking:

One of the system's basic, yet extremely useful features is the ability to record and review students' attendance. It enables teachers to automatically generate reports with various metrics. Using a school attendance management system comes with additional benefits:

- 1) Attendance records are easy to search up if you ever need them.
- 2) Sophisticated attendance tech adds another layer of security, through a photo attachment of the student at drop off/pick up with their guardian.
- 3) You can send automatic updates to parents that their child is safely in school, giving them reassurance and strengthening your home–school communication.
- 4) You get an overview of your school’s attendance rates and consider how you can improve them.

2. More Organized Student Portfolios:

A smart school management system allows you to efficiently store portfolios digitally. Aside from just being a storage system, parents can also view them whenever you share their children’s progress via an app. You save hours of paperwork too!

Portfolio assessment offers various benefits, including:

- A record of a student’s ongoing development over a period of time
- Information to help you curate content and lesson plans
- A way for students to be involved in the portfolio creation
- A way to strengthen home–and–school communication

3. Fuss–free Fee Management:

Frictionless digital payment benefits both schools and parents as they enable easy, timely payments and make record–keeping easier. The good news is that it’s easy to move away from excel based or file–based systems to digital fee management. Schools that have already adopted technology in their operations can also work with the same service providers to take on their digital payment services.

4. Effective Communication:

Sending out specific notifications about school activities is no longer a burden. A school management system in Singapore has both active and passive communication lines. The school can actively communicate with parents actively through private chats or over schoolwide broadcast messages, as well as passively update the children's learning progress for the parents to access at any time. Close home-school collaboration, facilitated by technology, has been proven to improve students' enthusiasm for school and their overall performance in school.

5. Increases School Enrolment Numbers:

A smart school management system enhances day-to-day school operations and has proven to be beneficial for parents as well. It fosters home-school relationships through features that improve communication with parents and help schools easily keep parents updated on their children's progress.

As parents become more tech-savvy, the inclusion of technology in your school will become an essential criterion for enrolment. Most parents today appreciate having the information they need at their fingertips. Technology may not have a direct effect on your enrolment numbers, but it can have a positive influence on parent satisfaction, which can lead to more referrals in the future.

6. Improves Home-School Partnerships:

The parent's portal of a school management system allows parents to view their child's progress in school. This can include information on their attendance, learning milestones, and even health reports. When parents gain insight into their child's day at school, it keeps them up to speed and makes them feel closer to what's happening in your program.

Some parents' portals, like Little Family Room, even have an in-built messaging function. It allows parents to communicate with teachers and vice versa. Parents can ask questions and seek assistance by sending messages via chat, and teachers can provide answers alongside photos and documentation of what the child is learning on a secure platform.

7. Overseeing teachers and heads of departments:

School administrators are necessary for the successful and effective management of a school.

A school administrator should ensure a smooth and stable implementation of the school system through good recruitment of teachers and heads of departments, consistent monitoring of the staff's workload, and making the necessary amends when things do not go as planned.

8. Decision-making needs:

As one of the school's heads, a school administrator is directly responsible for leading both the teaching staff and the students to work better and succeed. Therefore, a school administrator must be able to demonstrate the importance of unity and collaboration in times of crisis or change.

In any organization, a good leader possesses and reveals strong and proactive decision-making skills during times of need.

9. Enhance and encourage students' achievement and academic progress:

An effective leader in any organization has a positive and faithful mindset with those around him/her. That is why a school administrator is one of

the pillars for keeping the school up and running; he/she should consistently embolden students to do their best and encourage progress and growth within any student.

This will definitely keep the school a positive environment for existing students who might need inspiration from time to time and will embrace the newcomers into a safe and healthy learning environment.

To sum it up:

A smart school management system is designed to make your life easier. It is the nervous system for your institution around which other technologies are incorporated. It is, in fact, a master plan to regulate administrative operations in a consolidated, integrated, efficient and smooth way to increase the productivity of your school.

• **Types of School Management:**



There is a variety of school administration types that are adopted and implemented in top schools. Here are the most significant types of management in a school that will help you to adopt the right type of management in school. School management is a way to manage everything effectively. However, it cannot be determining which type of school administration & management is needed for your school. The Most famous styles that are used in schools today are as follows:

1) Centralized Management:

This type of school management refers to the centralization of the power, and responsibility of educational administration, supervision, and control which results in education management. On one hand controlling seems to be the most effective way, but it can also become the cause of many

other challenges. But why? This is because it is an outdated formula for managing school, that is not applicable in a modern way.

The powers are centered around the principle and the key stakeholders, investors. Thus, this can let them control and manage school more effectively. However, it can also lead to more consequences as central management can never take all the growing responsibilities such as attendance, effective teaching and etc.

2) Decentralized Management:

Decentralized school management is another significant type that involves everybody sharing responsibilities. From principles to teachers, all the stakeholders take certain types of responsibilities and workloads. This ultimately lets them experience the responsibility and makes the environment more productive.

Decentralized management is still the most affordable yet common way to keep everything under a single click while allowing everyone to participate in growth. However, makes sure that the decentralized management never collapses as it completely relies on the stakeholders, and present investors.

3) Democratic Management:

This is the third and the most effective type of management that shares the participation of group members, students, and even teachers. The democratic management allows everyone to share, suggest, and approve ideas of a variety of employees. This means that you can share your concerns with the management and resolve issues together. This type of management in school is mostly practiced throughout private schools and educational institutes.

While democratic management has its own benefits, however, the key disadvantage of democratic school management is a lack of effective communication and collaboration. Most people fail to connect with the mindsets of the schools' leaders, and lack to produce the valuable inputs in the democratic management.

- **Functions of School Administration:**



1. **Administration of School Personnel** – includes all policies, activities and practices of the administration and staff designed to increase the effectiveness of teaching personnel.
2. **School Finance and Budget Management**–includes the financing of the school system, the sources of funds and the estimated expenditures.
3. **School Plant Management**–These resources cover the planning and organization of school facilities and buildings to ensure that the school environment is safe, stimulating and effectively managed.
4. **Curriculum Organization and Management**– includes the process of selecting curriculum elements from the subject, the current social life and the students' experience, then designing the selected curriculum elements appropriately so that they can form the curriculum structure and type.
5. **Guidance and Discipline**– includes the system of rules, punishments and behavioral strategies appropriate to the regulation of children and the maintenance of order in schools. Its aim is to control the students' actions and behavior

6. **School and Community Relation**–The Phil. Education Act of 1982 described educational community as those persons or group of persons who are associated in the institutions involved in organized teaching and learning system. Members and elements of educational community:

- Parents or guardians or the head of the institution
- Students
- Pupils
- School Personnel
 - a. Teaching or academic staff
 - b. School administrators
 - c. Academic non-teaching personnel
 - d. Non-academic personnel
 - e. School institutions

7. **Non-Formal Education**– includes organized school-based educational activities aimed at attaining specific learning objectives for a particular clientele, especially the illiterate adults and out-of-school youths.

8. **Evaluating Results of School Administration**– includes evaluation of desirable school and teaching personnel performance as outcomes of policies, activities and practices of administration and staff.

- **School Administrator:**



Administrators typically work in schools and universities. They are responsible for overseeing administrative tasks in educational institutions

by making sure that the organization runs according to the expected rules and regulations.

This qualifies them for managing personnel in the school or university like teachers, heads of departments, and other non-academic staff.

• **Meaning and Titles of School Administrator:**



What is an administrator for a school?

An administrator for a school is a non-teaching professional who works at almost every educational level managing faculty, staff, facilities and school budgets. Depending on their position, they often oversee the day-to-day functions of a school or school district by directing the programming and curriculum, hiring teachers and making decisions that affect the school community.

What are the titles of School administration?

There are school administration positions in public and private school settings, from primary through secondary grades and on college campuses. School administration titles can vary depending on the institution, state or district, but general positions include:

- Principal
- Vice-principal
- Assistant principal
- Superintendent
- Program director
- Staff supervisor

- Admissions counselor
- Department chairperson
- Provost
- Dean of students
- Dean of admissions

• Characteristics and Qualities of a Good and a

Successful School Administrator:



Successful schools are built upon the shoulders of good decision-makers and strong teachers. That is why a good administrator is an essential part of any educational organization. He/she is the one who runs the school, supports his/her staff, and is not afraid to take forward steps for the stability and continuation of the school's future.

Therefore, you need to possess several school administrator skills to become a successful school administrator.

1) **Good listener and team-friendly**

As the head of the school, you are the person who takes decisions and gets things done when it comes to taking action. That makes you the ultimate decision-maker in the organization. However, it is important to acknowledge the power of teamwork and collaboration as second opinions make the difference most of the time.

Given this, learn to be a good listener to other opinions and views. This will gain you the respect of your staff and will take the pressure of decision-making off your chest for some time.

You need to understand that a good leader is not afraid to learn from others' opinions and actually implement them in real life. By creating a safe and open space for contribution, your team will learn to be outspoken and make them grow as independent decision-makers as well.

2) Problem solver and proactive

School administrators usually face different situations every day that might even be new for them at times. The key to a successful administrator lies in their problem-solving skills. When you make a decision, can you find effective solutions that do not put other parties at a disadvantage? Are you willing to think and act resourcefully?

You need to think about these qualities and try your best to work on them. You should also understand there is no instruction manual on how to do things the right way. A good leader can be proactive enough to make a change even when problems seem to be unsolvable or getting out of hand.

3) Open to change and flexible

Nobody likes an old-school boss (pun intended), let alone someone who works with different kinds of people of all ages. To become an acknowledged administrator, you need to possess enough flexibility that will keep you out of a set mould (template) in running the school.

Each school year is different from the previous one. Rules change, students change, and nothing stays the same. So, while you need to make sure that the school does not go astray, you should also balance this out by introducing new teaching techniques, reutilizing old resources, and implementing different measures in administration.

4) Updated on newest movements in educational administration

An administrator must update himself/herself regularly. Because everything in education keeps changing, a good administrator should strive to keep updated with all those new techniques and media.

This will help him/her get acquainted with all that for the sake of the school's always changing students that need constant developments.

5) Befriending students

There is usually an intimidating aura when it comes to school administrators dealing with students. This is because, throughout history, the teacher–student or school head–student relationship has been quite a complex one that is never smooth or friendly.

If you are a current school head or you are looking forward to getting promoted to one, you need to reflect on your relationship with the students around you.

6) Devotion

School administrators need to be devoted to their job. They should be passionate about education and their school. They also need to be willing to put in the extra hours to ensure that their school is running smoothly.

7) Organized

School administrators have to be organized. They need to have a clear vision for their school and know how to achieve it. They should also be able to keep track of all the different aspects of their school and make sure that everything is running smoothly.

8) Ambitious

Ambition is an essential trait for school administrators to have. They must have high standards for their school and strive to meet them. Also, school admins need to be constantly looking for ways to improve their school and make it the best that it can be.

9) Decisive

To run a school efficiently, you need to be decisive. School admins must be able to make quick decisions and stick to them. They also need to be able to handle crises without panicking.

10) Kind

Lastly, school administrators must be kind. They should care about their students and staff. They should also be able to build positive relationships with everyone in their school. When working with school-age children, a kind demeanor is essential.

The personalities of school administrators have to be consistent. They also have to reflect the goals of their school. A good administrator is someone who is always looking for ways to improve their school and make it the best that it can be.

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There are other Characteristics of a Good and a Successful School Administrator. They can be classified as follows:

First, professional characteristics:

- Full knowledge of the objectives of education in the stage in which he works.
- Full knowledge of the means to achieve the objectives and implement the curricula.
- Belief in the teaching profession and be proud of it.
- Know the characteristics of student growth

Second, personal characteristics:

- Intelligence, ambition and entrepreneurial spirit.
- Self-confidence, persuasion, and decisiveness.
- Pay attention to his general appearance and enjoy good physical and psychological health.
- Skill, good performance and adaptability.
- Ability to take initiative, take responsibility and set goals.
- To have a strong motivation towards success and achieving school goals.
- He has a reasonable amount of experience and expertise to understand and master the work.
- To be loved, characterized by a cheerful face and good speech.
- To be fair and equitable.

● Responsibilities and duties of a School Administrator



School administrator responsibilities contribute towards helping students learn in a safe and organized setting. They are often responsible for the following tasks, and more:

- Evaluating and standardizing their school or school district's curriculum
- Communicating with parents as needed
- Planning representing the school in events, parties
- Conducting evaluations of teaching staff
- Providing professional development opportunities for teachers
- Hiring new staff members
- Ensuring curriculum standards are met
- Ensuring that a school or school district is in compliance with local, state, and national education standards
- Monitoring the budget and the financial affairs of the school
- Developing class schedules
- Monitoring student success with test results and other data
- Coordinating school security
- Helping to facilitate a safe environment for students and faculty members
- Preparing calendar for school academic year
- **Types of School Administrators**

There is a variety of school administrators' types, they are as follows:

1) The Traditional School Administrator:

This is the type of administrator that most people think of when they hear the word "administrator." Traditional school administrators are in charge of everything in their schools. They make sure the teachers are teaching, and the students are learning. They also discipline students and handle any problems that arise.

- **Benefits:**

The traditional school administrator is a great leader. They are usually very well-respected by their staff and students. They have a lot of experience and knowledge about education.

- **Drawbacks:**

The traditional school administrator can be too strict. They may not be very open to new ideas. They may also micromanage their staff, which can lead to frustration.

2) The Progressive School Administrator:

Progressive school administrators are always looking for new and innovative ways to improve their schools. They are open to new ideas and willing to try new things. They believe that education should be a dynamic and ever-changing process.

- **Benefits:**

The progressive school administrator is very open-minded. They are always looking for ways to improve their school. This can be a great benefit for students, teachers, and parents.

- **Drawbacks:**

The progressive school administrator may be too open to new ideas. This can lead to them trying too many new things at once and not seeing any real results. They may also have difficulty making decisions because they always consider new options.

3) The Autocratic School Administrator:

The autocratic school administrator is almost like a dictatorship. They make all the decisions and expect everyone to follow them without question. They believe that they know what is best for the school and do not listen to others.

- **Benefits:**

The autocratic school administrator is very decisive. They make quick decisions and do not second-guess themselves. This can be beneficial in times of crisis.

- **Drawbacks:**

The autocratic school administrator can be too stubborn. They may not listen to others, even when they have good ideas. This can lead to them making bad decisions. They may also alienate their staff and students because of their dictatorial style.

4) The Laissez-Faire School Administrator:

The laissez-faire school administrator is the opposite of the autocratic administrator. They believe that everyone should be able to do what they want and there should be no rules. This can often lead to chaos in the school.

- **Benefits:**

The laissez-faire school administrator allows for a lot of creativity. This can be beneficial for students and teachers looking for new and innovative ways to do things.

- **Drawbacks:**

The laissez-faire school administrator may not be able to maintain control of their school. This can lead to students and teachers not taking their education seriously. There may also be a lot of discipline problems because there are no rules.

5) The Bureaucratic School Administrator:

The bureaucratic school administrator is all about rules and regulations. They believe that everyone should follow the rules and there should be no exceptions. This can lead to a very rigid and inflexible school environment.

- **Benefits:**

The bureaucratic school administrator is very organized. They ensure that everyone follows the rules and that everything is done promptly. This can be beneficial in a large school with many students and staff.

- **Drawbacks:**

The bureaucratic school administrator can be far too strict. As a result, they may not be open to new ideas or change. This can lead to them being stuck in their ways and not being able to adapt to new situations. So, which type of school administrator are you? Do you think that your style is effective?

- **Obstacles with School Administrators**



School administrators face many problems while working in their schools, as follows:

- a) **Problems related to school administration:**

- Lack of interest in developing a school work plan: A time plan must be developed that determines the workflow accurately. Educational work requires regularity and accuracy, and for this the director should pay attention to developing a plan that defines the main parameters of work and responsibilities.
- Reluctance to make decisions: Decision making is the core of the educational process and requires the appropriate method to reach a wise decision that fits with the circumstances and topics facing the administration.
- Leaving the school administration: The administration is characterized by chaos by the director and staff, and also

characterized by a loss of balance between members and infringes on the students themselves, so they miss school and neglect duties.

- Weak human relations: Relationships are considered important work in education, and lead to increased production and satisfaction of individual needs and self satisfaction.
- Lack of school board meetings: It is considered one of the important matters that have the greatest impact on the effectiveness of school work.

b) Teacher problems:

- Reluctance of young people from the teaching profession: The teaching profession is considered a difficult profession because the teacher deals with a human being and not a god.
- The new teacher at the school: The new teacher faces problems with dealing with students or parents, appointment in a remote area, or mistreatment of staff, which may cause the teacher to hate the profession and not want it.
- The poor level of subject teachers: it is limited to the level of teaching, poor work skills, and the inability to plan well lessons.
- Teachers ' absence and tardiness: Absenteeism and delay from work may lead to disruption of classes, neglect of students and disruption of public order.
- Lack of use of educational aids: It is unfortunate that some teachers are not interested in educational aids even though they are in schools.

c) Student issues:

- Morning tardiness: Many principals suffer from this problem, and the reasons for it are late sleep, distance from school, family problems, and others.
- Academic delay: It is an educational and social problem that occupies the thinking of educators, and the reason for this problem

is the student's mental and psychological state, which constitutes a deficit for him.

- Provoking riots and aggression: This pattern is widespread among students in different educational stages and varies according to each stage.
- Not involving students in school activities: Extracurricular activities bring many benefits to students, including cooperation, responsibility and sincerity, and the reluctance of students from the psychological and social situation.

• **Summary**



In this chapter, we have discussed many points concerning School Administration, like: Meaning, Components, Goals, Importance, Types, and Functions. Also, we have explained many points concerning School Administrator, like: - Meaning and Titles, Qualities, Responsibilities and duties, and Obstacles.

After studying this chapter, answer the following questions:

After studying the third chapter, answer the following questions:



- 1- Explain the Meaning, Components, and Goals of School Administration.
- 2- Illustrate why School Administration is important for schools.
- 3- Explain the Types, and Functions of School Administration .
- 4- Illustrate the Meaning and Titles of School Administrator.
- 5- Illustrate the Qualities, Responsibilities and duties, and Obstacles of School Administrator.

Chapter (4)

Decision Making

- **Introduction**



Management is essentially a decision-making process. In case of every section of management, a manager has to make a choice among alternative courses of action. Whatever a manager does, he does it through making decisions. A manager by way of taking decisions directs the behavior of subordinate. So management is defined as an art and science of decision making. However, it may be noted that decision making is the means for carrying out managerial tasks and responsibilities. The efficiency of the organization depends upon the efficiency of decision making of its management.

A decision is an act or choice where the organization reaches to conclusion. What must not be done in a given situation is explained by decision making. It is a point where policies, procedures & objectives come into action. The main purpose of decision making is to direct human behavior.



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- **Definition:**



According to Melwin, “Administration is a decision-making process & authority is a responsible factor for making decisions & ascertainment of decisions is carried out or not. In a business whether the enterprise is small or large, decisions are important. Terry – “Decision making is the selection based on some criteria from two or more possible alternative.” “Decision making is a rational

process including all those investigative, creative, diagnostic and evaluative activities which take place while making a decision.”

• Nature or characteristics of decision making



On the basis of above definitions, the main characteristics of decision making may be started as follows.

- i. Decision making is a process of making a rational choice or selecting one of the various alternative courses of action.
- ii. Decision making is necessary only when different alternative solutions are available.
- iii. Decision making is a purposeful activity.
- iv. Decision making involves the commitment of resources and reputation of the organization.
- v. Decision making is always related to the situation or environment.

• Features of Decision Making



1. Decision making is a process. It includes choosing of one best alternative among various alternatives. Object choose
object achieve object
2. It may change according to change in the situation.
3. Decision making has a purpose.
4. It is an intelligent activity & depends upon the ability of the person.
5. Decision making is a commitment for achieving the object.
6. Decision making leads to increase the profitability of business.

• Types of Decisions



1. Major Decision & Minor Decision: -

Decision may be major or minor. Major decision includes purchase of raw material, flow of production process.

E.g.: - Major decisions are: - Location of plant, schedule of production, etc.

E.g.: - Minor decisions are: - Purchase of stationary.

2. Programmed & un-programmed Decision: -

Decisions are classified on the basis of nature of problems. Programmed decisions are routine in nature. It does not involve any risk factor. It can be easily delegated. They are according to rules, regulations & policies. On the other hand, un-programmed decisions deal with unique problems which involve risk factor & high expenditure.

3. Group Decisions & Personal Decisions:-

Group decisions are known as 'Organizational Decisions' which are related with formulating of policies. These decisions are taken by BOD, Shareholders, MD & all committee members. On the other hand, Personal Decisions are taken by Manager as an individual & not as a member. Normally in sole proprietary organization, personal decision is taken.

4. Policy Decisions & Operating Decisions: -

Policy Decisions are taken by Top Level Management such as to give bonus to employee, expansion of plan, change of product line etc. On the other hand, operating decisions are taken by middle or lower Level management such as follow up production process, calculation of bonus etc.

5. Long Term & Departmental Decisions:-

In long term decisions, the period of decisions is more than 1 year. These decisions are taken by top level management. It involves risk. E.g. Plant expansion, diversification, replacement of machinery, change in technology etc. Departmental Decisions are related with departments. It is taken by Departmental Heads such as production department, sales department, purchase department, finance department.

6. Routine Decisions & Strategic Decisions:-

According to Peter Ducker, "Tactical Decisions are 'Routine decisions. They have certain alternatives which are related to economic use of resources. Strategic Decisions are related to find out what resources are available how they can be used alternatively.

• Process of Decision Making

Defining the Problem

Collection of Data

Analysis of Problem

Finding the Causes of Problem

Identification of Resources

Development of Criteria for Successful Solution

Selection of Alternative

Implement Decisions

Follow Up

1. Defining the Problem:-



Defining the problem is the problem half solved. Sufficient timing should be spent on defining the problem. It is very difficult to

define the problem. The manager is responsible for defining the problem.

E.g.: - Like a doctor, he has to take into account all the symptoms before giving a medicine. A manager must carefully diagnose the problem & should tackle it tactfully.

2. Collection of Data: -

Information can be collected from internal sources as well as external sources. Right decisions depend upon the quality of information collected by the management.

3. Analysis of the Problem: -

Subject to systematic study depth information should be collected & it should be classified properly. Information is based on facts, speculation & assumption. Normally 98% information should be based on facts, 2% on speculation, 0% assumption.

4. Finding causes of problem:-

This is the most important aspect of understanding the problem. It is a complicated process to find out the exact cause that is very essential.

5. Identification of Resources:-

It is necessary to identify available resources & the use of resources for achievements of goals. The management must make the list of resources that are available for solving the problem.

6. Development of Criteria for successful Solution:-

Criteria should not be established as early as possible. This criterion is useful for choosing the best alternative & diverts the resources accordingly. This criterion is divided into "must & want". The must criteria are satisfied first & want criteria later on.

7. Selection of Alternatives: -

Development of alternatives is a most important step in the process of decision making. The effectiveness in decision making depends upon development of alternatives. In order to select the best alternative, the following points should be considered: risk, economy, time, availability of resources.

8. Implementation of Decisions: -

Implementation means putting the selective alternative into action. The process of implementation starts with assigning the responsibilities. Management must focus on the duties of the person. He must consider following points:-

- Effective communication
- Time for Decision Making
- Acceptance by employee.

9. Follow up: -

Follow up means to continue monitoring the manipulation the selected alternative in solving the problem. It is a very important step in the Decision Making Process It helps to lessen the deviations of achieving the best alternatives to solve the problem.

• Styles of Decision Making



There are various styles adopted by executives for taking decisions. The most commonly used styles are as follows.

1. Autocratic Decision Making: –

Autocratic executives think that their subordinates do not have necessary abilities to take correct decisions and they do not like to take responsibility, hence he prefers to take decision on his own. He does not feel that it is necessary to discuss the problem with subordinates and in order to avoid wastage of time he takes a

decision and makes others to implement it. If anything goes wrong, he tends to criticize the process of implementation rather than rationality of the decisions.

2. Participative Decision Making: –

A participative executive believes that subordinates are aware about the problems and have necessary skills and abilities to solve them. In order to take advantage of the expertise and talents of the subordinates in the process of decision making, he believes that participative decision tends to be more realistic, practicable and acceptable to the subordinates. On account of their participation it motivates them to implement such decisions effectively and efficiently.

3. Consultative Decision Making: –

When executives face complex and highly technical problems they prefer to discuss the issues with experts in related fields and after consultation they prefer to take a decision. Sometimes they have to provide consultation to their subordinates for taking decisions.

• Who Makes the Decision?



Technically, the higher authority, that is top management, makes the decision. But, in practice, it may have been delegated by convention or rules.

If the cost of correction is large and if the chances of being wrong are high, then delegation is not desirable.

• Techniques Used in Decision Making



In the decision making process, three specific techniques have proved valuable. These are marginal analysis, financial analysis and the Delphi decision making techniques.

It has been observed that there is a current emphasis on competitive analysis. Various disciplines have contributed to research and development of application of mathematical techniques. The significance of their contribution depends essentially on the management attitude behind them.

Techniques are only aid to judgment and not substitute for judgment. Experience, experimentation, research and analysis also come into play in making decisions.

Planning and control are closely inter-related and they determine the accuracy of decision making. Control function ensures that objectives are met. It specifically considers 'Progress' towards and achievement of the end result, evaluation of the process used and 'Validation' of the end result. Hence, in decision making, it is important to set up a control system.

• Summary



Decision is an act of choice where the organization reaches to conclusion. The main purpose of decision making is to direct human behavior. This chapter has discussed some main points: Nature or characteristics, Features, types, styles, and techniques of decision making.

After studying the fourth chapter, answer the following questions:



- 1– Explain the main characteristics of decision making.
- 2– There are many Types of Decisions, illustrate each one and its opposite.
- 3– Illustrate the steps of the Decision–Making Process.
- 4– Explain the Styles of Decision Making.
- 5– What are the Techniques Used in Decision Making?

Chapter (5)

**Educational Management, Levels,
Functions, Skills, and Key
Concepts in Egyptian Education
Administration Context**

• Introduction



We are living in an economic, technological, political, social era. In which planning is pre-requisite for the growth of organization.

In simple words, Planning is deciding in advance what is to be done for the future period of time. In this sense, planning is basic activity.

Almost everyone involves in planning to some extent.

E.g.: - A student plans his studies for coming examinations. College authority plans for smooth conduct of examinations. Political leader plans for his elections. Government plans to proper utilization of resources to achieve a desire economic growth.



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• Functions of Educational Management



The process of educational management consists of five basic functions; a manager uses these functions to achieve educational organization goals and objectives. Most of the authors agreed on the following six functions of the educational management:

- Planning
- organization
- directing
- coordination
- controlling

- evaluation

Some writers identify the major functions of management as discussed below:

1) Planning:

It includes forecasting, formation of objectives, policies, programs, producer and budget. It is a function of determining the methods or path of obtaining their objectives. It determines in advance what should be done, why should be done, when, where, how should be done. This is done not only for organization as a whole but also for every division, section and department. Planning is thinking before doing.

2) Organizing: -

It includes departmentation, delegation of authority, fixing of responsibility and establishment of relationship. It is a function of providing everything useful to the business organization. There are certain resources which are mobilized/ gathered i.e. man, machine, material, money, but still there are certain limitations on these resources. A manager has to design and develop a structure of various relations. This structure, results from identification and grouping work, delegation of authority and responsibility and establishing relationship.

3) Staffing: -

It includes man power planning, recruitment, selection, placement and training. People are basically responsible for the progress of the organization. Right man should be employed for right job. It also involved training of personnel and proper remuneration.

4) Directing: -

It includes decision making, supervising, guidance etc. It reflects providing dynamic leadership. When the manager performs these

functions, he issues orders and instructions to supervisors. It also implies the creation of a favorable work, environment motivation, managing managers, managing workers and managing work environment.

5) Communication: -

Communication provides the vital link in any organization. Every successful manager has to develop an effective system of communication. Communication means exchange of facts, ideas and information between two or more people. It helps in building up high moral.

6) Controlling: -

It is a process of checking actual performance against standard performance. If there is any difference or deviation, then these differences should be detected and necessary steps should be taken. It involves three elements:

1. Establishing standard of performance.
2. Measuring actual performance with establishment.
3. Finding out reasons for deviation.

Management includes planning, organizing, staffing and decision making, motivation, communication, co-ordination and so on.

The other functions of management are as follows:

Functions of Management

7) Motivation: -

In a well organization, unforeseen problems are created. It becomes necessary for the workers to have a leader; to whom they can consult for the guidance. One must help the worker to solve their problems. The manager is the leader for them. So he should accept the problems, should appreciate the workers for the work

done by them. He has to act as a well motivation source for he workers.

8) Decision Making: -

It is the process in which a lot of actions are involved and lots of alternatives are available. A manager has to choose right alternative for attainment of his goals. There are many decisions which include marketing decision, cost price decision and capital investment decision.

9) Forecasting: -

Correct sales forecasting is essential for manufacturing organization. This helps in production, by making available right workers and right material at right place and at right time. It also helps manager for purchasing of raw materials, equipments and labors. Many times production is made in advance to meet future demands and forecasting is essential because of short supply of raw material, lack of proper control, to fix up sales targets and to meet future financial needs. It also helps to give ideas about expansion of business; and for giving training to the personnel of the organization.

• Levels of Management:



There are several types of managers. However, it is useful to divide them on the basis of three managerial levels. There are three levels of management:

1. Top level management
2. Middle level management
3. Lower level management

Administrative level consists of top or upper level of management.

Operative level consists of middle level and lower management.

Lower level management includes supervisor and foreman. The level of management is depending upon the size of the organization.

- **Managerial Skills**



There are seven managerial skills. They are as follows: -

1) Conceptual Skills:-

Conceptual skills are the abilities to think about the creative terms understand and visualize the future, to organize and translate observation into ideas & concepts. Conceptual skills are essential to identify and diagnose the problems. This will be helpful in determining the goals.

2) Analytical Skills: - [Decision making]

Analytical skills mean ability to work out a complex problem or situation into components. Analytical skills are required for solving problems and decision making. This is also helpful for evaluation of performance and arriving at judgments.

3) Human relation Skills: -

Human relation skills represent the ability to understand the behavior of people, their problems, their needs, working conditions and motivation to people. These skills are essential in directing the people for better coordination.

4) Administrative Skills: -

It involves the implementation of a plan and use of available resources to get the desired output that is profit and to regularize a performance in orderly manner. It is also helpful in co-ordination of activities.

5) Technical Skills: -

These skills are essential for first line managers. He requires knowledge of a job, ability to apply the methods and techniques of job. He is responsible for providing technical guidance and instructions to subordinates.

6) Computer Skills: -

Computer knowledge is essential for today's manager i.e. knowledge of hardware & software. Hardware is technical term & software is ability to adopt the system in an organization to attempt goals. In modern days, computer is widely used in organizations. Hence today's' manager should possess the knowledge of computer. This is helpful in decision making. It also helps to increase the productivity in the organization.

7) Communication Skills: -

Communication is a systematic process of telling, listening and understanding. This skill requires the ability of listening and speaking in an effective manner. The manager is responsible for getting the things done by others. He should be expert in oral and written communication. Communication skill is essential for getting success. It is depending upon the manager who achieves the results with efforts of others. Co-ordination can be attained with the help of proper communication. Success is depending upon proper communication.

• Educational Management Field Study Areas



Educational management has three major field study areas; they are:

- Human resource, through the student, the educational personnel, and the stakeholder and community as an education service user.

- Learning resource, such as tools through the planning which will be used as a media or curriculum.
- Facility and finance resource, as supporting factors which make the education hold/ continue well.

There are seven factors which can be conceptualized in the synthesis of knowledge in Educational administration.

- Functions
- Skills
- Ethics
- Structure
- operational areas
- context
- issues
- **Management & Administration**

Table 1 shows a comparison between Management & Administration as follows:

Table-4

Comparison between Management & Administration

Basis For Comparison	Management	Administration
Meaning	An organized way of managing people and things of a business organization is called the Management. Or Management is concerned with the	The process of administering an organization by a group of people is known as the Administration. Or It is concerned with policy

	implementation of the policy.	making; it determines the goals to be achieved.
Authority or management level	Middle and Lower Level. It relates to middle and lower level management.	Top level. It relates to apex or top level management.
Implementation of the policies :	It is directly concerned with the implementation of policies.	It is not directly concerned with the implementation of policies.
Role	Executive	Decisive
Functions:	Its functions are executive.	Its functions are legislative.
Main functions:	Motivation and controlling	Planning and organizing
Area of operation	It works under administration.	It has full control over the activities of the organization.
Sector: Applicable to	It is mostly used in the private sector. Profit making organizations, i.e. business organizations.	It is mostly used in government or public sector. Government offices, military, clubs, business enterprises, hospitals, religious and educational organizations.

Decides	Who will do the work? And How will it be done?	What should be done? And When is should be done?
Work	Putting plans and policies into actions.	Formulation of plans, framing policies and setting objectives
Focus on	Managing work	Making best possible allocation of limited resources.
Key person	Manager	Administrator
Represents	Employees, who work for remuneration	Owners, who get a return on the capital invested by them.
Illustrations	General manager, managing director, director etc.	Collectors, commissioner, Vice chancellor, registrar, sales tax and income tax officer etc.

- **Possible Job Titles for the Career of School administrators**



There are many Job Titles for the Career of School administrators, as follows:

- Assistant Principal, Dean, Education Administrator
- Principal, Provost, Superintendent

- **Maslow's Classification of Human Needs**



Maslow Classified Human needs into five Levels:

1. Physiological Needs are the needs of the human body that must be satisfied to maintain existence. Necessities of life such as

food, water, shelter, etc.

2. Safety or Security Needs are of job security, protection from physical danger and economic safety.
3. Social needs refer to acceptance by peers, belongingness, love, affiliation, etc.
4. Esteem Needs are of self-confidence, self-respect, achievement, status, independence, recognition, etc.
5. Self-actualization is the highest need level. It is also known as competence and self-fulfillment need. This has to do with self-respect, personal growth and development, indeed, the total development of an individual.

Maslow' Organizational behavior

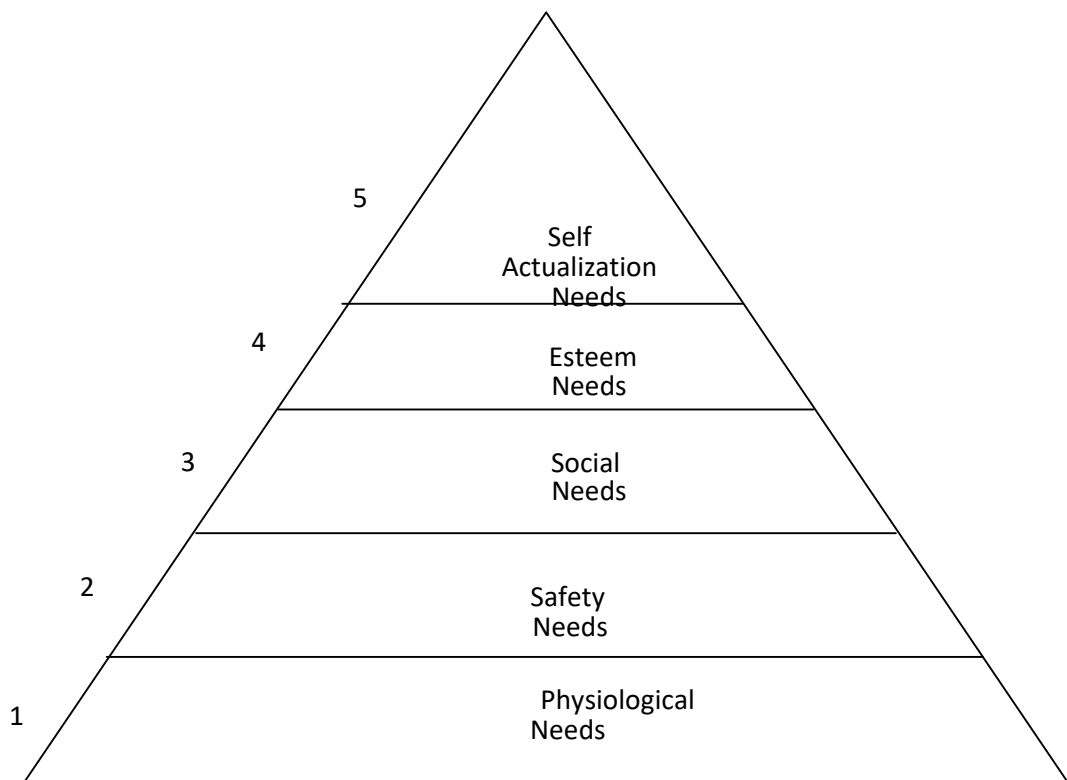


Chart- 1

Maslow's Classification of Human Needs

In all, needs achievements are influenced by the satisfaction of a lower need. Once the lower need is satisfied, the next stage becomes active.

Maslow's need theory provides a framework for understanding personnel needs. However, critics argue that it lacks evidence that the satisfaction of a given need reduces or increases the importance of next higher need level.

Twelve years after Maslow's hierarchy of Need, Herzberg attempted to enlarge, refine and extend the ideas of Maslow and McGregor, and perceived man as belonging to two categories of needs; namely, 'motivator and hygiene' factors.

• **The School as a Social Organization**



Schools are formal institutions where the younger members of the community are exposed to the values, skills and attitudes that make them useful to themselves and the society. The school is a social institution. It is an agent of social progress. Social organizations are human structures designed to achieve common goals.

Social organizations exist through time and on a continuous basis. They have longer lives span than the operating individuals. The school as a social organization is an extension of the larger society. It has forward and backward linkages with the society.

Ajayi and Ayodele (2001) quoted Adepuju (1998) as having identified five key concepts which guide the operation and existence of the school as a social system as:

1. **Interaction:** The school system interacts with the elements within and outside the system. It cannot operate in a vacuum.
2. **Interrelationship:** A 'mutual' relationship exists between the school system and each of politics, economy, culture and prevailing technology around where the school is located.
3. **Interdependence:** The strength of the social, economic, legal and political environment is a function of the survival of the school.
4. **Cultural Entity:** As a social institution geared towards social progress, the school possesses its own values, customs and ways of doing things.
5. **Internal structure:** The school is formed in such a way that is allows formal and informal structures, channel of communication and authority – subordinate relationship.

• **The School as a Bureaucracy**



A German Sociologist: Max Weber (1992) laid down a number of principles of the bureaucratic model of organizational management. These principles will aid in a proper understanding of the school as a social system. Let us “deal” with a few:

1. **Division of Labor:** This is one of the most fundamental principles of bureaucracy. It is based on functional specialization. It prescribes precise and detailed description of duties and assignments of responsibilities of each position or office. Behavior, mode of production and relations within the organization are defined and regulated.
2. **Hierarchy of Authority:** This is the organization or arrangement of offices where each lower office is under the

control and supervision of a higher one. There is an established superiority and subordinate format.

3. Impersonality: The administrator or holder of office is impersonal in his official dealing. Particularization and personal interests are discouraged.

4. Documentation: All events and activities must be recorded, and all office holders are expected to follow recorded rules, regulations and procedures.

• Implications of Bureaucracy in the School System



The school is established by the society to educate its ones. The school system is characterized by clear hierarchy of authority in terms of principal – staff – students' relationship. It is therefore characterized by strict rules and regulations. Although, the bureaucratic principles may infuse rationality and organized procedures into the school system, strict adherence to bureaucratic principles may adversely affect the efficiency of the system. Since the school is a social system and service organization, it cannot afford to operate a close system. Thus, the application of impersonality attributes has to be done with caution. Again, since the school deals mainly with the production of human goods which are subject to individual differences, the bureaucratic tenets have been found to be too-rigid-based on rational rules and regulations. The school system must be dynamic and flexible.

- **Key Concepts in Egyptian Education Administration context: Centralization Vs. Decentralization**

- **Definition of Centralization**



A pivot location or group of managerial personnel for the planning and decision-making or taking activities of the organization is known as Centralization. In this type of organization, all the important rights and powers are in the hands of the top-level management.

In earlier times, centralization policy was the most commonly practiced in every organization to retain all the powers in the central location. They have full control over the activities of the middle or low-level management. Apart from that personal leadership and coordination can also be seen as well as work can also be distributed easily among workers.

However, due to the concentration of authority and responsibility, the subordinate employee's role in the organization is diminished because of all the right vests with the head office. Therefore, the junior staff is only to follow the commands of the top managers and function accordingly; they are not allowed to take an active part in the decision-making purposes. Sometimes hotchpotch is created due to excess workload, which results in hasty decisions. Bureaucracy is also one of the disadvantages of centralization.

- **Definition of Decentralization**



The assignment of authorities and responsibilities by the top level management to the middle or low-level management is known as Decentralization. It is the perfect opposite of centralization, in which the decision-making powers are delegated to the departmental, divisional, unit or center level managers, organization-wide. Decentralization can also be said as an addition to Delegation of authority.

At present, due to the increase in competition, managers take the decision regarding for the delegation of authority to the subordinates. Due to which the functional level managers get a chance to perform better, as well as freedom of work, is also there. Moreover, they share the responsibility of the high-level managers which results in quick decision making and saving of time. It is a very effective process for the expansion of the business organization, like for mergers and acquisitions.

Decentralization lacks leadership and coordination, which leads to inefficient control over the organization. For an effective decentralization process, open and free communication in the organization must be there.

- **Key Differences between Centralization and Decentralization**



The points given below are noteworthy, so far as the difference between centralization and decentralization is concerned:

2. The unification of powers and authorities, in the hands of high-level management, is known as Centralization. Decentralization means dispersal of powers and authorities by the top level to the functional level management.
3. Centralization is the systematic and consistent concentration of authority at central points. Unlike, decentralization is the systematic delegation of authority in an organization.
4. Centralization is best for a small sized organization, but the large sized one should practice decentralization.
5. Formal communication exists in the centralized organization. Conversely, in decentralization, communication stretches in all directions.
6. In centralization due to the concentration of powers in the hands of a single person, the decision takes time. On the contrary, decentralization proves better regarding decision making as the decisions are taken much closer to the actions.
7. There are full leadership and coordination in Centralization. Decentralization shares the burden of the top-level managers.
8. When the organization has inadequate control over the management, then centralization is implemented, whereas when the organization has full control over its management, decentralization is implemented.

- **Comparison between Centralization and Decentralization**

Table- 5

Comparison between centralization and decentralization

Basis For Comparison	Centralization	Decentralization
Meaning	The retention of powers and authority with respect to planning and decisions, with the top management, is known as Centralization.	The dissemination of authority, responsibility and accountability to the various management levels, is known as Decentralization.
Involves	Systematic and consistent reservation of authority.	Systematic dispersal of authority.
Communication Flow	Vertical	Open and Free
Decision Making	Slow	Comparatively faster
Advantage	Proper coordination and Leadership	Sharing of burden and responsibility
Power of decision making	Lies with the top management.	Multiple persons have the power of decision making.
Implemented when	Inadequate control over the organization	Considerable control over the organization
Best suited for	Small sized organization	Large sized organization

• Summary



The term management is used to refer to the special body of knowledge and practice as the separate discipline or subject of study in which people can obtain through training and specialization. In one sentence management is the art of directing and inspiring people.

Management is the art of knowing what you want to do and then seeing that it is done in the best and cheapest way.

Management functions are planning, organizing, staffing, directing, communication and controlling. Management is treated as art, science and profession.

The functions of management are: Planning, Organizing, Forecasting, Decision making, Staffing, Direction, Motivation, Communication, and Controlling.

After studying the fifth chapter, answer the following questions:



- 1- Illustrate the Functions of Educational Management.
- 2- Explain the three Levels of Management.
- 3- Illustrate the Managerial Skills.
- 4- Compare between Management and Administration.
- 5- Explain Maslow's Classification of Human Needs.
- 6- Explain the meaning of centralization decentralization.
- 7- State five differences between Centralization and Decentralization.

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