

## UNIT 1

# SCHOOL MANAGEMENT



# CONTENTS

Management: Concepts, meaning and definition

Objectives of Management

Characteristics of management

School Management: Concept and Meaning

Objectives of School Management

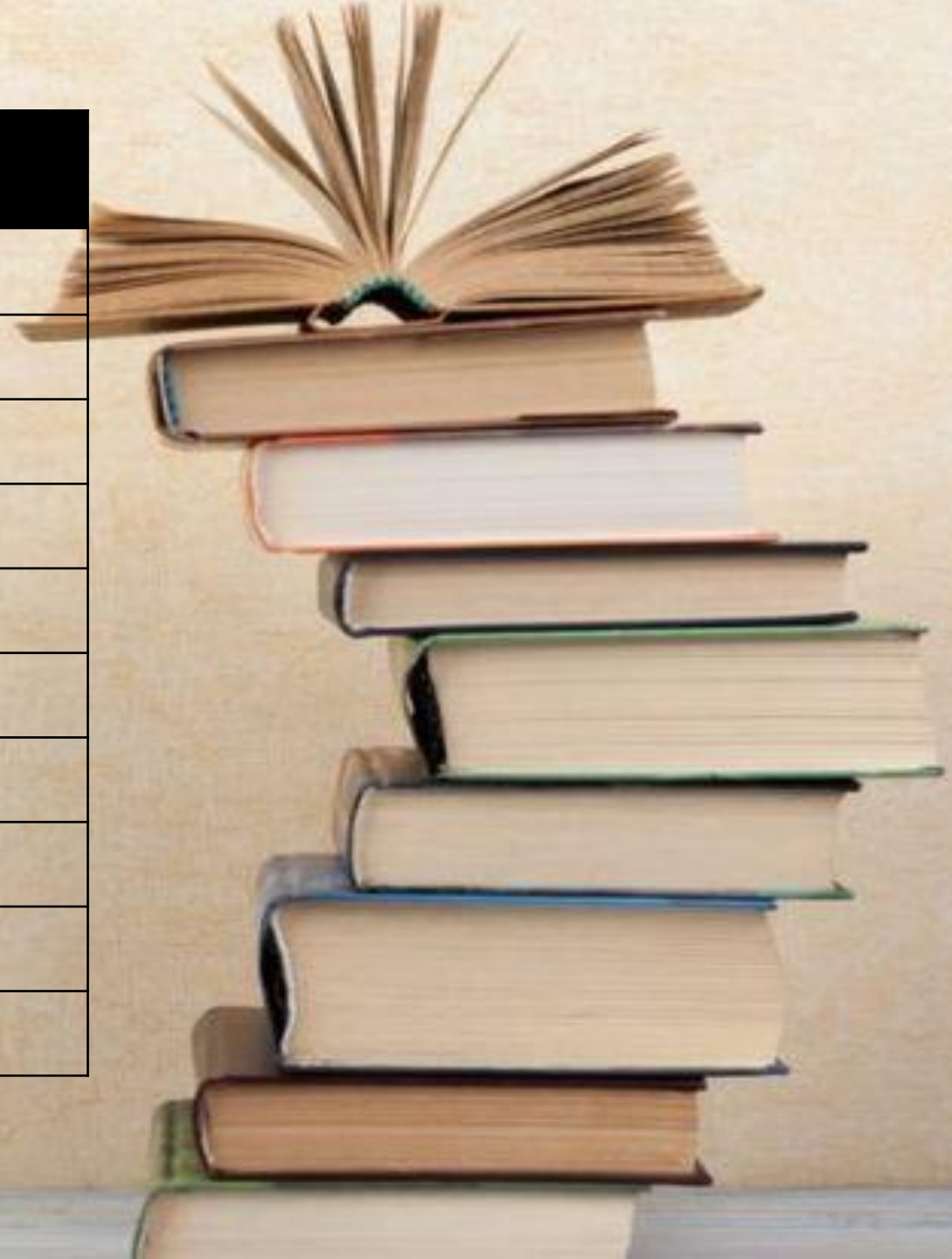
Characteristics of Good School Management

Scope of School Management

Participatory Management & Non-Participatory Management

Components of Educational Background

Resource Management





# MANAGEMENT: Concept, Meaning and Definition

The concept of management has been expounded by Peter F. Drucker. According to him management "is a dynamic process of systematically planning the human and physical resources of an organization, efficiently integrating every sub-unit in it and making the whole system function effectively so as to achieve the set objectives fully at the optimal cost".

Summing up,

- Management is a systematically planned process.
- It involves integrating the various categories of personnel, grouped in accordance with abilities and skills.
- It aims to control and direct the process and environment in which physical and human resources operate together unitedly.





## **Definition of Management :**

- James L. Lundy: Management is principally the task of planning, coordinating, motivating and controlling the efforts of others towards specific objectives.
- F.Drucker: Management is the multi- purpose organ that manages workers and work.
- J.D. Mooney and A.C. Railey: "Management is the art of directing and inspiring people".
- Donal J. Clough: Management is the art and science of decision making and leadership.

## **Objectives of Management :**

1. Helping in the task of running the institution smoothly and effectively.
2. Framing the policies, rules and regulations.
3. Laying down the internal structure of the organization.
4. Providing good professional leadership and dynamic supervision.
5. Resolving the various conflicts that arise within the institution.

Management is an activity:  
It is an activity which is concerned with the efficient use of human and non-human resources of production.

Management is both a science and an art:  
Theoretical knowledge must be supplemented and perfected by practical knowledge.

Management aims at maximization of profits: It meant for optimum utilization of human and non-human resources which results in maximization of profits of organization

Management is a purposeful activity: It deals with the achievement of some clearly defined objectives.  
Management is always goal oriented/directed.

## CHARACTERISTICS OF MANAGEMENT

Management is a profession: In modern days management is a profession like other recognized professions.

It is a social process: All business organizations are social organizations as they are constituted of men. The management has to control, organize and motivate them.

Management is associated with efforts of a group: A good management inspires the employees and increases their willingness to work.

Management is a universal activity: Management means getting things done skilfully from others. This techniques and tools of management are universally applicable.

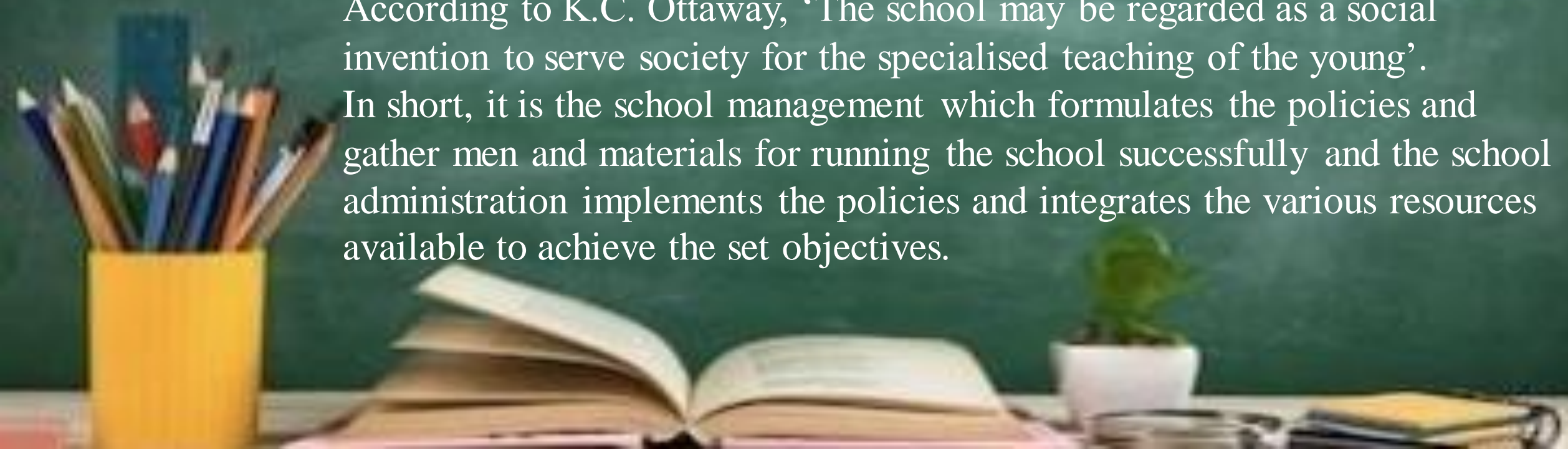
# SCHOOL MANAGEMENT: Concept and Meaning

School Management means running the school along the desired educational policies. It takes into account all aspects of the school (policies, material and human resources, programmes, activities, equipment etc.) and integrates them into a fruitful whole.

## **Definition of School Management**

According to K.C. Ottaway, ‘The school may be regarded as a social invention to serve society for the specialised teaching of the young’.

In short, it is the school management which formulates the policies and gather men and materials for running the school successfully and the school administration implements the policies and integrates the various resources available to achieve the set objectives.



# Objectives of School Management



To reflect and conserve basic values, norms and practices of the society in which the school operates.

To manage social change: Material and non-material cultural changes continue to take place in society as a result of which individuals' behaviour too change and this is referred to as social change.

To Propagate Science: School management should strive to develop scientific attitude among its staff and students.

To carry out educational future: Educational futures are drawn mainly from societal futures

To Profit by experience: Education implies profiting by experience. The aim of education is not only to develop individuals but also make them adjusting members of the society and useful citizens.

To Adopt Technology:  
Adoption of technology is the most urgent need of today's society. Schools too should adopt technology in its teaching – learning process, optimising students' learning.



# CHARACTERISTICS OF GOOD SCHOOL MANAGEMENT

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

**Quality of Education:** Good school management is concerned with the quality of education being given in schools.

**Headmaster:** He is a democratic leader of the school.

**The best use of resources:** In order to promote efficient functioning of the school, it makes the best possible use of the material resources.

**Joint Enterprise:** It involves the joint enterprise of all the personnel connected with the school – Teacher, supervisors, pupils, parents etc.

**Professional growth:** It brings out the best in the teacher and supervisors and takes steps to promote their professional growth.

**Efficiency and Improvement:** It tries to bring out over-all improvement and efficiency in the school.

**Continuous process:** It is a continuous process. It is always concerned with improvement and development of the institution.







# SCOPE OF SCHOOL MANAGEMENT

**Anything and everything having to do something with the education of the child through the agency of the school, will be included in the scope of school management.**

Some necessary components of school management:

1. Providing the human equipment – headmaster: teaching staff, ministerial staff and men staff.
2. Providing the material equipment such building, furniture, farms laboratories, library, museum, art gallery etc.
3. Preparing the curriculum for the different classes.
4. Organisation of a systematic co-curriculum programme.
5. Preparing time-table.
6. Maintaining discipline.
7. Organisation of library, museum, hostel etc.
8. Organisation of health and physical education.
9. Organisation of exhibitions and museums.



## • PARTICIPATORY MANAGEMENT

Participatory management is the practice of empowering members of a group such as employees of a company / teachers of an educational institution or member of a community, to participate in organisational decision-making, in the analysis of problems, development of strategies and in the implementation of solutions. Employees are invited to share in the decision-making process of the firm or organisation by participating in activities such as setting goals, determining work schedule and making suggestions. This practice of participative management grew out of human relations movement in the 1920s.

While group leaders (in the case of schools, it is the Headmaster / Principal, and the Members of the Management Committee) still retain final decision-making authority when participatory management is practised, participants are encouraged to voice their opinion about their environment. In the workplace, this concept is sometimes considered as organisational democracy or industrial democracy.

1.Information sharing, which is concerned with keeping employees informed about the “economic status of the firm or organisation.

3.Employee decision making, which can take many forms, from determining work schedules to deciding on budget or processes.

**Four Process Influencing  
Employee's Participation**

2.Training, which involves raising the skill levels of employees and offering development opportunities that allow them to apply new skills to make effective decisions regarding the organization as a whole.

4.Rewards, which should be tied to suggestions and ideas as well as performance.

# PARTICIPATORY MANAGEMENT

## ADVANTAGES

- ❖ Minimising social conflicts.
- ❖ Greater job satisfaction and motivation towards the job done.
- ❖ More opportunities for employees to use their creativity and innovation which in turn can lead to their increased happiness and independence.
- ❖ Leads to empowerment of employees which in turn could lead to employees taking more risks.

## DISADVANTAGES

- ❖ Individuals develop egotism/arrogance, thereby making a tense environment among other members of the institution or organisation.
- ❖ Security issue in also arises from the fact that since early stages, too many people are known to lots of facts and information.
- ❖ Decision making slows down: Participatory management stands for increased participation and when there are many people involved in decision making, the process definitely slows down.
- ❖ Individual empowerment may lead to decreased productivity on account of opinions and cultures clashing.



## •NON-PARTICIPATORY MANAGEMENT

Non-Participatory management is the practice wherein decision-making is done at the top level like the Board of Management or the principal in the case of an educational institution or the chief executive of a company and is communicated down the line to the subordinates for compliance and implementation. Instead of mutual discussion, meek obedience is expected from the employees. Their views and opinions are not considered and respected. Thus, non-participatory management is rigid and authoritative and also known as bureaucratic management.

PARTICIPATORY MANAGEMENT	NON-PARTICIPATORY MANAGEMENT
It is flexible and people oriented.	It is rigid and bureaucratic.
Decision emerges from within.	Everything comes from above.
It gives freedom and dignity to every member of the firm or organisation.	Members cannot discuss but have to obey the rules and orders.
Motivation comes from within.	Motivation is provided by the manager.
The focus is on the contribution of individual members.	The focus is on the manager/principal / chief executive of the firm / educational institution.

# COMPONENTS OF EDUCATIONAL BACKGROUND

**Educational Management is the process of planning, organising, directing, coordinating and controlling of an institution by utilising human and material resources so as to effectively and efficiently accomplish the functions of teaching, extension work and research.**

EDUCATIONAL BACKGROUND	
FUNCTIONS	RELATED FUNCTIONAL ASPECTS
1. Decision Making	Framing policies and programmes.
	Laying down the structure of the organization.
	Financial commitment.
	Motivational strategies to be adopted for staff.

# EDUCATIONAL BACKGROUND

FUNCTIONS	RELATED FUNCTIONAL ASPECTS	
2.Planning	Forecasting	Physical Resource required
	Budgeting	Human Resource required
3.Organizing	Providing Infrastructural facilities	
	Staffing	
4.Communicating	With the students	
	With the parents	
	With the staff	
	With the dept. Officials	
	With the management officials	
5.Motivating(directing)	Staff	
	Students	

EDUCATIONAL BACKGROUND	
6.Coordinating	Personnel
	Resources
7.Evaluating	Performance Appraisal of the programs
	Performance Evaluation of the Staff
	Evaluation of Student Achievement

## ❑ Some important components of educational management :

### 1.PLANNING

Planning involves working out a broad outline of the activities that need to be done to accomplish the purposes set for the school / organisation. Plans are prepared at the district, state and national levels also. In a plan the priorities are listed, targets are fixed and a plan of action is outlined.





## **2.ORGANIZING:**

It is the task of employing suitable persons in adequate number, building the infrastructure and ensuring proper coordination.

Important steps involved in the process of 'organizing' are:

- a) Determination and enumeration of activities and programmes.
- b) Grouping and assignment of activities.
- c) Allocation of fixed responsibilities to definite persons.
- d) Delegation of authority.

## **3.CONTROLLING :**

Controlling in management involves measuring and monitoring performance in accordance with plans and taking corrective actions when required. It indicates the quantum of goals achieved, the extent of deviation from actual plans, generates accurate information and requisite feedback. Thus controlling focusses upon the difference between the planned and actual performance. Its function is performed to ensure that the work is done properly. Sometimes, this managerial function of controlling, which in layman's terminology means commanding and supervising people, may earn the displeasure and anger of the subordinates.

Remedial measures are to be effected to correct the course of performance of the subordinates, if norms are not strictly adhered to. Following are some such remedial measures:

- i) Improving the work environment and facilities.
- ii) Introducing the required changes in the materials used and procedures adopted.
- iii) Examining the level of abilities, devotion and motivation of the subordinates.
- iv) Periodically discussing with the workers the accepted norms of the institution and the progress/setback experienced at different phases of time.

## **4.DIRECTION**

Proper communication with superiors, subordinates and equals is essential. Communication gaps and inadequacy should be avoided. Motivation is implied in direction. Employees should be made to develop enthusiasm for work, involvement and desire to achieve perfection.

## **5. COORDINATION**

Persons, materials and ideas are interwoven and is necessary to achieve the objectives of the management. Managing people becomes difficult at times. Managers should ensure harmony and team spirit among the employees.



## **6.EVALUATION**

All plans, schemes and programmes have to be evaluated to assess their success or failure. Evaluation helps in making future plans more realistic.

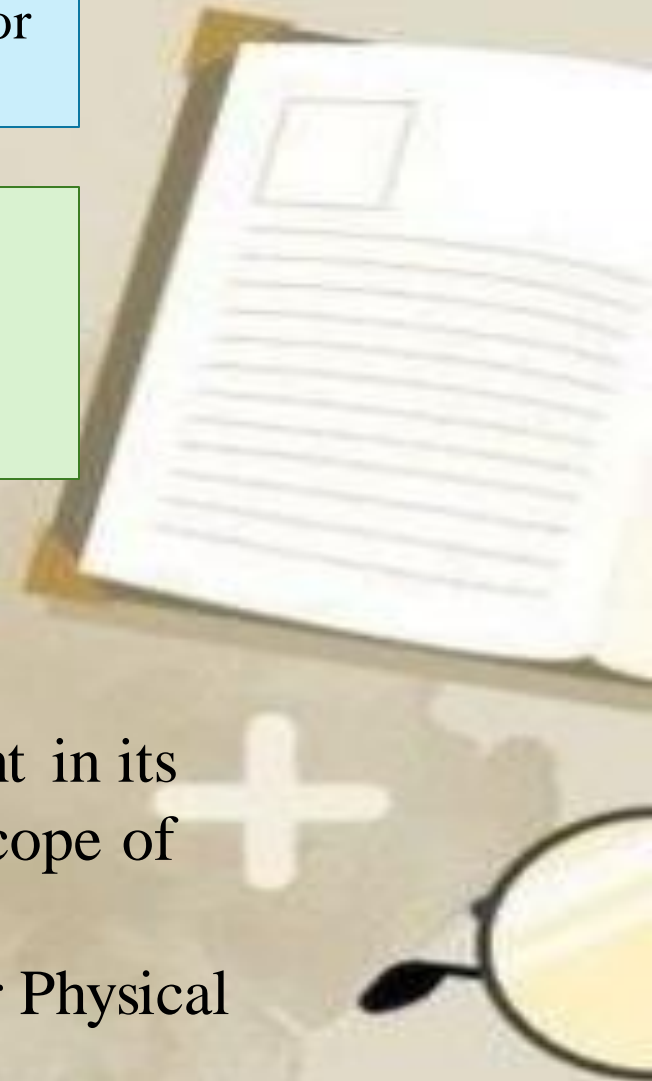
## **7.RECORDING AND REPORTING**

Records and Registers have to be maintained with correct and up-to-date information. Records of individual students, teachers, receipts and payments are some of them.

# **RESOURCE MANAGEMENT**

In educational institutions, whatever may be the type of management in its functioning, the important areas of operation which fall under the scope of management are (i) Resources and (ii) Time.

Resources are of three types – (a) Human Resources (b) Material or Physical Resources and (c) Financial Resource.





**1.HUMAN  
RESOURCE**

**RESOURCES**

**2.MATERIAL/  
PHYSICAL  
RESOURCE**

**3.FINANCIAL  
RESOURCE**



# 1.Management of Human Resources

In educational institutions, human resource is constituted by teachers which in turn is governed by their education, training, aptitude, abilities and health. By appointing right persons who have the requisite educational qualifications, training, teaching aptitude, ability to organize various curricular and co-curricular activities for the posts of teachers, an educational institution can function effectively and efficiently.

Efficiency of human resource in educational institutions could be further increased by making the working-climate pleasant and service conditions attractive with proper-salary and perks, opportunities for regular promotions and professional development, arrangements for attending in service programmes, incentives for achievements etc. The most important function of educational management is to handle the human resources efficiently.

# 2.Management of Material Resources

Many materials and facilities are required in the functioning of an institution. They should be made available adequately at the right time to make the institution function smoothly and efficiently.

Materials purchased for an institution fall under two categories:

- (i) Consumable goods
- (ii) Durable goods.



## **1) Consumable / Non-Durable Goods :**

Materials like chemicals purchased for laboratories and office stationeries cannot be used repeatedly and the stock get depleted as and when we use. Electric bulbs, automobile vehicle tyre, rubber tubes etc. also fall under this category. A consumable stock register should be separately maintained indicating the details like date and quantity of different items purchased, quantity used, date of use and the signature of the person who used it.

## **2) Durable/Non-Consumable Goods:**

Newly purchased fittings and furniture made of steel or wood, electrical and electronic devices, laboratory equipment, library books, computers, radios, television sets etc. fall under this head. They last long-and even if get damaged could be repaired for continued use. It is desirable to conduct internal audit every year, check physically all the materials in the stock and scrutinize various records and registers with the help of suitable teachers in the school.

Stock-checking should be undertaken in the library and laboratories also, before the commencement of summer vacation every year to verify the stock as per the entries in the registers to know the exact position regarding library books, -laboratory equipment and devices, computers and related softwares, audio-visual equipment, sports materials etc. Stock registers after due verification, should be placed before the head of the institution /departmental heads and get them counter signed.



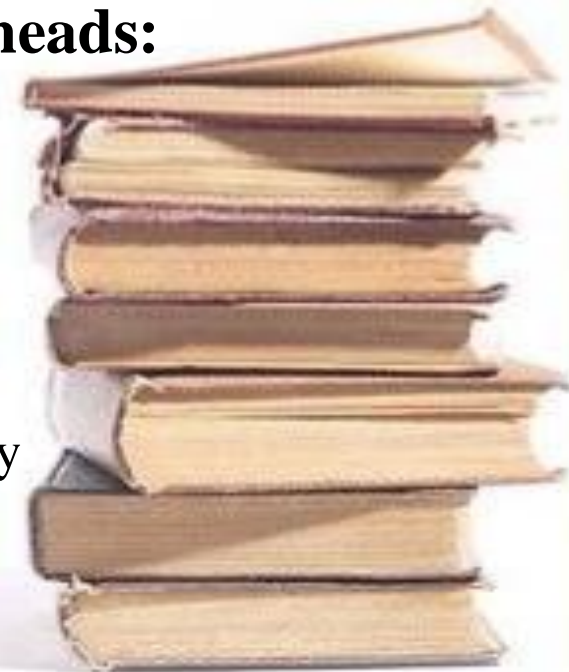
### **3.Management of Financial Resources**

In general, the sources of income of an institution are:

- a) income derived from its immovable properties like land, buildings, farms, shops, gardens etc.
- b) Government grants received
- c) Tuition fees, special fees, penalties etc. levied on students. This forms the sizable chunk of income in self-financing educational institutions only.
- d) Donations received from inland and abroad.
- e) Disposal of waste materials.

**The expenses of an institution generally fall under the following heads:**

- i) Staff salary, allowances and advances made
- ii) Rent paid for the campus (in some cases only)
- iii) Repair and annual maintenance of buildings
- iv) Procurement of materials and equipment.
- v) Taxes paid for the local civic bodies
- vi) Day-to-day expenses incurred for transport, repair and maintenance, electricity and water charges, telephone charges etc.
- Vii) Office expenses, stationery and other miscellaneous expenses





# Prudent Financial Management

Expenses should be controlled so as to be well within the limits of income. 'Reserve Fund' should be created to meet unexpected contingencies Unnecessary loans are to be avoided. All expenses under different heads should be well within the budget limits. Every expenditure should be supported by proper receipts and bills. Bills, vouchers and receipts are to be preserved till the audit is completed.

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*Thank You*