

School Management and Administration

Unit – I Lesson 1

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Unit I - SCHOOL MANAGEMENT - INTRODUCTION

Unit 1 - School Management: Concept, definition, meaning, characteristics and scope –Participatory and non- participatory management – Planning, organizing and controlling in educational management- Resource Management: Human resource, Material resource, financial resource.

Core Principles

- ▶ **Purpose-Led:** Management must align with educational aims to avoid "managerialism"—prioritizing procedures over values.
- ▶ **Social Mission:** Schools are institutions, not businesses; they serve social progress rather than profit.
- ▶ **Direction:** Success is measured by achieving human-centric goals through structured, value-based functions.

Concept of School Management

- ▶ It refers to the process of planning, organizing, directing, and controlling the activities of an educational institution to achieve its academic and social goals.

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School

- ▶ A school is a recognized, inclusive, and protective institution that fosters a welcoming, barrier-free environment where diversity is embraced to provide all children with a safe and high-quality social and academic education.

Meaning of School

- ▶ A school is traditionally defined as a "**miniature society**" and a seat of learning where students profitably utilize their time to gain knowledge.
- ▶ It serves as **an inclusive environment** where individuals transcend social differences—such as **caste, creed, and gender**—to learn and grow together.

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Definitions of School

- ▶ **According to Dewey**, "the school is a special environment where a certain quality of life and certain types of activities are provided with the object of securing a child's development along desirable lines."
- ▶ **According to Ryburn**, "the school" is "a co-operative society, a place where the giving or taking of cooperation is experienced by all."

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Management

Concept of Management

Etymology & Evolution Origins:

- ▶ Derived from the Italian **maneggiare** ("to handle tools") and Latin manus ("hand"). Development: Influenced by 17th-century French *ménagement*, evolving into the modern English term for administrative oversight.

Core Definition & Purpose

- ▶ Management is the social science of coordinating human and material resources to achieve institutional goals. It focuses on:
- ▶ **Efficiency & Effectiveness:** Maximizing available resources (human, financial, technological).
- ▶ **Collaboration:** Building mutual respect and trust through joint decision-making and shared knowledge.

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Management

Definitions of Management

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

- ▶ **According to Harold Koontz and Heinz Weihrich**, "management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims."
- ▶ **According to Lawrence A. Appley**, "Management is the development of people and not the direction of things." Management is the personnel administration.

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School Management

Concept of School Management

Core Objective

- ▶ The primary goal is to improve school functioning and enhance student learning outcomes through performance-based teaching and leadership.

Key Operational Questions

Effective management addresses the "How" and "What" of daily school life:

- ▶ **Planning:** How are teachers structuring their activities?
- ▶ **Resources:** What materials, talent, and technology are required?
- ▶ **Finances:** Where do funds come from, and how are they spent?

Collaborative Ecosystem

School management is not a solo task; it requires a participatory approach involving:

- ▶ Stakeholders: Children, Parents, Teachers, Administrators, and the Community.
- ▶ Actions: Identifying needs, monitoring classroom transactions, and securing community support.

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Meaning of School Management

School management is the process of leading an institution toward development by **coordinating and adjusting** human resources, physical assets, and educational principles to achieve institutional objectives.

- ▶ **A Dynamic Process:** It is a continuous social process requiring collective group effort.
- ▶ **Goal-Oriented:** Focused entirely on achieving pre-determined educational milestones.
- ▶ **Systemic Authority:** Operates as a distinct entity with a clear system of authority across all organizational levels.
- ▶ **Stakeholder Synergy:** Relies on the cooperation and coordination of teachers, students, and the community.

Definitions of School Management

- ▶ **According to K. Joshi,** "school is not a building of bricks and mortar. It is the meeting place of two souls: teacher and student. It is spiritual development.
- ▶ **According to Balakrishna Joshi,** "The progress of a nation is decided not in the legislature, not in court, not in factories, but in schools."

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Key Characteristics of School Management

- ▶ **Objective-based** - It means attaining the objectives of education and schooling.
- ▶ **Quality of Education** - Good school management is concerned with the quality of education being given in schools.
- ▶ **Headmaster** –
 - a) He is the democratic leader of the school.
 - b) The best use of resources is to promote the efficient functioning of the school. It makes the best possible use of material resources.
- ▶ **Joint Enterprise** - It involves the joint enterprise of all the personnel connected with the school—teachers, supervisors, pupils, parents, etc.

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Key Characteristics of School Management

- ▶ **Professional development** - It brings out the best in teachers and administrators and requires steps to promote their professional development.
- ▶ **Efficiency and Improvement** - It tries to bring out overall improvement and efficiency in the school.
- ▶ **Continuous process** - It is a continuous process. It is always concerned with the improvement and development of the institution.
- ▶ **It employs the input-output model** - It takes into account the efforts made and the outcomes achieved.
- ▶ **Community-oriented:** It is aware of social needs and requirements as the school is meant to serve society.

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Scope of School Management

1. Goal Setting in Educational Management

The School-Society Relationship

- ▶ **Societal Sub-system:** Education exists as a part of the larger social structure. Resource Exchange: Society provides both human and material resources in exchange for the achievement of specific social goals.
- ▶ **Dynamic Expectations:** As society evolves, the needs and goal specifications for education must also change.

The Role of Management

- ▶ **Responsiveness:** Management ensures the educative process stays aligned with shifting societal expectations.
- ▶ **Continuous Cycle:** Leaders must constantly examine, evaluate, and adapt educational goals.
- ▶ **Alignment:** Management acts as the bridge between current social needs and institutional output.



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Scope of School Management

2. Programme Planning & Actualization

Defining Planning

- ▶ **The Concept:** Designing actions in advance to bridge the gap between where we are and where we want to be.
- ▶ **The Process:** Preparing a strategic set of decisions aimed at achieving specific goals through the best possible means.

The Essence of Strategic Choice

- ▶ **Appraisal of Alternatives:** Evaluating multiple operational paths before committing resources.
- ▶ **Risk Mitigation:** Identifying probable outcomes and "exploring routes before travel begins.
- ▶ **"Alignment:** Connecting national policies with institutional ends through a structured pattern of action.

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Scope of School Management

3. Educational Organization

The Challenge of Organization

- ▶ **The Conflict:** Educational machinery often struggles with overlapping political, professional, and administrative controls.
- ▶ **The Barrier:** Progress is frequently hindered by tradition and conventional biases.
- ▶ **The Solution:** Replacing prejudice with logical and scientific decision-making to ensure the effective distribution of functions.

Modern Organizational Principles

- ▶ **Objective-Driven:** Achieving goals must be the primary consideration for any structural change.
- ▶ **Coordination:** Utilizing modern techniques to harmonize diverse institutional roles.

The field is broad and multidisciplinary, encompassing:

- ▶ **Theory:** History and evolution of management science.
- ▶ **Roles:** Specific duties and responsibilities of educational managers.
- ▶ **Skills:** Development of technical, human, and conceptual managerial competencies

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Core Focus of Educational Management

1. Professional Leadership

- ▶ **Theories & Skills:** Mastering management science to define roles and develop leadership competencies.
- ▶ **Institutional Planning:** Balancing macro-level goals (national policies) with micro-level administration.

2. Operational Excellence

- ▶ **Strategic Decision -Making:** Integrating problem-solving, communication, and team-building.
- ▶ **Academic Coordination:** Planning curricula, school calendars, and co-curricular activities.
- ▶ **Documentation & Assessment:** Maintaining records and evaluating student achievement.

3. Resource Stewardship

Financial Oversight: Effective budgeting and strategic allocation of institutional funds.

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