

School Management and Administration

Unit – III Lesson 3

EDUCATIONAL ADMINISTRATION

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Unit III - EDUCATIONAL ADMINISTRATION

Unit - III

Educational administration: Definition, aims, objectives, scope, types and functions –Relationship between educational management and educational administration – Theories of educational administration - Meaning and nature of leadership - Styles of leadership Measurement of leadership.

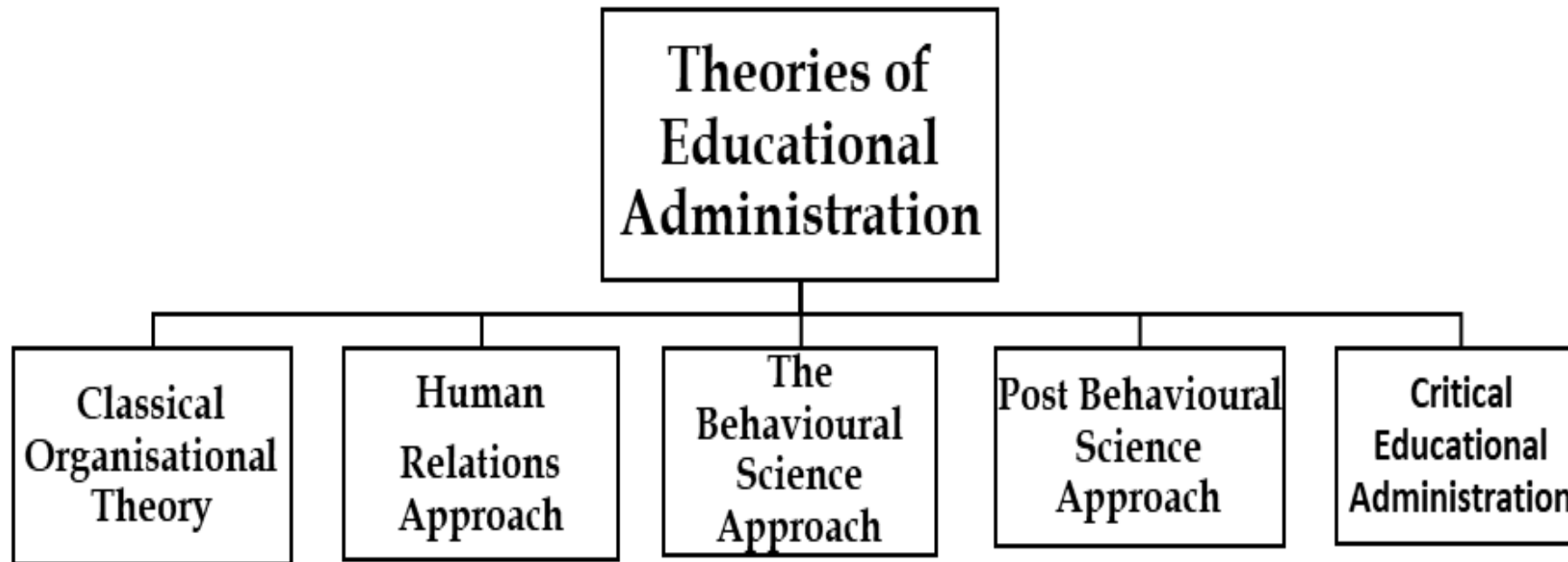
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Theories of educational administration

- ❖ Theory in educational administration has been evolving since the 1950s.
- ❖ To an increasing degree, educational administration is characterized by using theory to explain and predict phenomena in educational organizations.

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Categories of educational administration theories



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1. Classical organizational theory

- ❖ Classical organizational theory emerged during the early years of the twentieth century. **It includes two different management perspectives:**
- ❖ **scientific management** (focused on the management of work and workers) and
- ❖ **administrative management** (addressed issues concerning how an overall organization should be structured).

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a) Scientific Management Theory: Frederick W. Taylor

- ❖ **Systematizing Industrial Work**
- ❖ Pre-20th Century: Management relied on common sense and experience rather than data.
- ❖ The Engineering Shift: Frederick W. Taylor introduced careful scientific analysis to industrial labor.
- ❖ Operational Efficiency: Focused on improving productivity through rigorous observation and measurement.

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Scientific Management Theory: Frederick W. Taylor

The principles of Taylor's scientific management

Taylor's scientific management consists of four principles:

i) Scientific Job Analysis

- ❖ Through observation, data gathering, and careful measurement, management determines the "one best way" of performing each job. Such job analysis replaces the old rule-of-thumb method.

ii) Selection of Personnel

- ❖ Once the job is analyzed, the next step is to scientifically select and then train, teach, and develop workers. In the past, workers chose their own work and trained themselves.

iii) Management Cooperation

- ❖ Managers should cooperate with workers to ensure that all work being done is in accordance with the principles of the science that has been developed.

iv) Functional Supervising

- ❖ Managers assume planning, organizing, and decision-making activities, whereas workers perform their jobs. In the past, almost all the work and the greater part of the responsibility were thrust on workers.

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b) Administrative Management Theory: Henri Fayol, Luther Gulick, and Max Weber

- ❖ Whereas scientific management focuses on the jobs of individual workers, administrative management concentrates on the management of an entire organization.
- ❖ The primary contributors to the field of administrative management were Henri Fayol, Luther Gulick, and Max Weber.

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b) Administrative Management Theory: Henri Fayol, Luther Gulick, and Max Weber

The Managerial Process

- ❖ Systematic Governance
- ❖ Fayol identified five primary functions that define what a manager actually does. This shift moved management from "intuition" to a "process."
 1. **Planning:** Examining the future.
 2. **Organizing:** Building structure.
 3. **Commanding:** Directing personnel.
 4. **Coordinating:** Binding activities.
 5. **Controlling:** Verifying conformity.

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b) Administrative Management Theory: Luther Gulick's Theory

Luther Gulick, another classical theorist, augmented Fayol's five basic management functions while serving on Franklin D. Roosevelt's Committee on Government Administration.

He coined the acronym **POSDCoRB**, which identified seven functions of management:

The seven functions of management

1. Planning .
2. Organizing
3. Staffing
4. Directing
5. Coordinating
6. Reporting
7. Budgeting

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b) Administrative Management Theory: Luther Gulick's Theory



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2. Human relations approach (Theories): Kurt Lewin

The human relations approach is considered to have started with a series of studies conducted at the Hawthorne Plant of Western Electric near Chicago by Elton Mayo and his associates between 1927 and 1933. 25 These studies, widely known as the Hawthorne studies, have strongly influenced administrative theory.

Kurt Lewin

Social Psychology Giant

Kurt Lewin is often recognized as the "father of modern social psychology." His work shifted focus from individual traits to the power of the situation.

Emphasized **the totality of forces acting on an individual.**

Developed Field Theory to explain human behavior as a function of the person and their environment.

Pioneered research into group dynamics and leadership climates.

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3. Behavioral science approach (Theories) : Chester Barnard

Chester Barnard, a former president of New Jersey Bell Telephone, bridged the gap between classical and human relations theories by viewing organizations as cooperative systems.

The Two Pillars of Cooperation

To ensure organizational survival, an executive must balance two critical conditions:

Effectiveness (Organizational Goal): The degree to which the organization achieves its common purpose or strategic objectives.

Efficiency (Individual Goal): The degree to which the organization satisfies the personal motives and needs of its employees.

The Executive's Challenge: Equilibrium Barnard's central thesis is that long-term success is only possible when these two forces are in equilibrium