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M.E.S.-41

Growth and Development of Educational Management

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Based on

I.G.N.O.U.

& Various Central, State & Other Open Universities

By: Kshyama Sagar Meher



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**Sample Preview
of the
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QUESTION PAPER

June – 2023

(Solved)

GROWTH AND DEVELOPMENT OF EDUCATIONAL MANAGEMENT

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Time: 3 Hours]

[Maximum Weightage : 70%

Note: All questions are compulsory. All questions carry equal weightage.

Q. 1. Answer the following questions:

(a) What is Total Quality Management? Explain its applicational significance in educational management.

Ans. Ref.: See Chapter-5, Page No. 45, 'Total Quality Management' and Chapter-10, Page No. 110, 'Total Quality Management'.

Or

(b) Describe collegial and cultural models of educational management.

Ans. Ref.: See Chapter-3, Page No. 29, 'Collegial Models of Educational Management' and Page No. 31, 'Cultural Models of Educational Management'.

Q. 2. Answer the following questions:

(a) Describe various categories of non-formal education.

Ans. Ref.: See Chapter-7, Page No. 74, 'Categorisation of Non-formal Education'.

Or

(b) Highlight the interventions made by Government of India for improvement of school education.

Ans. Ref.: See Chapter-8, Page No. 94, 'Government Intervention'.

Q. 3. Answer the following questions:

(a) Discuss major issues concerned with secondary education.

Ans. Ref.: See Chapter-6, Page No. 67, 'Issues in Secondary Education'.

(b) Explain the role of extension as the third dimension at higher education.

Ans. Ref.: See Chapter-7, Page No. 80, 'Extension as the Third Dimension at Higher Education'.

(c) Highlight the role of NGOs in promoting inclusive education.

Ans. Ref.: See Chapter-9, Page No. 104, Q. No. 6.

(d) What are the factors that influence organizational climate and organization change?

Ans. Ref.: See Chapter-4, Page No. 43, 'Management of Organisational Climate and Organisational Change'.

(e) What are the levels or categories of e-learning?

Ans. Ref.: See Chapter-5, Page No. 58, 'E-Learning'.

(f) Explain the concept and significance of E-Governance in the context of educational management.

Ans. Ref.: See Chapter-5, Page No. 58, 'E-governance' and Page No. 60, Q. No. 8.

Q. 4. Answer the following question:

“Autonomy and accountability in educational management are like two sides of the same coin.” Justify the statement with suitable examples.

Ans. Ref.: See Chapter-10, Page No. 111, 'Autonomy and Accountability'.

■ ■

QUESTION PAPER

December – 2022

(Solved)

GROWTH AND DEVELOPMENT OF EDUCATIONAL MANAGEMENT

M.E.S.-41

Time: 3 Hours]

[Maximum Weightage : 70%

Note: All questions are compulsory. All questions carry equal weightage.

Q. 1. Answer the following question:

(a) Describe the functions of educational management.

Ans. Ref.: See Chapter-1, Page No. 4, 'The Functions of Educational Management'.

Or

(b) Discuss the issues of educational management in formal education sector.

Ans. Ref.: See Chapter-6, Page No. 70, Q. No. 3, Page No. 71, Q. No. 4 and Q. No. 6.

Q. 2. Answer the following question:

(a) What are the factors influencing comparative education?

Ans. Ref.: See Chapter-11, Page No. 122, 'Factors of Comparative Education'.

Or

(b) What are the emerging trends in ICT for educational management?

Ans. Ref.: See Chapter-12, Page No. 138, 'Emerging Trends in ICT for Educational Management'.

Q. 3. Answer the following questions:

(a) What is Sarva Shiksha Abhiyan ? Explain its aims and basic features.

Ans. Ref.: See Chapter-5, Page No. 56, 'Sarva Shiksha Abhiyan (SSA)'.

(b) What are the issues of management in non-formal education sector?

Ans. Ref.: See Chapter-7, Page No. 76, 'Non-Formal Education: Issues in Educational Management'.

(c) Describe the scheme of Jan Shikshan Sansthan (JSS).

Ans. Ref.: See Chapter-7, Page No. 83, 'Jan Shikshan Sansthan (JSS)'.

(d) Explain the significance of decentralised management in education.

Ans. Ref.: See Chapter-10, Page No. 111, 'Decentralized Management'.

(e) Describe different types of action research.

Ans. Ref.: See Chapter-13, Page No. 146, 'Types of Action Research'.

(f) Discuss Macaulay's Minute on Education, 1835.

Ans. Ref.: See Chapter-2, Page No. 12, 'Macaulay's Minute on Education, 1835'.

Q. 4. Answer the following question:

Critically analyse the role of Non-Governmental sector in India's Educational Scenario.

Ans. Ref.: See Chapter-9, Page No. 103, Q. No. 3 and Page No. 104, Q. No. 5 and Q. No. 6.

■ ■

Sample Preview of The Chapter

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GROWTH AND DEVELOPMENT OF EDUCATIONAL MANAGEMENT

INTRODUCTION TO EDUCATIONAL MANAGEMENT

Educational Management: An Overview



INTRODUCTION

Management plays an important role in today's organisations. It may be a school, a college, a religious body or civic body or any sports club, organisations need effective management for achieving objectives. Planning, organising, directing and unifying are done through efficient management. Future of an organisation depends upon efficient and effective management.

CHAPTER AT A GLANCE

DEFINING MANAGEMENT

Management has been defined differently. Sociologists regard management as a class or a group of people. The economists view management as a factor of production together with land, labour and capital. However, management can be defined as an act of getting people together to accomplish desired objectives using available resources efficiently and effectively. The term management may be referred to as:

- A field of study
- A team or class of people
- A process

Management as a field of Study

Management is an art as well as a science. It is considered as an art because managerial activities requires skills that are personally owned. It is a science because it has developed some techniques and principle. Thus, when a person says he is a student of management that means he is learning the particular skills, principles and techniques.

Management as a team or class of people

As a group of people, management is divided into three groups:

- **Patrimonial or Family Management:** It is the oldest management class. It is also called as feudal, dynastic or proprietary management. This management skill is used in medium and small sized units or in family businesses.
- **Political Management:** It is used by the political parties who have the power and have the right to manage them. The government appoints managers for the policies made by them.
- **Professional Management:** Well qualified and trained managers are selected through their professional competence to manage organisations.

Management as a Process

As a process, management includes various managerial activities. Mars Parker Follett defines management as the art of getting things done through people. It is incomplete since it considers employees as mere means and not end. People have needs and aspirations and that cannot be neglected. According to Harold Koontz and Cyril O'Donnell, management is the art of getting things done through and with people, forming an environment in which people can perform as individuals and co-operate towards attainment of goals, removing obstacles to such performance. Thus, management is the art of leading and stimulating people. George R. Terry defines management as a process used to determine and attain objectives by the use of human beings and other resources.

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According to Frenchman Henri Fayol, management has the following five functions:

1. Planning
2. Organizing
3. Leading
4. Co-ordinating
5. Controlling

Fayol says management is to forecast and plan, to organize, to command, to co-ordinate and to control. Modern authors consider co-ordination as an essence of managing. W. Jack Duncan said management includes all organisational activities involving goal formation and accomplishment, performance appraisal and the development of an operating philosophy that ensures the organisation's survival within the social system.

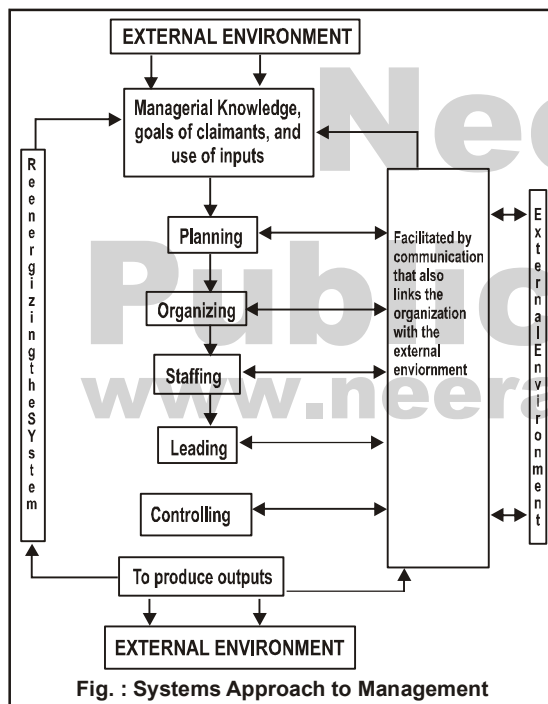


Fig. : Systems Approach to Management

MANAGEMENT AND ADMINISTRATION – A TERMINOLOGICAL CONFLICT

In 1923, Oliver Sheldon pointed out the difference between administration and management. He considered administration as a decision-making function and management as an executive function. A debate followed on the difference between the two terms. The following conclusions can be drawn from the debate:

- (i) Administration is a determinative function and management is an executive function.
- (ii) Administration is a part of management.
- (iii) Management and administration have no difference.

Administration is a determinative function and Management is an executive function

William Newman, William R. Spriegel, Ordway Tead and Oliver Sheldon support the view that administration and management are different functions. Administration includes major objectives, determination of policies and major decision-making. Management is related to the execution of these policies and decisions with the help of human efforts. Spriegel pointed out that administration is concerned with the determination of institutional objectives and the policies to be followed in achieving those objectives but management is an executive function and concerned with taking broad policies laid down by the administration. Milward also held the similar views. For him, administration is a process and the agency used to establish the object to achieve, then it plans to stabilize the policies or principles that will govern action. Management is a process through which execution of policies is planned and supervised.

Administration is a part of management i.e. management is a generic term and includes administration

E. F. Brech defined management as a social process entailing responsibility for the effective and economic planning and regulation of the operation of an enterprise to achieve a goal. This responsibility involves

- (i) Programmes and procedures made as per the plan,
- (ii) In an organization each should be organised, directed and supervised. Management is thus can be divided into three levels:

Top Management: Responsible for policy formulation.

Middle Management: Responsible for planning, organizing, directing and controlling. It is also called departmental management.

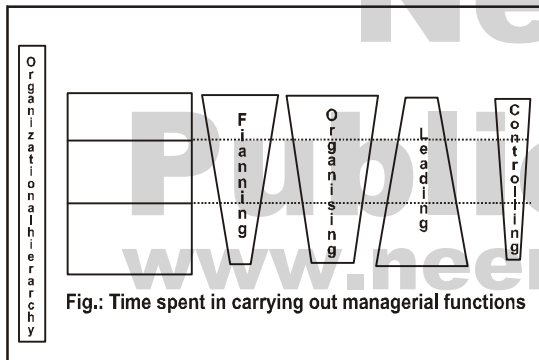
Supervisory Management: Responsible for supervision and expert decision.

There is no distinction between Management and Administration

The following arguments suggest that there is no difference between management and administration. McFarland said that administration and management are nearly similar but practically they have a minor

difference. He said government agencies use administration in place of management but now management is usually used in these agencies. Louis Allen considered administration as the total planning, coordinating, motivating, organizing and controlling works. He preferred administration over management. Wheeler defined business management as the activity of human that governs the functions of a business enterprise.

Management is a sensible term used to show various aspects of managerial activity meaning framing the policies and executing them. It is divided into three levels – top, middle and supervisory and covers all the aspects of administration and management. A part of manager's time is spent in administrative functions and the rest on execution. Managers who are at higher – level spend more time on administrative functions such as laying down policies and those at the lower level spends time with controlling and supervisory functions of management. The following figure shows time spent in carrying out managerial functions:



EDUCATIONAL MANAGEMENT

Educational system is divided into different levels of education. These levels are Primary and Upper Primary Education, Secondary Education, Senior Secondary Education and Higher Education. In India, we follow 10+2+3 pattern. Schooling includes two years of pre-primary education, eight years of elementary education which is divided into – five years of primary (I-V) and three years of upper primary (VI-VIII) and after that two years of secondary education. After completion of secondary education, students opt for different streams: Science/Commerce/Arts or Vocational streams each of two years. Higher education after the senior secondary school includes technical and professional courses.

Government plays an important role in forming various policies on education. The objectives are to provide a better and wider system, implementation of policies and providing the regulatory system for meeting the overall objectives.

The government framework generally includes:

- **Educational Structure:** Various stages of education, the standards of attainment at each stage and organisation of institution at each level.
- **Resources:** Finance sources, fees, subsidy and other resources.
- **Curriculum:** Subjects being taught, syllabus of courses and different examinations.
- **Academic Resource:** Qualification of teachers, placement and training of teachers and time period of service.
- **Performance assessment and review:** Review of policies, performance review of institutions and modifications in directions.

The Government works according to the structure of governance in the country. Different countries have different systems of governance. India has a federal system. Thus, local governments play an important role in the field of finance and management within the policies made at the national level. The educational system is governed by the central authority in a centralised system.

The organization of education can be termed in three tiered structure:

- A meta system being governed by Central Government runs at the national level. It is responsible for funding and making of policies.
- A meta system that works in the sphere of execution of national policies involves different agencies shown for planning, regulating, co-ordinating and evaluating specific areas of education given to them.
- The institutional system is concerned with prescribing courses, appointing teachers and other staff, managing finance, admitting students and other functions. It is the core of the educational system.

Management of education means the management of these systems. Educational management is important as it enlists learning outcomes, rebuilds and changes the teaching-learning methodology as per the requirements.

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THE FUNCTIONS OF EDUCATIONAL MANAGEMENT

Organisations work in a planned and co-ordinated manner to achieve their objectives and this is applicable to education as well. These plans may change depending on the condition at which management is operating. But still at all levels the purpose would be same. The management functions are identical in all types of organizations. For understanding the functions of management, it is important to know what managers do.

According to Resser (1973), managers are the persons who:

- Prepare objectives for using available resources.
- Make plans for attaining these objectives.
- Identify the activities to be performed.
- Organize the activities into groups.
- Define the tasks to be performed.
- Group various tasks into jobs.
- Staff the job with people.
- Start work activities.
- Supply incentives to stimulate productivity.
- Set up controls to measure the achievement of objectives.
- Take remedial action if the objectives are not being fulfilled.

Summarizing these points, Resser declared that management is the act of using the physical and human resources through co-operative efforts and it is carried out by doing the function of planning, organizing, staffing, directing and controlling.

As, Resser gave these suggestions while writing about general and industrial management but his suggestions are also related to educational management.

These management functions are applicable in educational organisation also. These functions can be widely divided as:

- Planning
- Organising
- Staffing
- Leading/Directing
- Controlling

Planning

Planning is the basic function of management. Planning is needed for organizing, staffing, directing or controlling. Planning is used for answering the following:

- Why an action is needed?
- What should be done?

- How it should be done?
- When it should be done?
- Who will do it?
- What physical resources will be needed?

Planning is a process in which at the initial stages target and objectives are decided, overall assessment of future and charting of courses of action is done. Actions which has to be taken to achieve targets depends upon policy, procedure and other related elements.

Planning involves:

- (i) Deciding objectives
- (ii) Determining ability of organization to achieve goals
- (iii) Development of planning premises
- (iv) Development of various alternate to achieve the target
- (v) Evaluation of best alternate
- (vi) Determining resources
- (vii) Ensuring that plans are communicated to all concerned

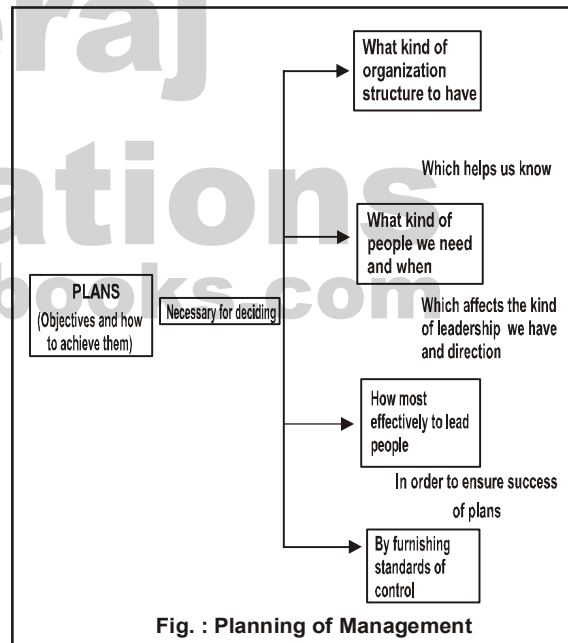


Fig. : Planning of Management

Successful planning mean you need to look within, a broad look around and a long look ahead:

1. The look includes through reviews of organizational assets in human resources, equipment, locations and patents.
2. The broad look around means focusing on factors that better the organization's relations with various stakeholders.