

PRINCIPLES OF DEMOCRATIC SCHOOL MANAGEMENT

India happens to be the largest democracy in the world. To make democracy successful, we have to revitalize and recharge our schools to the full. Schools will be able to add tempo to the struggling democracy if the following principles are taken into consideration while administering them.

1. Democratic Philosophy of Education : In his Report on Indian Administration, Dr. Paul H. Appleby has emphasised the need for a philosophical but simple theory for administration for a country which is determined to create a welfare state. If a philosophy is necessary for general administration, it is all the more so for educational administration which is seeking to fashion a new pattern of education suited to the needs and aspirations of modern India. In an educational institution in a democracy, the administrator is a friend and a guide. He consults his colleagues, honours their opinions, confers with them in staff meetings, and meets them informally in gatherings and clubs. He is one among the equals. He recognises the worth of each individual's child, finds out his potentialities and gives him help and guidance according to his requirements. Thus the total management becomes a joint show of the Headmaster, teachers, and pupils. Everybody has a clear consciousness and realisation of the purpose of democratic philosophy with which the school is administered.

2. Freedom : Enough freedom should be given to all to exercise their powers and talents. The power of critical thinking, an important requisite of democracy, can only be cultivated by individuals in an atmosphere of freedom. The Headmaster should give due recognition to any signs of display of resourcefulness on the part of teachers. They should be free to question, offer constructive suggestions, conduct fresh experiments and bring

about healthy changes. The pupils should also be allowed enough freedom to rise to the full stature of their abilities.

3. Student Centred : All educational management must be largely student-centred. The purpose of all educational endeavour is the welfare of the student. This 'flesh and blood' should never be lost sight of in the midst of facts, figures and files. Enough opportunities must be provided for the wholesome development of the students. Whatever is done in the school should be of the students, by the student and for the students.

4. Flexible, adaptable and stable : Educational management must hold fast to the good, change what requires changing and be fertile in considering individual differences in all personalities involved.

Democracy can only become real through its educational institutions, which will teach its children the democratic way of life. There must pervade an atmosphere of justice, freedom, and cooperation in the educational institutions, only then good training in leadership and followership can be given.

Q. Discuss the general principles of school/educational management.

Ans: The task of educational management being an important and complex one must proceed through certain principles. Some the general principles of educational management may be discussed as under:

1. The Principle of Proper Planning : Educational management must follow the principle of proper planning to achieve success in education. Planning is the process of setting goals and objectives and visualizing ways to achieve them. Success of education is dependent upon realistic and proper planning on the part of managers. Therefore, act of educational management must proceed on the basis of the proper planning.

2. The Principle of Democracy : Educational management must follow a democratic approach and ensure participation of all the employees so that success can be achieved. The managers of education must provide equality of opportunity and expression to all concerned. Management must try to build consensus on vital issues concerning teaching and learning and avoid conflict in the organization.

3. The Principle of Cooperation : Success of any educational institution depends largely upon meaningful cooperation of all the members of the teaching as well as non-teaching and supporting staff. Management of education must take note of this important aspect and always act on to build up cooperation among all concerned.

4. The Principle of Flexibility : Management of education must conform to the principle of flexibility instead of adhering to blind rigidity. The social climate of educational institutions is dynamic that involve human relationships. Consequently educational management requires flexible treatment for smooth running of the institution. Blind compliance with rules of management can create problems instead of helping the cause of management.

5. Principle of Acceptance: Management of education should also be based on the principle of acceptance. It is very natural that educational institution has people having different methods and styles of doing things, different perspectives and viewpoints on different issues and they will have shortcomings or deficiencies too. Moreover occasional failures on the part of employees are to be seen with sympathy and a sense of acceptance. Acceptance on the part of managers build an environment of mutual trust and respect that motivate people to work harder to achieve success.

6. Principle of Coordination: Educational Management must achieve co-ordination through its basic functions of planning, organizing, staffing, directing and controlling. Coordination is a very important principle or function of management because achieving harmony between individuals is vital for achievement of educational objectives and success of educational institution. Coordination is the essence of educational management and is implicit and inherent in all functions of educational management.

7. Principle of Motivation: Motivation is the force that energizes behavior and gives direction to behavior. Motivating employees is a challenge that education managers have to face. High level of motivation among the employees is a must to achieve the goals and objectives of the institution. Because success of educational institution depends largely on the level of motivation among teachers, students and all concerned. Therefore, educational managers have to provide working conditions that nurture and support individual motivation to work toward the goals of the institution.

8. Principle of Freedom and Discipline: Creation and management of an environment of academic and professional freedom and an environment of discipline in the organization is another important principle that should govern the management of educational institutions.

9. Principle of opportunity for development: Educational management must provide with its employees the freedom and opportunity for self development. Employee's professional development activities benefit not only the employees but also the organisation by ensuring that qualified employees are available with the organization.

Q What are centralized and decentralized types of management? Explain

Ans: Centralized and Decentralized management refers to the extent to which authority is concentrated at the top or lower levels management. In centralized management, decision-making power is at the top of an organization. In this style of management, the activities like planning and decision-making are concentrated at the top levels of authority.

Centralized management of education is a process where decision making power rests in the hands of a few. Important decisions and actions at the lower level require the approval of top management.

According to Allen, "Centralization is the systematic and consistent reservation of authority at central points in the organization".

The main characteristics are :

- (i) Decision making power rests with the top level managers.
- (ii) There is greater burden on the top level managers.
- (iii) Authority of operation or implementation rests with the middle level managers.
- (iv) All works at lower level are done as per directions of the top level managers.
- (v) There is lesser freedom for the employees.
- (vi) Follows autocratic principles of management.
- (vii) Lack of close participation between the employees and top management.

Decentralized is a systematic allocation of authority at all levels of management and in all of the organization. In decentralized management, top level management make major decisions and frame policies concerning the institution and rest of the authority is delegated to the middle and lower level of management. According to Allen, "Decentralization refers to the systematic effort to delegate to the lowest level of authority except that which can be controlled and exercised at central points". The scope of decentralized management is wider and the authorities are diffused to the lower levels of management.

For example, if the Principal of a college chooses to receive the leave applications of the entire staff in the college, then he is attempting a centralized management of employees. On the other hand, if the Principal delegates this work to the Vice Principal and if the Vice

Principal in his turn request the Principal to delegate this power to all the departmental heads and the Principal accepts this, then decentralization of management has taken place. In fact, everything that increase the role of subordinates is decentralization and that decreases the role is centralization.

- The main characteristics are :
 1. Decision making power is delegated to different levels of management.
 2. There are fewer burdens on the Principal than in the case of centralization.
 3. Decentralization of management provides with freedom to the employees to make decisions which develop skills and capabilities.
 4. Decentralized structure of management raises motivation and morale of the employees.

5. Decentralized management requires greater efforts at co-ordinating the work of different departments or divisions.
6. Based on the principle of democracy.
7. There is close participation between the employees and top management.

Q. What is autocratic management? What are its characteristics? Discuss the advantages and management.

Ans: Autocratic management:

Autocratic management is a classic style of management in which an authoritative manager takes all the decisions. The authoritarian manager makes all decisions on the basis of his own judgments and ideas alone, and does not take any advice or suggestion from any of his employees or co-workers. The autocratic manager wears powerful and knowledgeable figure, wants everything done as they wish, does not like to be questioned or does not listen to any suggestions for change.

Some characteristics of autocratic management are:

- i. The top level manager makes all decisions.
- ii. Very little or no input is accepted from employees or members while making decisions.
- iii. The top level manager dictates all the ways and methods of operation.
- iv. Employees are generally not trusted.

Advantages of Autocratic Management:

- i. Autocratic management can take quick decisions and make prompt action,
- ii. In autocratic style of management, there is lesser confusion; the manager takes overall charge of the group, assign tasks to different members, and establish solid deadlines for tasks to be finished.

- iii. The autocratic manager with his knowledgeable and experienced look can reassure and motivate the staff.
- iv. Autocratic management is useful in stressful and emergency situations.

Disadvantages of Autocratic

- i. Autocratic managers keep very busy, which lead to high stress and health problems that affect quality of decisions he makes.
- ii. Autocratic management is bad for highly educated and motivated workers like teachers.
- iii. Autocratic management may dampen morale and reduce creativity and productivity of workers at times.
- iv. Autocratic managers may not make die best decisions always.
- v. Autocratic management lacks the input from team members who have experience and skills.

Q. What is democratic management? What are its characteristics? Mention the advantages and disadvantages of democratic management.

Ans: Democratic management:

Democratic management is opposed to autocratic management style. This type of management includes the employees in the decision making process through discussions, and meetings. Views and suggestions of all are duly considered by the management. Most of the modern school management is based on this style of management. Decisions in democratic management are based on the opinion of the majority rather than that of the leader or manager.

Democratic management is sometimes called participative management. In this style of management all members of the group participate in the decision-making process. Researchers say that this style of management is the most effective

that lead to higher productivity, employee satisfaction and increased group morale.

Characteristics of democratic management:

- i. All members of the group participate in the decision-making process.
- ii. Includes the employees in the decision making process through discussions, and meetings.
- iii. Decisions are based on the opinion of the majority.
- iv. Members share ideas and opinions.
- v. All members of the staff are involved in the process of management.
- vi. Differences in opinion are respected by the management.

Advantages of Democratic Management:

- i. Democratic management leads to higher productivity, employee satisfaction and increased group morale.
- ii. Democratic management encourages creativity and initiative on the part of employees.
- iii. Democratic management is based on consensus and hence there are fewer chances of conflict between employees or between employees and management.
- iv. Research in the area show that this style of management is the most effective.
- v. Encourages better communication and discussion among members that lead to better solutions to problems.
- vi. Employees are involved and committed to their duties and responsibilities.

Disadvantages of Democratic Management

- i. Democratic decision making is a time consuming and costly affair.

- ii. Democratic management cannot take quick decisions and cannot respond to emergencies.
- iii. Decision taken by the majority may not be the best decision.
- iv. Decision taken by the majority may serve the interests of the employees rather than that of the institution or organization.
- v. Employees may not be having the necessary knowledge to make quality contributions to the decision-making process.

8 Short note “Laissez Faire Management”.

Ans: Laissez Faire Management:

“Laissez Faire” is a French phrase that literally means “let them do”. In a broader sense it implies “let it be,” “let them do as they will,” or “leave it alone”. In the field of management, Laissez faire is characterized by least involvement of the manager. In this type of management members of the staff are allowed to make the decisions. The manager sets the tasks and gives his employees complete freedom to complete the task on their own ways and methods. This is the type of management where the manager takes a back seat in leaving the employees in charge of their specific tasks.

This style of management allows the employees highest freedom in the organization.

Characteristics of Laissez-Faire management :

- i. Laissez Faire Management is characterized by little involvement of the manager.
- ii. This style allows maximum freedom for the staff to make decisions.
- iii. Laissez Faire Managers work as guides and sets the task to be performed by the employees on their own methods.
- iv. Employees are made responsible for solving problems on their own.

Advantages of Laissez Faire Management :

- i.** Laissez-faire management can lead to improved morale and sense of responsibility among the staff.
- ii.** In Laissez Faire Management there is least conflict between managers and employees.
- iii.** Laissez Faire Management promotes creativity among members of the staff leading to better solutions problem of the institution.
- iv.** Laissez-faire management is very efficient when the employees are responsible and disciplined.

Disadvantages of Laissez Faire Management

- i.** Laissez-faire management can be disastrous if the employees are not responsible.
- ii.** Lack of direction from the manager may result in a sense of lack of direction among staff.
- iii.** Laissez-faire management may lead to sub-standard quality of work and lack of accountability on the part of employees.
- iv.** Laissez-faire management is not ideal where employees lack the knowledge and experience required to make decisions and complete tasks.
- v.** Research show that this type of management is least productive.

❑ **Participatory management**

Participatory management is the type of management in which employees at all levels are encouraged to participate in the process of goal setting and making decisions that affect them. Participatory management is also called consultative management. It is a practice of empowering employees to participate in organizational decision making. This approach to management grew out of the human relations movement in management during the 1920s. Participatory management allows employees to express their views and opinions but senior managers still remain the final decision making authority. Participatory management encourages involvement of employees at all levels of an organization in the analysis of problems, development of strategies, and implementation of solutions. Employees are encouraged to take part in the decision-making process.

Characteristics of participative management:

- Participatory management is characterized by consultations between manager and other employees before taking any decision.
- Participatory management is based on shared responsibility.
- Managers give support to subordinate employees rather than instructions.
- Managers motivate and stimulate by supporting employees leading to better productivity.
- Participatory management emphasizes employee development rather than controlling.
- Participatory management is characterized by democratic work environment and cooperation between employees and between employees and management.

Advantages of Participative Management:

- Participative management leads to commitment and job satisfaction on the part of employees.
- Employee responsibility, motivation and sense of ownership in participatory style of management lead to better results.
- Participatory management boosts morale and motivation among the employee.
- Participative management promotes creativity and innovation.
- Participative management style requires lesser supervision.
- Participative management brings employees and managers closer to each other.

Disadvantages of Participative Management

- Participative management slows down the speed of decision making process since larger participation in decision making is required.
- Participative management is difficult to practice.
- Participative management is not effective in large organizations.