



Principles of Educational Management and Its Application

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Abstract

In the today's context of LPG and AI world, certain concepts still prevail in the field of Management and they are being implemented into our day-to-day life as well as in the field of Education i.e. School, Colleges, Institutions etc. This article explores the Principles of Management given by Henry Fayol who is treated as the Father of Modern Management Thought and application of these Principles of Management into the field of Education.

Keywords: Educational Management, Principles.

Introduction

The principles of Management are contributed by many management experts including F. W. Taylor and Henry Fayol. F. W. Taylor is one of the earliest contributors to management principles. However, the credit for suggesting the principles of management in an orderly manner goes to French industrialist, Henry Fayol. Henry Fayol is well known for the General Principles of Management formulated by him in the 20th century. He was born in France in 1841, Fayol graduated in 1860 as a mining Engineer. From 1860 to 1892, he worked as a junior executive at a large mining company in France. Thereafter he was promoted General Manager of the company. In 1898, he was appointed as Chief executive. He eventually became the director, at a time when the mining company employed more than 1,000 people. His managerial talents were reflected in the manner in which the company was turned from a losing concern to flourishing organisation. In 1916, two years before he stepped down as director, he developed his management principles and general management theory and published the "14 Principles of Management" in the book in French "Administration Industrielle et Générale." It was translated into English in 1930 under the heading "Industrial and General Administration."

Henry Fayol's principles are universal in character and applicable to all types of organisations and are valid even to this day. This is because these principles are practical in nature and also result oriented. The principles of management suggested by Fayol are useful not only in business enterprises but also in other organisations like Educational Institutions, Hospitals, Charitable Institutions and Government Departments. Due to his contribution to management theory and principles, Henry Fayol is treated as the Father of Modern

Management Thought. Fayol is the first management thinker who provided the conceptual framework of basic functions of management. Fayol suggested fourteen principles of management and has given adequate details of every principle suggested by him. Essentially, these explained how managers should organize and interact with staff and should be flexible in the application of these principles. Let us understand these 14 Principles of Management in detail and its application to Educational Management.

- 1. Division of Work:** Division of work means dividing the total work into small convenient components and giving each component to one department and manager. The whole work should be divided into different parts. Each individual should be assigned only one part of the work according to his ability, skill, knowledge and interest. This brings specialization and enables manager to concentrate effectively on the work or responsibility assigned. When a particular individual performs the same job repeatedly, he will become an expert in doing that particular part of the whole job and which in turn will improve the performance of individual. Benefits of Division of work is universally accepted. It increases in the quality of work, in the speed of production and decreases in the wastage of resources. Ability and accuracy in the work assigned will also improve. In an educational institution, Principal should divide among the teachers the subjects or Co-curricular activities according to their qualifications, experience, skills, abilities, interest etc. *i.e.*, History teacher should teach History and not Geography, Economics *etc.* and so on.
- 2. Parity of Authority and Responsibility:** Parity refers to Equality. Authority refers to Right of superior to give

orders and the power to exact obedience to subordinates, take decision on specific matters, use resources of organization and guide and regulate the behavior of subordinate. Responsibility refers to being accountable or on the other hand includes obligation with respect to the performance of functions and achieving the goals in satisfactory manner. It is therefore naturally associated with authority. Whoever assumes authority also assumes responsibility. People should get sufficient authority to discharge his responsibility. The result of authority is responsibility. It is the natural result of authority and essentially another aspect of authority and whenever authority is used, responsibility is automatically born.

According to Fayol, authority should be equal to responsibility. Those who have authority to give orders must be willing to accept responsibility for the results. Similarly, those who are made responsible for certain functions or responsibilities must be given adequate authority. In brief, there should be proper balance in between the authority and responsibility. Both cannot be separated. They are integral aspects of managerial process. Giving authority without responsibility can lead to arbitrary and unmindful use of authority. Lack of necessary authority will make the individual ineffective.

In an educational institution, the Principal gives authority to teachers to conduct the co-curricular activity like Drama competition for Eighth standard students and it is the teacher's responsibility to fulfill it successfully to achieve institutional goals.

In fact, Dual command is always dangerous. It disturbs the orderly atmosphere at the entire workplace and stability of organization. For avoiding such situation, Fayol has recommended this principle. When two supervisors are to control the same subordinate, the clash among the supervisors is possible and this may lead to amusement and benefit to the subordinate. However, organization will suffer. This will be disorder/uneasiness in the department when it is under the command of two superiors. The normal rule of "Too many cooks spoil the soup" is given due importance in this principle. It is rightly said that subordinates should get orders from one and only one supervisor only.

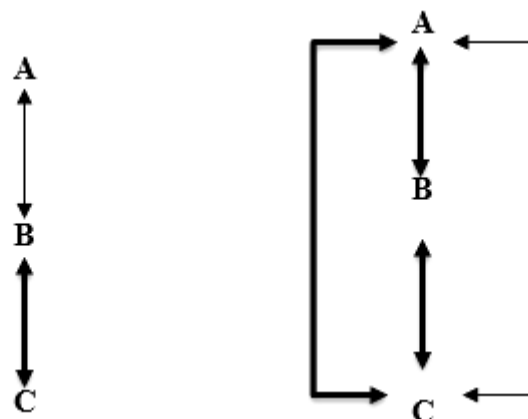


Fig 1: Unity of Command **Fig 2: Lack of Unity of Command**

3. **Discipline:** Discipline in the context of management means obedience, proper conduct in relations to others, mark of respect and complying with the rules and regulations of the organizations. Discipline is essential for any successful work performance and smooth running of organization. They have to accept certain code of conduct while performing their jobs. For proper discipline, attention needs to be given to three requisites of discipline.

Discipline can be established

- By providing good supervision at all levels,
- Clearly explaining the rules,
- Implementing a system of reward and punishment.

Discipline can be imposed or there can be Self-Discipline. Self – Discipline is the best but human nature is more favorable to forced discipline. However, introduction of discipline by frightening, exploitation or harassing the employees is not desirable. For proper discipline in the rank and file, tactful supervisors are needed at all levels.

In an educational institution, all human resources should follow the rules and regulations of institution like punctuality, sincerity in completing the task, honesty *etc.*

4. **Unity of Command:** Henry Fayol's suggests that subordinate should receive orders from only one superior at a time and he should be answerable/accountable to only to that superior. No employee should receive instructions from more than one person. The principle is necessary to avoid confusion and conflict. If there is more than one superior then subordinate will be not sure of priority, confused situation, adversely affects the efficiency, Ego problem creates a possibility of clash and own efficiency is likely to be affected.

In an educational institution, if we assume A as a Principal of an institution, B as a Supervisor and C as a teacher, then teachers should get orders from supervisor and not from Principal otherwise there will be chaos within the institution regarding completion of task.

5. **Unity of Direction:** Fayol suggests that there should be one head and one plan for the whole organization. It means that the efforts of all the members of the organization should be directed towards common goals.

Unity of direction means that:

- There should be one head for one plan for a group of activities having the same objective.
- There should be one plan of action for a group of activities having the same objective.
- There should be only one manager at a time to give command to an employee.
- There should be only one manager exercising control over all the activities having the same objective.
- There should be one manager to control them.
- Environmental conditions.

This avoids duplication of directives and possible confusion. This principle does not suggest centralization of entire decision-making process with one top manager. It only suggests that related activities should be directed by one manager as per one integrated plan. Unity of Actions and Coordination will be possible by such unity of direction.

In an educational institution, the Principal should give proper guidance to teachers to accomplish the aims and objectives of an institution effectively and efficiently.

6. **Subordination of Individual Interests to the General Interests:** In this principle, it is rightly suggested that the general (overall) interest of the organization is more

important than the interest of one employee or a group of employees.

- The interests of one person should not take priority over the interests of the organization as a whole.
- This principle can be named 'Priority to General Interest over Individual Interest.'
- The general interest or the interest of the organization is above everything.

This can be achieved by certain measures. These are:

- A superior setting good example to his subordinate.
- Fair and just agreements with the employees.
- Continuous supervision on employees.

The management should avoid/remove the situations when clash of interest takes place. The organization will collapse or will come in danger when individual interest is given more importance and that too at the cost of general interest of the organization.

In an educational institution, the Principal should consider the interest all teachers and not any particular teacher. Any particular teacher's interest should not be considered but General interest of teachers should be considered for effective and efficient working of an institution.

7. Remuneration: Fayol suggests that wages paid should be fair and satisfactory to both parties (employer and employee). It should be as per cost of living and the value of employee.

- The employees and the owners find equal amount of satisfaction.
- It is the duty of the manager to ensure that employees are being paid remuneration according to their work.
- They will not do their work with perfect dedication, honesty and capacity.
- The organization shall have to face failure.

Many variables, such as cost of living, demand of labor and their ability supply of qualified personnel, general, business conditions, and success of the business, should be considered in determining a worker's rate of pay.

He feels that in order to motivate the employees, apart from general remuneration, they should be given some monetary and non-monetary incentives like proper working conditions and other facilities including subsidized canteen, recreation and welfare facilities. Exploitation of employees should be avoided.

In an educational institution, the Principal should give fair remuneration to the teachers according to their qualification, experience and dedication towards the work.

8. Centralization: Centralization refers to decisions taken by superior or employer alone without consulting the subordinate or employees. Decentralization refers to decisions taken by superior or employer by consulting the subordinates or employees. Centralization/Decentralization of authority is essential in every organization. The degree differs from organization to organization according to the situation. According to Fayol, extreme centralization or decentralization of authority should be avoided and a proper balance between centralization and decentralization should be maintained.

According to this principle, the superiors should adopt effective centralization which means the superiors should

keep the authority of taking important decisions in their own hands, while the authority to take daily decisions and decisions of less importance should be delegated to the subordinates. Decentralization offers powers to subordinates and raises their importance while their importance goes down due to centralization. The ratio of centralization and decentralization can differ in different situations. In large organization, balance combination of centralization and decentralization should be created.

In an educational institution, the Principal should take decision according to the situation. If any unforeseen incident happens within an educational institution, then immediate decision should be taken by the Principal. If any function or activity needs to be conducted within the institution then decision should be taken by consulting the teachers of the institution.

9. Scalar Chain: This is one of the fourteen principles suggested by Henry Fayol. The scalar chain serves as a chain of command as well as a chain of communication. This principle refers to the Formal Line of Authority or Command for purpose of communication from top level to the lowest level of executives. It means each communication must move from top to bottom and vice versa in a straight line. The scalar chain also functions as a chain of communication because all communications, written or oral are required to flow through the chain of hierarchy. The important condition here is that no step (post) should be overlooked during communication. Fayol has explained this principle with the help of a ladder.

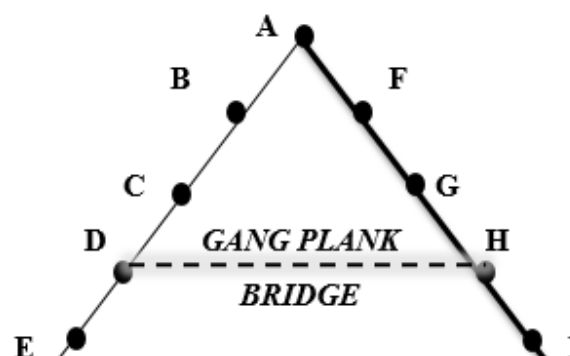


Fig 3: Gang Plank/Bridge

In this diagram, A to E and A to I are the scalar chains. A is the head of the whole organization while B and F are heads at the next level of management. B is immediate superior to C while F is immediate superior to G. and so on. If D and H need to contact each other for some purpose the Scalar Chain principle or Principle of Hierarchy will be followed. This means D will move to C, C to B, B to A, A to F, F to G and finally G to H. However, this route is lengthy and time consuming. To avoid the consequent delay Fayol suggested the concept of 'Gang Plank' shown by dotted line joining D and H. It permits D to communicate directly with H, on urgent matters without weakening the chain of command. The Gang Plank/Bridge allows two employees at the same level to communicate directly with each other. But each must inform their immediate superior. It facilitates direct and quick communication. It is like 'Hotline' between two employees of same level. It can be used when situation demands i.e., when urgent communication is necessary for benefit of the organization.

In an educational institution, If A is a Principal, B and F supervisors, C and G are senior teachers, D and H are teachers, E and I are Associate teachers. If teachers *i.e.*, D and H want to coordinate with each other regarding the discipline of particular class, they can communicate directly with each other, but each must inform their immediate superior *i.e.*, C and G.

- 10. Order:** The principle is concerned with arrangement of things and placement of people. Arrangement of things is called material order and arrangement of people is referred to as social order.

Principle of Order

- A right person should be placed at the right job and a right thing should be placed at the right place.
- Every organisation should have two different orders- Material Order for Physical Resources and Social Order for Human Resources.
- Everybody knows his workplace, what he is to do and from where he would get his required material.
- All the available resources in the organization will be utilized properly.

According to Fayol, there should be place for everything and everything should be in its place. Disorder leads to chaos and confusion and hence orderly placement of men, machines and other resources is essential. Misplacement of any kind is undesirable as it leads to misuse and disorder.

In an educational institution, there should be proper arrangements of physical resources like benches, fans, Tube lights, Chalk Board, Table, chair in each classroom, Computers in Computer Lab, Books in the Library and so on and Human resources like teachers according to qualification and experience *etc.* so that there will be no confusion and chaos within the institution and will work effectively and efficiently to achieve institutional goals.

- 11. Equity:** The principle of equity relates to the treatment of subordinates. It suggests that similar treatment is assured to people in similar position. The managers should treat their subordinates in a just and kind manner and to develop a feeling of dedication and attachment for their work. The equity principle implies managers should be fair and impartial while dealing with their subordinates. They should not give undue favors to some and neglect others. They should not judge the performance and conduct of employees of the same category on different basis. Equity is essential to create and maintain cordial relations between superior and subordinate. There should be a judicious combination of kindness and justice while dealing with subordinates.

In an educational institution, fair and impartial treatment should be given to the teachers by Principal so that institutional goals can be achieved effectively and efficiently.

- 12. Stability of Tenure of Personnel:** Fayol emphasized that employees should not be moved from their positions frequently. Retaining productive employees should always be a high priority of the employer. It is absolutely harmful to change the employees frequently as it is a reflection of inefficient management. There should be stability of tenure of the employees so that the work continues efficiently. Instability in the tenure of

employees is a cause of poor management. High rate of labor turnover will result in increased expenses because of selecting them time and again, and giving them training a fresh. It also lowers the prestige of the organization and creates a feeling of insecurity among the employees which keeps them busy in finding out new avenues of work. Consequently, the sense of dedication cannot be created among them. According to Fayol, the incompetent employees must be removed and those who show good performance must be suitably rewarded. Stable employees constitute an important asset of an organization.

In an educational institution, the Principal should not change or remove teachers and teachers should remain for number of years within the institution for the development of students and institution.

- 13. Initiative:** Management should take steps to encourage worker initiative, which is defined as new or additional work activity undertaken through self-direction. Initiative means the eagerness to initiate action without being asked to do so. However, it does not imply freedom to do whatever people like. They must observe discipline. According to Fayol, it is the duty of the manager to encourage the feeling of initiative among his employees for doing some work or taking some decision but within the limits of authority and discipline. The manager should welcome the thoughts of his/her subordinates. The subordinates will present new and useful ideas time and again and gradually they will become an integral part of the organization. In order to make this process a success a manager will have to abandon his false sense of prestige. In an educational institution, teachers take initiative without being told by the Principal and will do the work for betterment of the institution. Teacher does this as a result of support, motivation, incentives, etc.

- 14. ESPRIT DE CORPS:** Esprit de Corps or team spirit is the last but the most important principle suggested by Henry Fayol. Esprit de Corps is a French phrase which means "Union is Strength". It suggests that managers should give special attention to develop Feelings of loyalty, enthusiasm, and devotion to a group among the subordinates. Management should encourage harmony and general good feelings among employees. Team spirit raises the efficiency of the entire department. A manager should continuously make efforts to develop a team spirit among the subordinates. The word 'We' during the conversation with subordinates should be used by the superior because it brings loyalty, dedication and commitment on the part of subordinates. The team spirit at the organizational level brings success to the whole organization in achieving its objectives.

In an educational institution, all the human resources should work together as a team with cooperation to achieve the goals of the institution effectively and efficiently.

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