

A Perception of Managerial Skill for Leading Educational Institute

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Abstract: In the fast growing world there is need of education according to time because this is indication of progress of the nation. Therefore the role of educational intuition gets crucial to be develop smart mass for the nation, finally it become the responsibility of the head of the institution. So the managerial and leadership skill of the principal or director of the institution should up to mark. Similarly ample amount of behaviour science are also important concern. In this paper we are trying to discuss the basic managerial and leadership skill of the head of educational institutions which will be essential as well as may be developed as per the need.

Key Words: Skill, Motivational, Leadership, Managerial, Institutional.

1. INTRODUCTION:

It is well known and accepted by every one that education and culture is the indispensable indicator of the progress of any nation. It affects all the factors of the development, whether it is social, political, economical, cultural, or moral. For this reason, development of well-managed quality education has been strongly promoted by UNESCO and made the focus of efforts in many developing nations. In the series of developing country India is leading one and has also been working in the same direction. Several Commissions, Committees and Educational policies and programs have been developed to cater to the educational needs of the country. Over and above, the challenges posed as a result of globalization, privatization and liberalization, the educational institutions tend to be revitalized and strengthened to stand at par with the world standards.

Academics, education and professional education transformation is in rapid mode. It has gone away from the conventional classroom. Now it is online and e-learning. The profession of educational institutions in this vibrant segment is not an easy one and as such will be faced with more challenges of increasing students, changes in learning methods as well as managing resources. So therefore the role of leader who manage all those things get too important and it all depends on his managerial skill and situation managing power and expertise. Educational reform efforts in developed countries have focused on the significance of the leadership role and skills of the principal for the achievement of school effectiveness.

Ahmadi and Sarabi (2013) reviewed the relationship of manager's human skills with the organizational commitment and its impact on employee performance in Iran Insurance Company. There is a significant relationship between organizational commitment and the employee performance. Bolanle, A.O. (2013) found a significant relationship between principals' leadership skills and school effectiveness. Joshi, R.(2010) studied the Supervisory Behaviour of Institutional Heads and its effect on Teacher Morale. Malhotra (2010) carried out a phenomenological study which points out that the leadership makes the institutions strong and effective and empowerment comes with continuous hard work and thinking. Leaders make the faculty empowered to an extent that the leaders created by him continue to lead the discipline and the social order. Grissom and Loeb (2009) identified five skill categories out of which only one of them the principals' organization management skills, consistently predicts student achievement growth and other success measures. Vasantha (1989) found lack of awareness and encouragement for the use of modern management techniques in school administration on the part of school leaders. Sharma (1982) found a relationship between the effectiveness of the school Principal's leadership style and overall institutional climate and school performance. Mumthas. N.S., Abdul Jaleel, K. (2008) conducted a study to find out the ability of each of the Leadership Behaviour Variables in predicting Organizational Climate of Primary schools. The study revealed that the significant predictors of School Organizational Climate are Communication, Organization and Control respectively and 42% of variance in School Organizational Climate is attributable to the variation in these three variables.

2. MANAGERIAL PERSPECTIVE:

The Education Commission (1964-66) began its report with these words, "The destiny of India is now being shaped in her classrooms."

It is well understood that the quality of the educational institutions and their organizational climate silhouette the providence of classrooms. As a result, to produce the desired outcome importance is to be given to the quality management of educational institutions. The head of an educational institution has a crucial role to play in the total quality management of schools, which can provide better service to their students and teachers. "No scheme of

educational reconstruction will produce the desired result unless it is administered with vision and efficiency” (Central Advisory Board of Education). Great Headmasters make a school great. “The reputation of the school and the position it holds in the society depends in a large measure on the influence that he exercises over his colleagues, the pupils and their parents and the general public”(Secondary Education Commission).

The principal is the curator and custodian of the school’s vision, missions and values. The Principal has to perform a host of challenging tasks. They need to be able to manage people and budgets, evaluate and coach teachers, develop curriculum, be knowledgeable in child psychology and child development, lead a team, have strong public speaking and writing skills, help resolve conflicts, communicate with parents, discipline and encourage students, have integrity and be up to date on school law and regulations. Education administrators have to perform entire managerial work like planning, organizing, coordinating, implementing and controlling of activities. They set objectives and implement the strategies, monitor the progress and evaluate the results. An effective school administrator needs to be both a leader and a manager. Balancing responsibilities between leadership and management is key skill.

Today's principals face different expectations than the principals of decades ago did.

“In the world today, an effective leader is one who works with the people rather than being a forceful person, a decision maker, a whip cracker”(Joe Werlinich).

3. MANAGERIAL CHARACTERISTICS:

Modern leaders believe in taking their people along towards the achievement of the commonly desired goals rather than imposing their own likings on an unwilling workforce. *“Good schools need good teachers, but you need somebody to hold them together, to create an environment to maximize their teaching opportunities.” (Joe Werlinich).*

Educational leadership has been found to be an important characteristic of school effectiveness. School leaders can make a difference in school and student performance. *“If you don't have effective leadership, you just can't have successful schools,” (Joe Werlinich).*

Leadership is a process whereby one individual exerts influences over others so that they will strive towards the achievement of the group goals. Leadership implies not only willingness to work but also willingness to work with zeal and confidence. Leadership is to induce or persuade all subordinates or followers to contribute with cheerful readiness to organizational goals as warranted by their capabilities. It is in fact the rare ability to inspire. The leaders push, lead, and inspire the group to attain organizational objectives. Leadership is also concerned with the development of a climate within an organization that ultimately influences motivation of the members.

4. LEADERSHIP & MANAGEMENT:

Every organisation irrespective of its size needs effective leaders. Leadership is an essential ingredient in the effective and successful working of an organisation. Most often the success and failure of organisation has been attributed to the kind of leadership it has. Leadership plays a very important and essential role in the management of any organisation. It is almost an impracticality to imagine organizations without leaders. Leadership is vital to the very survival and effectiveness of an organisation. Moreover, it guides and integrates all the efforts and directs them to the achievement of the organisational goals along with the development of the other resources, including the human resources of the organisation. Good management brings order and consistency by drawing up formal plans and designing rigid organizational structures and monitoring result against the plans. On the other hand, leadership is about coping with the change which is an essential ingredient of survival in today’s times. Leadership is lifting a person’s vision to higher sights, the raising of a person’s performance to a higher standard, the building of personality beyond its normal limitations. Leadership can stimulate involvement and teamwork and promote sound use of human resources .It nurtures the feeling of self confidence and helps to develop the spirit of coordination and provides direction to the employees. Development of team spirit which again plays a pivotal role in the successful execution and completion of individual and organisational goals is done by the leader. As the old adage says, “leadership is doing the right thing; management is doing things right.” The difference between the two is not as well defined as the saying would suggest, and both are required for effective organizational growth. Leadership risk taking creates opportunities while management structure and discipline turns opportunities into tangible results.

5. PRINCIPAL’S LEADERSHIP SKILLS & SCHOOL EFFECTIVENESS:

Skill, is used to denote expertise developed in the course of training and experience. The common factor for the different types of skills is that the leader has to match the demands of a particular task to the appropriate skill necessary for the effective achievement of the task.

Managerial skills of education administrators play a vital role in creating a good and congenial institutional environment. Leadership is portrayed by the leadership skills the principal as the educational leader of the school exhibits. Good principals need a wider array of skills to perform a host of challenging tasks. A skilled and competent

principal is one who facilitates the use of the inputs to the school, in order to ensure the achievement of desired goals. She/he is the one who oversees all the processes involved in the running of the school for overall effectiveness.

Principals as leaders who are in a position to influence others must have the skills that will make them take advantage of that position. We can therefore conclude that school effectiveness would depend on the competence of a principal. To be competent as school leaders, principals need the requisite leadership skills. Leadership skills are “the learned ability to bring about pre-determined results with maximum certainty often with minimum use of time..., energy or both”.

6. MANAGERIAL SKILLS:

The managerial skill comprises lot of things, It is used to manage, forecast and plan, to organize, to coordinate and to control’. Therefore, to be able manage effectively, certain skills are required. Management is a challenging job. It requires certain skills to accomplish such a challenge. According to Professor Robert Katz, there are three basic managerial skills

1. Conceptual Skills
2. Human Relations / Interpersonal Skills and
3. Technical skills

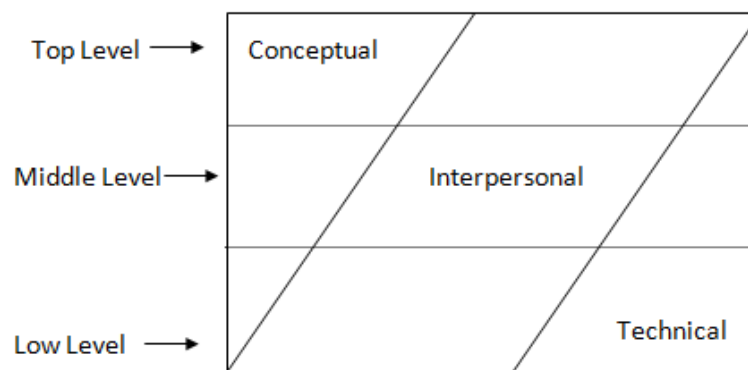


Figure 1: Level of Managerial Skill

All managers require the above three managerial skills. However, the degree of these skills varies from level of management and organisation to organisation. The diagram shows the managerial skills which are required by managers working at different levels of management. The top level managers require more conceptual skills and less technical skills. The lower level managers require more technical skills and fewer conceptual skills. Human relation skills are required equally by all three levels of management.

- **Conceptual Skills:** These skills utilize management’s ability to form concepts. Such skills include thinking creatively, formulating abstractions, analyzing complex situations, logical reasoning, judgment and solving problems. Conceptual skill is the ability to visualize the organization as a whole. It includes Analytical, Creative and Initiative skills. It helps the manager to identify the cause of the problems and not the symptoms. It helps him to solve the problems for the benefit of the entire organization. It helps the manager to fix goals for the whole organization and to plan for every organization. Such skills are considered to be an integral requirement for executives in top-level management positions because they spend most time in Planning, Organizing and Problem solving.
- **Interpersonal Skills:** These are skills used when interacting with people. Some writers refer to them as Human relations/ Communications skills or People skills. The way and manner in which we interact with others can make or break our relationships with them. In some educational institutions student-lecturer relationship is poor. To increase this skill, heads of departments and lecturers need to establish a culture that allows students to interact freely with them. (Web 5) It is an ability to work with people. It helps the managers to understand, communicate and work with others. It also helps the managers to lead, motivate and develop team spirit. Human Relations skills are required by all managers at all levels of management. This is so, since all managers have to interact and work with people.
- **Technical Skills:** This refers to the knowledge and proficiencies required in the accomplishment of engineering, scientific, or any specific task. It focuses on specialized knowledge including when and how to use the skills. A technical skill is the ability to perform the given job. Technical skills help the managers to use different machines

and tools. It also helps them to use various procedures and techniques. Teachers need certain skills to perform effectively. They need to have educational skills such as required by legislation governing the qualification for teachers.

The low level managers require more technical skills because they are in charge of the actual operations.



Figure 2: Management Skill Pyramid

Apart from these three managerial skills, a manager also requires the following additional managerial skill. The management skills pyramid shows the skills a manager must master to be successful and shows how these management skills build on each other towards success.

7. DEVELOPING SCHOOL LEADERSHIP:

Change is normal, natural and inevitable in every organization and educational institutions as such cannot be exception to it. Leadership is a life-long endeavour that requires individual effort, coupled with the desire to change and grow, in order to make a difference. Leadership preparation and training are central. As the Principal is the key person in mobilizing the resources and efforts of all stake holders, his/her professional competencies are very much important. However, very few of them have leadership qualities and have undergone management training programmes. Lack of Professional leadership is seen in the school Principals.

Improving School Leadership highlights the need to:

1. Define / Redefine school leadership responsibilities, focusing on roles that can improve school results;
2. Distribute school leadership, engaging and recognising broader participation in leadership teams;
3. Develop skills for effective school leadership over different stages of practice;
4. Make school leadership a more attractive profession by ensuring appropriate wages and career prospects.

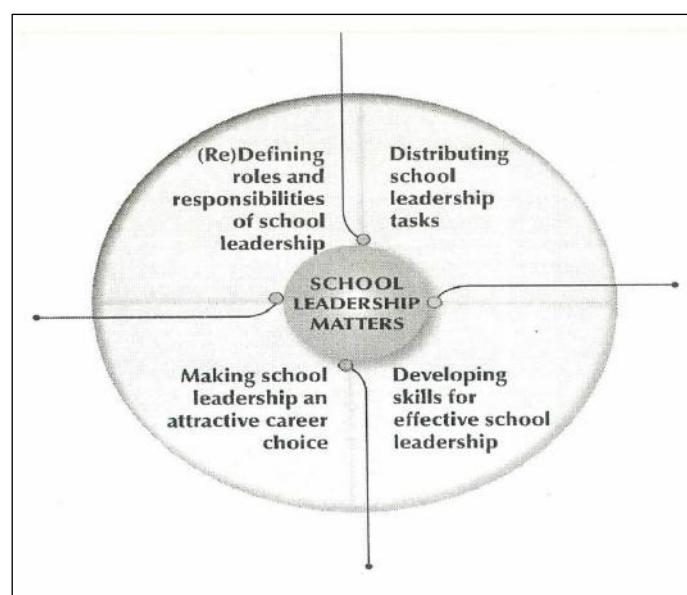


Figure 3: School Leadership Skill

School based professional development is the vital concern today in most of the schools. Ministries of Education in developing countries have been encouraging schools to design and develop their own professional development programmes.

A suitable model for leadership training for school Heads must focus on the following:

1. Resource Management
 - Leadership Skill
 - Motivational Skill
 - Communication Skill
 - Decision Making
2. Learning Management
 - Curriculum Learning
 - Instruction Management
 - Innovation and Change Management
3. Relationship Management
 - Interpersonal Skill
 - Intrapersonal Skill

Leadership development programmes certainly enrich the skills, attitude and knowledge of the school leaders and thus the important components for effective school leadership can be nurtured.

8. SIGNIFICANCE OF MANAGERIAL SKILL:

The importance of managerial skill always keeps on bothering the educational administrators i.e. how I can become a better administrator and how my institution can be superior to others. The solution of this question lies in the managerial skills of the administrators. The role as a principal is glorious and challenging assignment due to the quantum of authority exercised by him/her. But the proven ability as a teacher does not guarantee an effective administrator; the two is being distinct aspects. The success herein in fact depends upon whether or not one has managerial skills and how does the person use these skills. Thus the people in the administrative posts in educational institutions have to be all rounder, may it be in technical aspect i.e. teaching assignment, human aspect, i.e. dealing with people or it is conceptual skill part i.e. dealing with the future and converting the organizational goal into reality.

Professional leadership at institutional level is the greatest concern in the present Indian Education System. There is no specific formal professional preparation for educational managers in India .By virtue of seniority in the institution people are offered the management positions and the institution runs on the trial and error methods.

9. CONCLUSION:

As we are looking towards the research literature which places of interest that Professional leadership at institutional level is the furthestmost apprehension in the present Indian Education System. Now the Principal is the key in drum up the wealth and efforts of all stake holders, his/her professional competencies are very much important. Establishing high academic standards, maintaining positive human relations, developing a sense of ownership, fostering high reputation in the society and accepting innovation and change are the key features. So to manage all those things in the organization there is need to inculcate the basic managerial and leadership skills which described above in the head of the institution to meet out the situation.

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