

# What is Administration?

Administration is both an art and a science (Lepawsky, 1949). As art, it entails creativity; the administrator, like the artist, has to be a creative person, or “a person whose creative work shows sensitivity and imagination” (Cognitive Science Laboratory, 2006). As science, administration may be studied or learned like “systematized knowledge” (Merriam-Webster Online Dictionary, 2009), which emphasizes logical and analytical thought. Creativity and knowledge are related but different. Knowledge is typically obtained through research and education, while some scholars believe that the conventional system of schooling may “stifle” creativity (Robinson, 2001).

# WHAT IS EDUCATIONAL ADMINISTRATION?

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Educational Administration is regarded as the process of integrating the appropriate human and material resources that are made available and made effective for achieving the purposes of a program of an educational institution.

# **Nature of Educational Administration**

1. Educational administration doesn't refer to any single process rather different processes or aspects constitute administration. These are planning, organizing, directing, Coordinating and evaluation.
2. Educational administration is a non-profit making task.

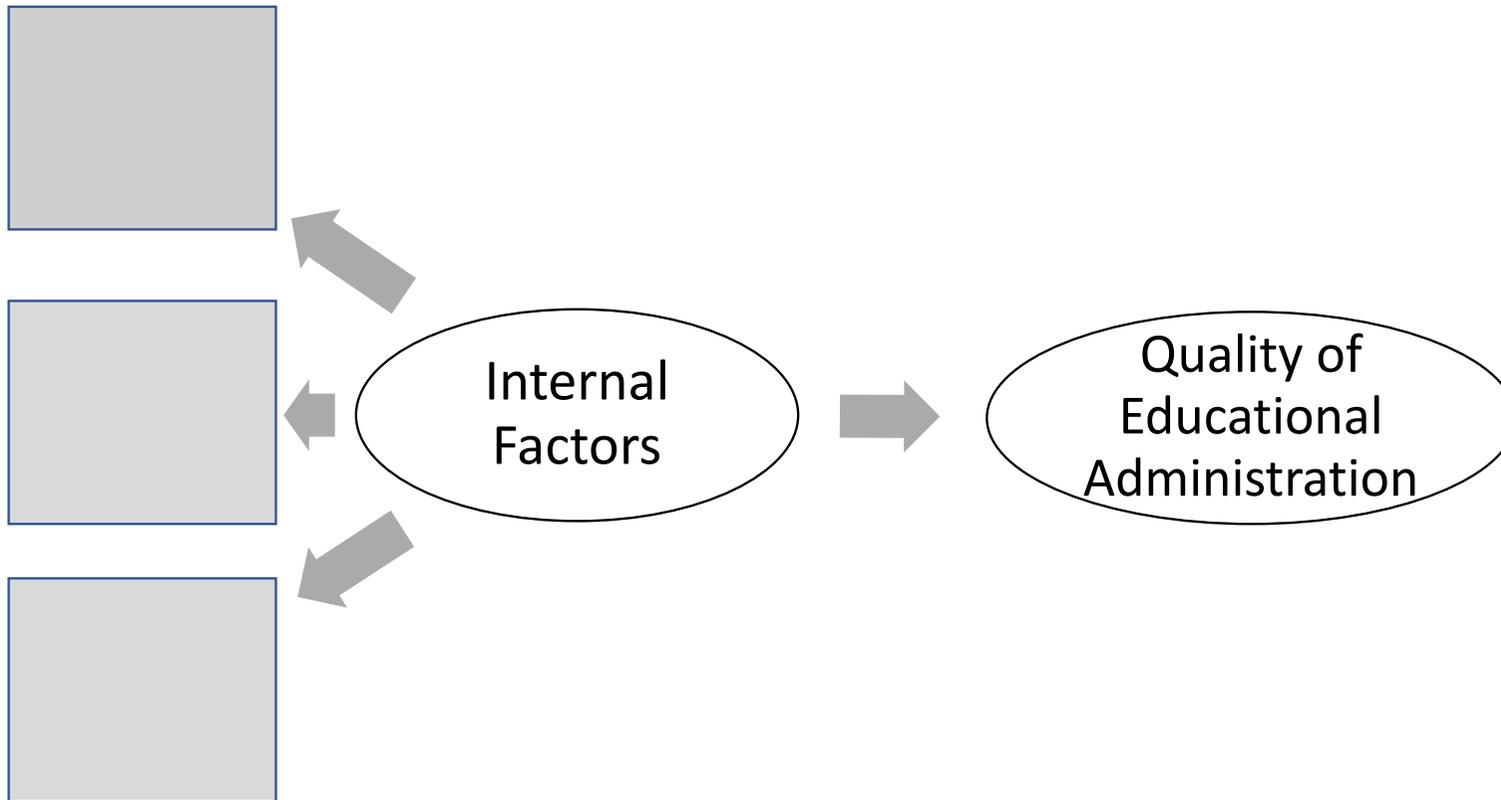
# Factors

Do you know what factors are **Internal or external** factors for Educational Administration? Give your reason.

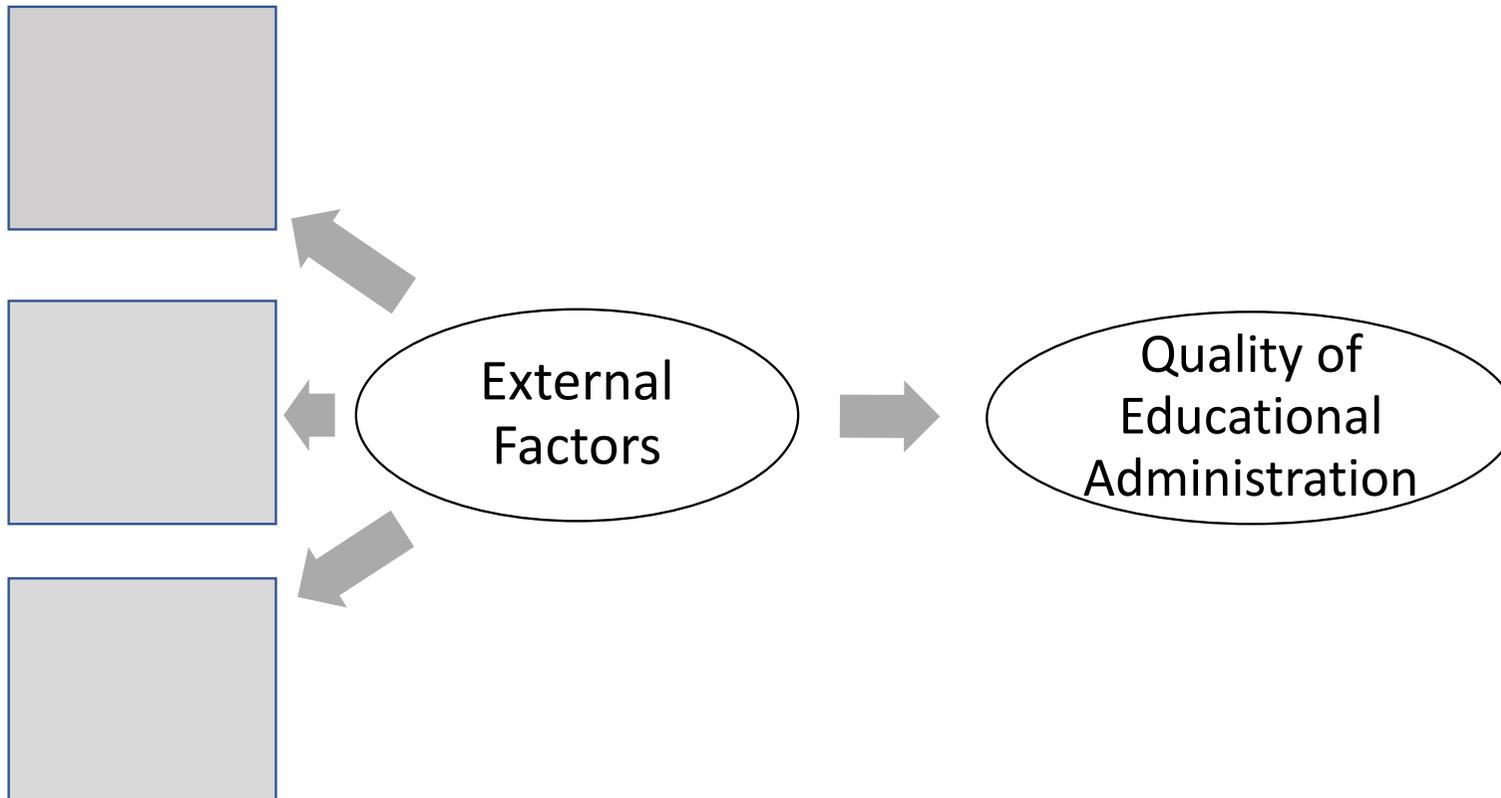
 Multiple Choice

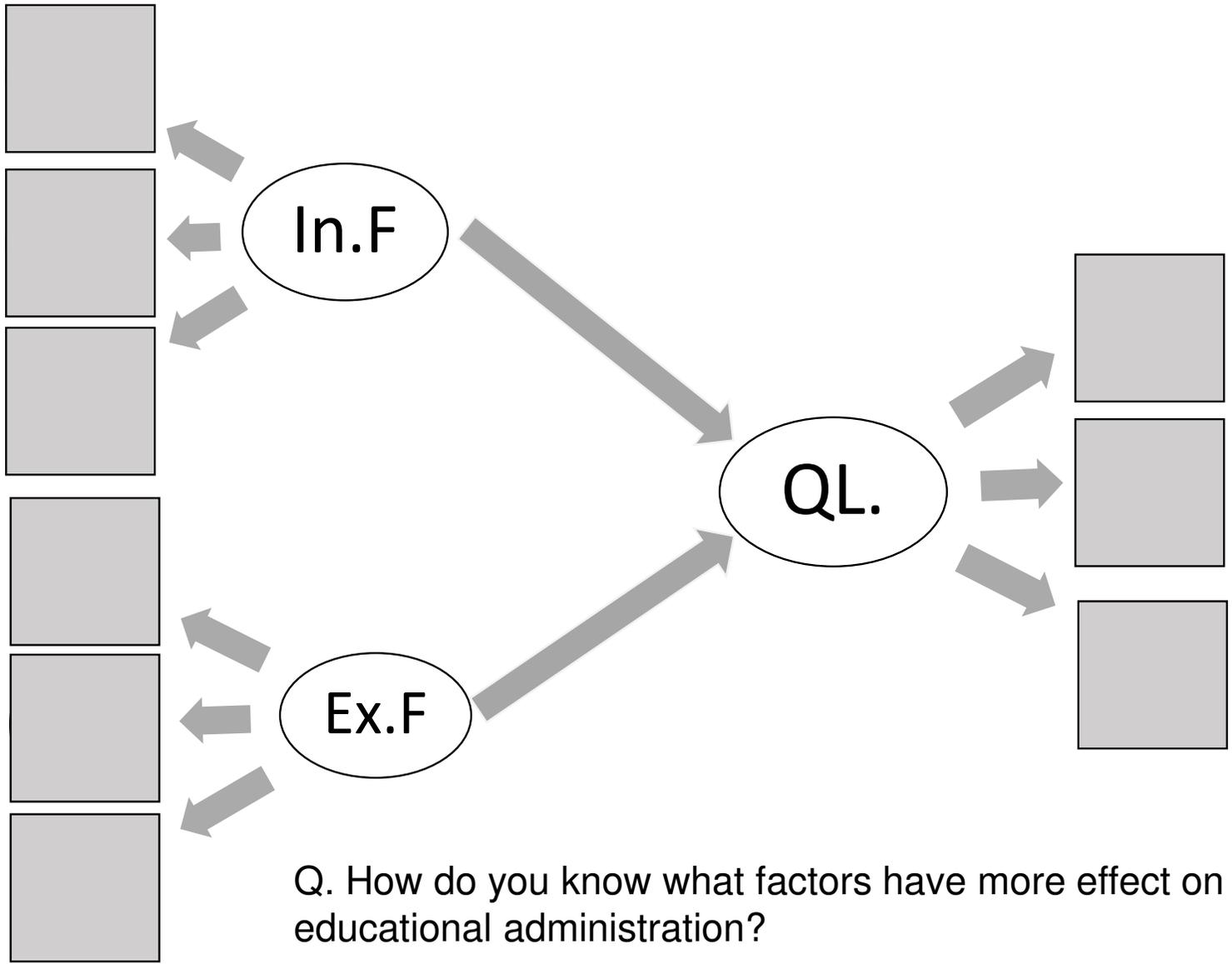
- A Community participation
- B Government policies
- C Budget from government
- D Organizational structure
- E Human resources
- F Budgeting and administrative factors

# Practice



# Practice

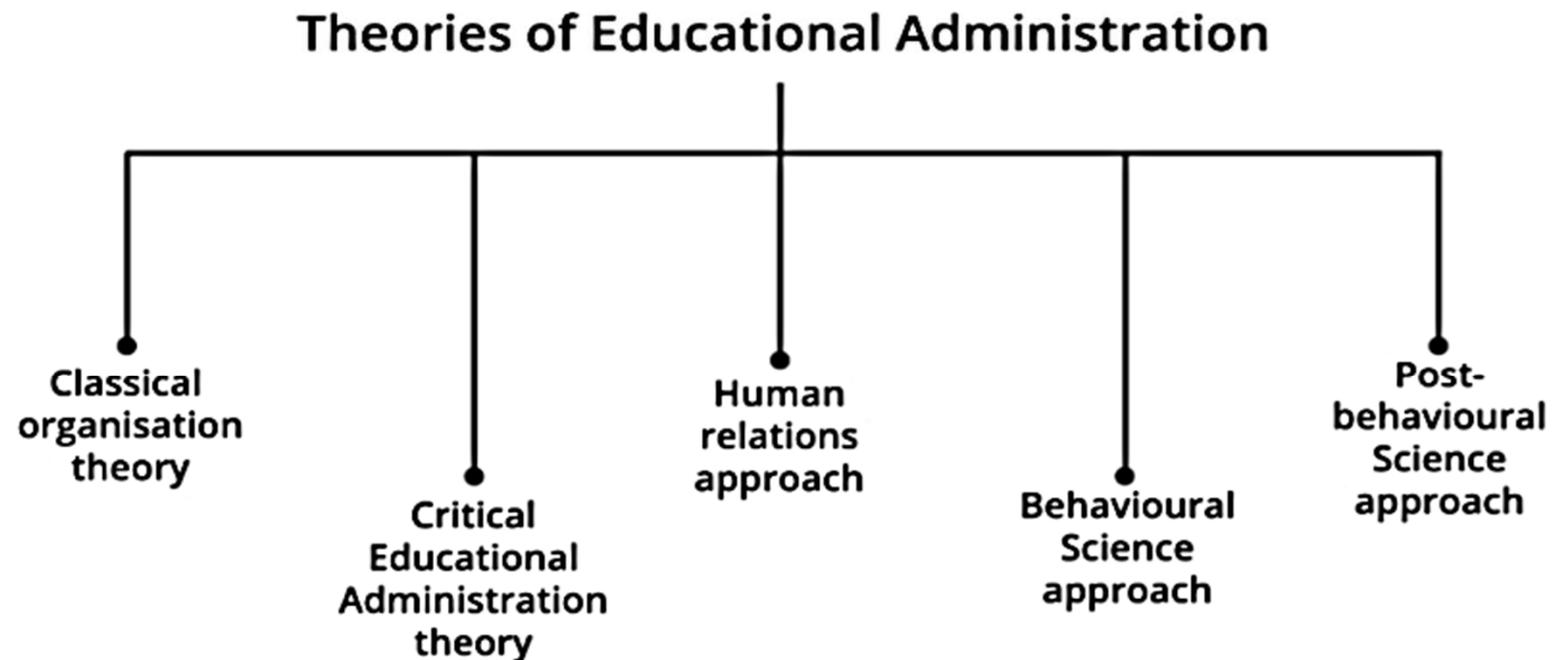




Q. How do you know what factors have more effect on quality educational administration?

# THEORIES OF EDUCATIONAL ADMINISTRATION

Administrative theories are discussed in the historical framework of four models as shown in the flowchart these are Classical organizational theory, the human relations approach, the behavioural science approach and the last is post-behavioural Science era.



# Principles of Organizational Theory

- Scalar principle (Chain of Command): line VS. staff (It refers to line of authority)
- Unity of Command: It involves receiving of orders from only one person
- Exception Principle: It involves delegation of routine tasks and deals only with exceptions
- Span of Control: This theory is limited to number of people reporting to their superiors i.e. number of people can be (3 to 12).
- Classical Organizational Theory includes two different management perspectives: Scientific management and administrative management.

Effective and Efficient Productivity

# Classical Organizational Theory

Administrative Management

## Scientific Management

- Frederick W. Taylor
- Frank B. Gilbreth & Lillian E.M. Gilbreth
- Henry L. Gantt

## Bureaucratic Organization

Max Weber

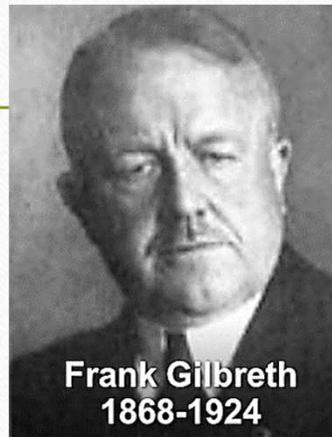
## Process Management

- Henri Fayol
- Luther Gulick & Lyndall F. Urwick

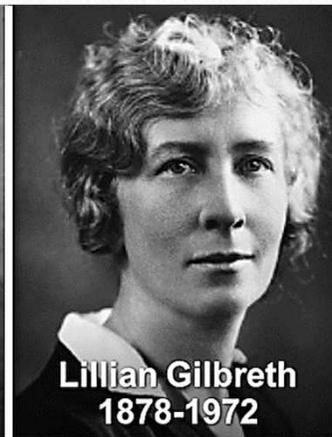
# Scientific Management



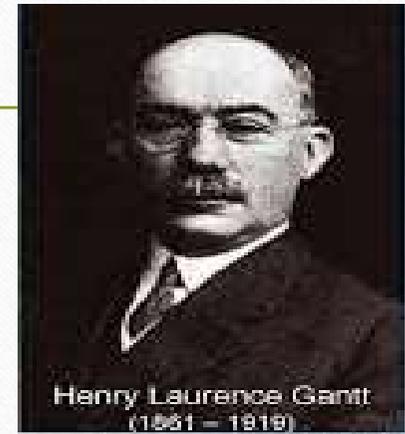
Frederick Winslow Taylor



Frank Gilbreth  
1868-1924



Lillian Gilbreth  
1878-1972



Henry Laurence Gantt  
(1861 - 1919)

“The Father of Scientific Management”

Inefficient workers will try to improve their efficiency and efficient workers will be motivated to maintain or improve their production capacity.

<https://apparelresources.com/business-news/manufacturing/person-of-the-month-frederick-winslow-taylor-the-father-of-scientific-management/>

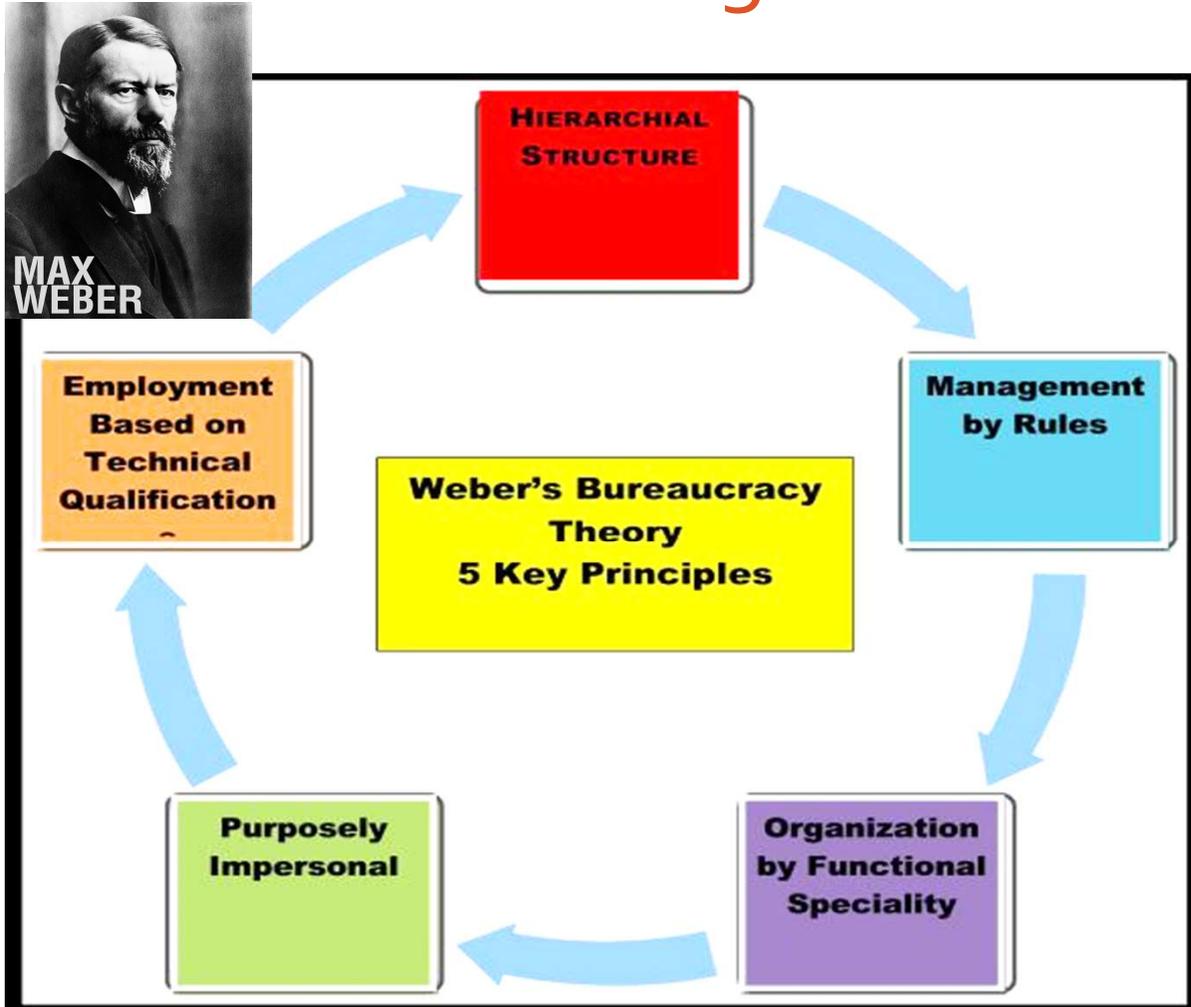
<https://www.pocketbook.co.uk/wp-content/uploads/2017/04/frank-gilbreth-lillian-gilbreth.jpg>

# Administrative management theory

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- Administrative management theory attempts to find a rational way to design an organization as a whole. The theory generally calls for a formalized administrative structure, a clear division of labor, and delegation of power and authority to administrators relevant to their areas of responsibilities.

# Bureaucratic Organization



- Rules and job responsibilities are written down and clearly stated
- Clear hierarchy of power is concentrated among a few high-ranking managers
- Task specialisation (Specialization and Division of Labor)
- Impersonal (Impersonality and Personal Indifference)

## Self-check True or False

1. Bureaucratic administration means domination by the force of knowing.
2. The basic characteristics of bureaucratic organization are specialization, a hierarchy of authority, a system of rules, and impersonality

# Question

Is the bureaucratic theory of Max Weber still applicable in today's modern organizations?

Do these management principles work in every organisation or are there exceptions?

And if so, what are the exceptions and what can we learn from them?

## Theory X and Theory Y (Douglas McGregor)

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### Theory X

The assumption that employees dislike work, are lazy, dislike responsibility, and must be coerced to perform.

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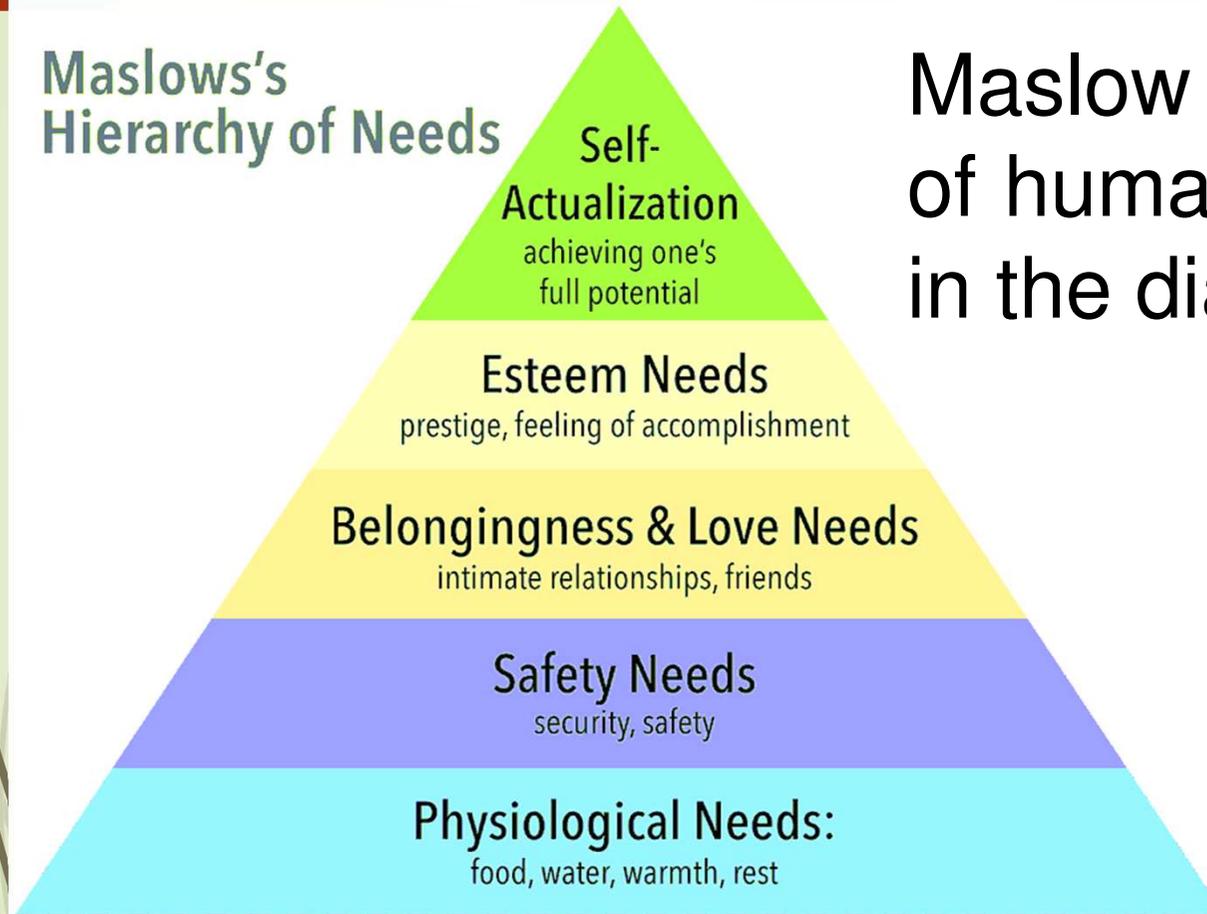
### Theory Y

The assumption that employees like work, are creative, seek responsibility, and can exercise self-direction.



Abraham Maslow is other great contributors to the behavioral approach

## Maslows's Hierarchy of Needs

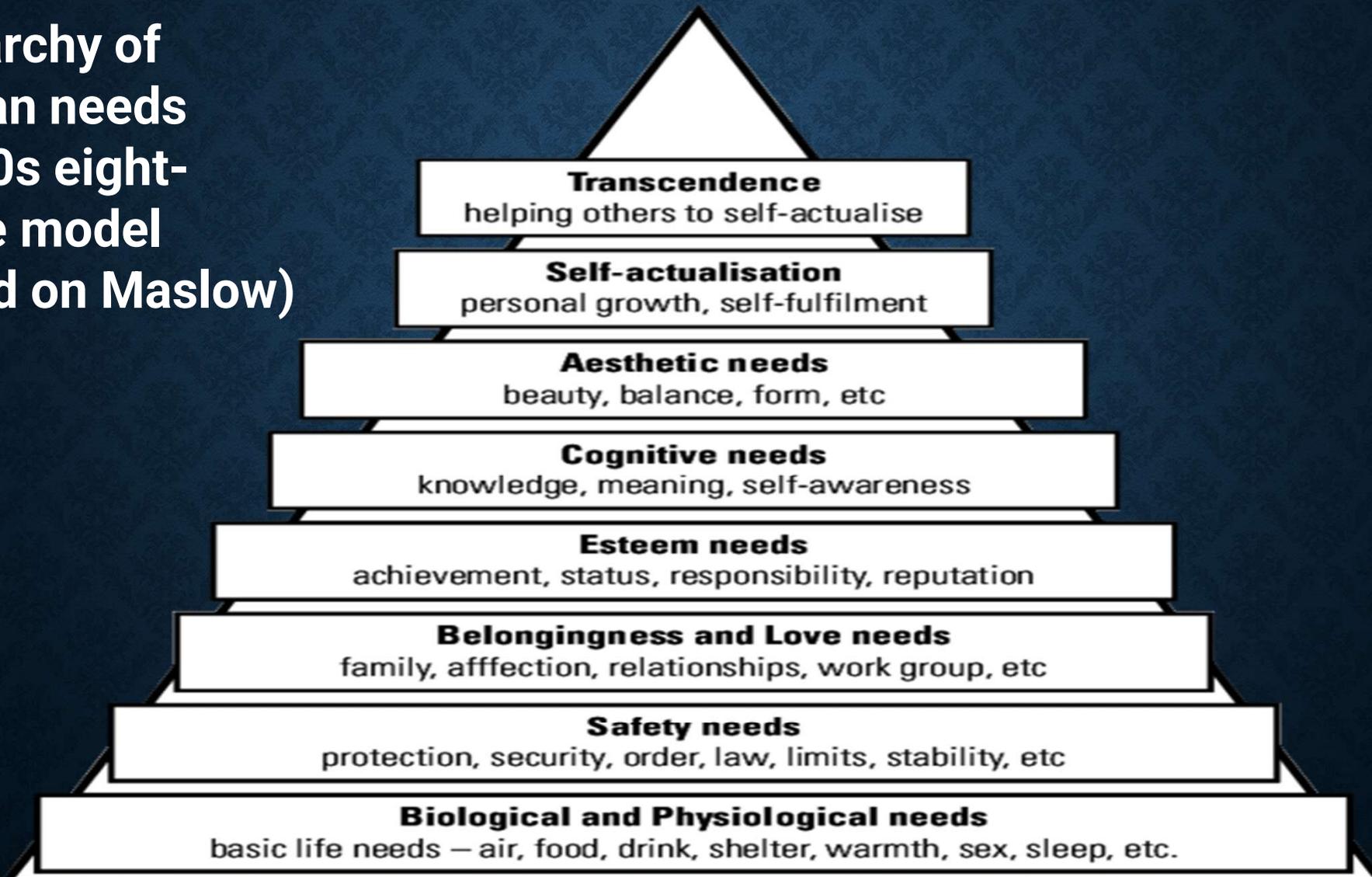


Maslow identified five sets of human needs as shown in the diagram.



<https://www.toolshero.com/toolsheroes/abraham-maslow/>

**Hierarchy of human needs (1990s eight-stage model based on Maslow)**



# Fayol's Five Elements of Management

The five elements of management are:

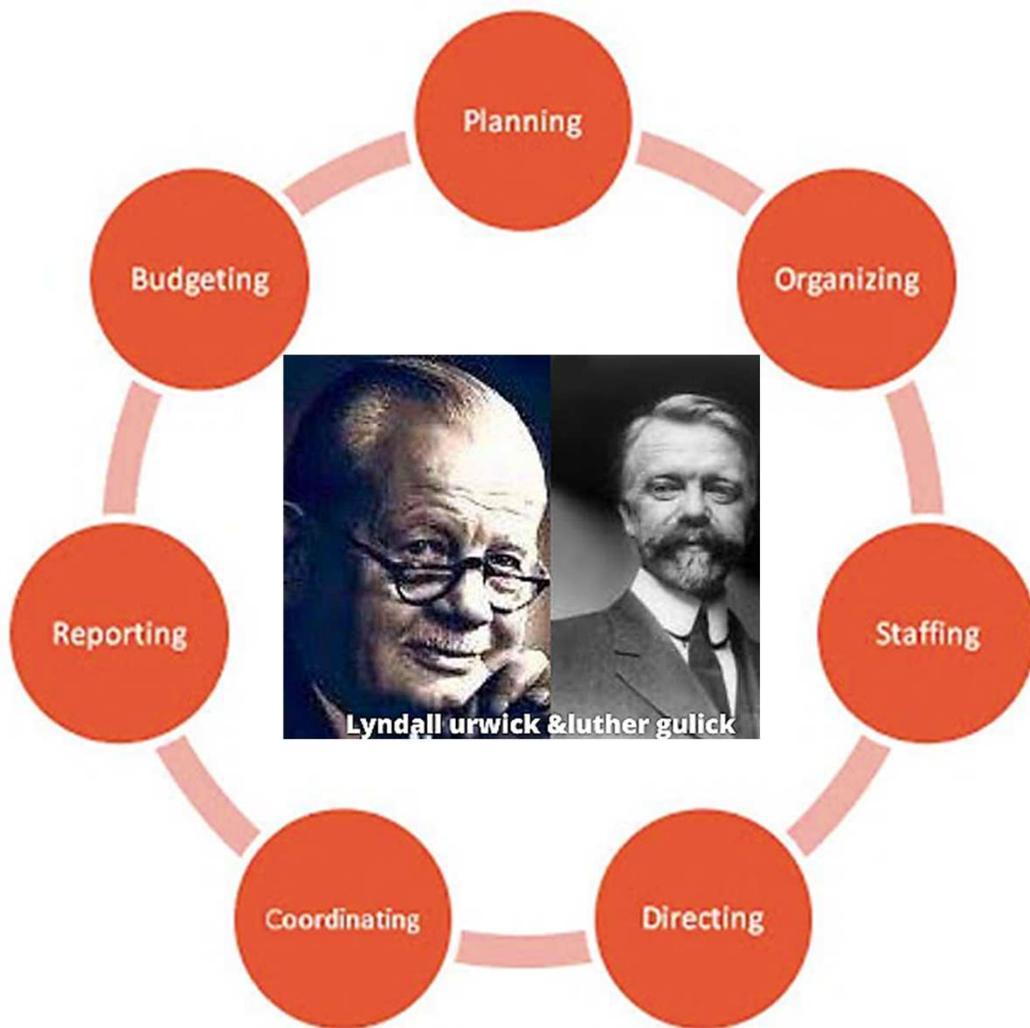
1. Planning
2. Organizing
3. Commanding
4. Coordinating
5. Controlling



# POCCC Model

The five main functions (POCCC):

- Planning — definition and preparation of tasks
- Organising — providing the necessary resources
- Commanding — issuing instructions
- Co-ordinating — interrelating tasks
- Controlling — monitoring and correcting



The acronym POSDCoRB, which stands for Planning, Organising, Staffing, Directing, Coordinating, Reporting and Budgeting.

1. Span of control

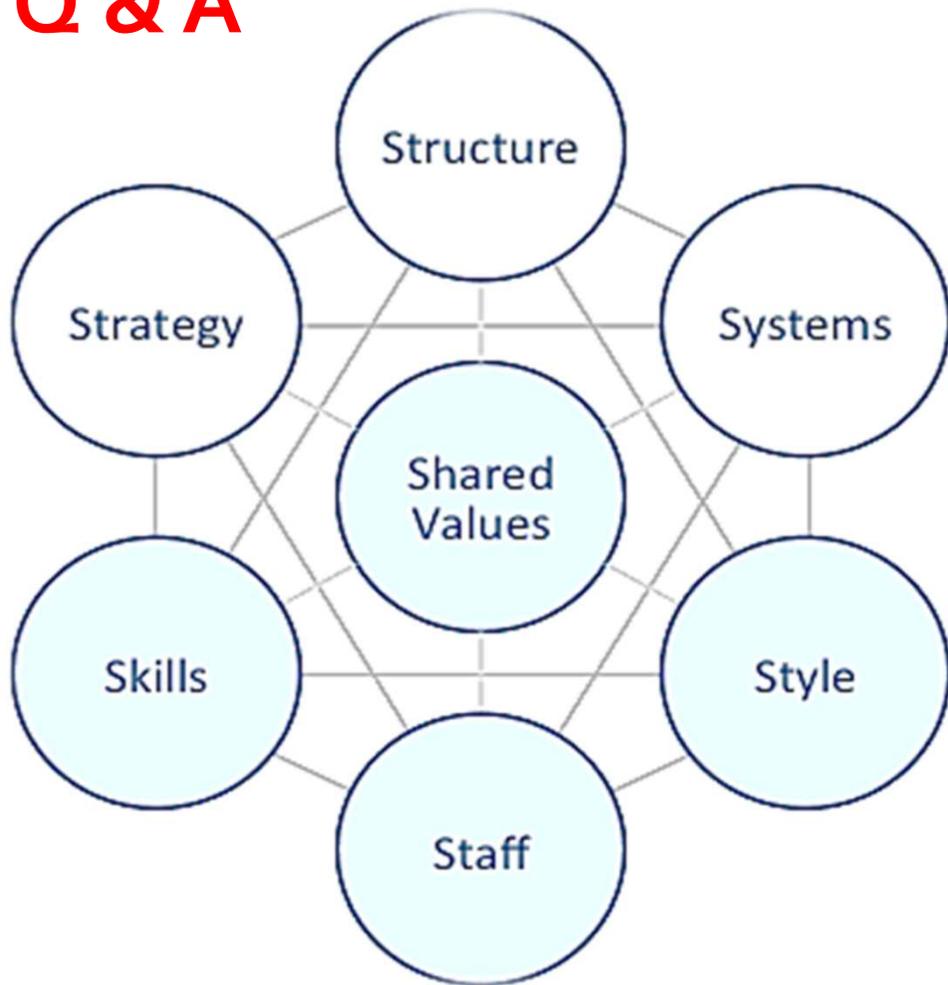
This entails the number of employees a manager actually manages. The greater the scope of control, the more the manager has to supervise his/her employees' work.

2. Unity of command

This allows an organisation to function smoothly.

Principles of Organizational Theory

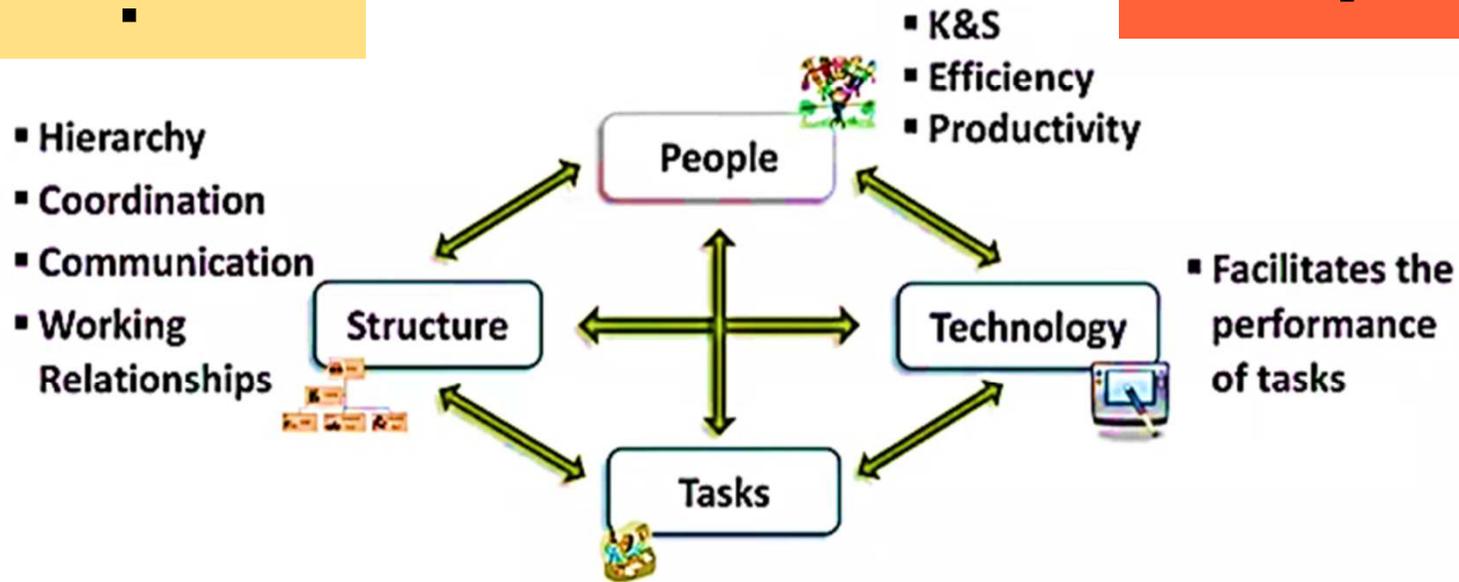
# Q & A



# > Harold Leavitt's Diamond Model

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- Processes
- Goals
- Roles/Tasks: Oversight, Manage, Implement, Sponsor, etc.

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