

Role of Head teacher as Manager

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Who Are Managers?

- ▶ Manager

- ▶ Someone who coordinates and oversees the work of other people so that organizational goals can be accomplished.



Classifying Managers

▶ **First-line Managers**

- ▶ Individuals who manage the work of non-managerial employees.

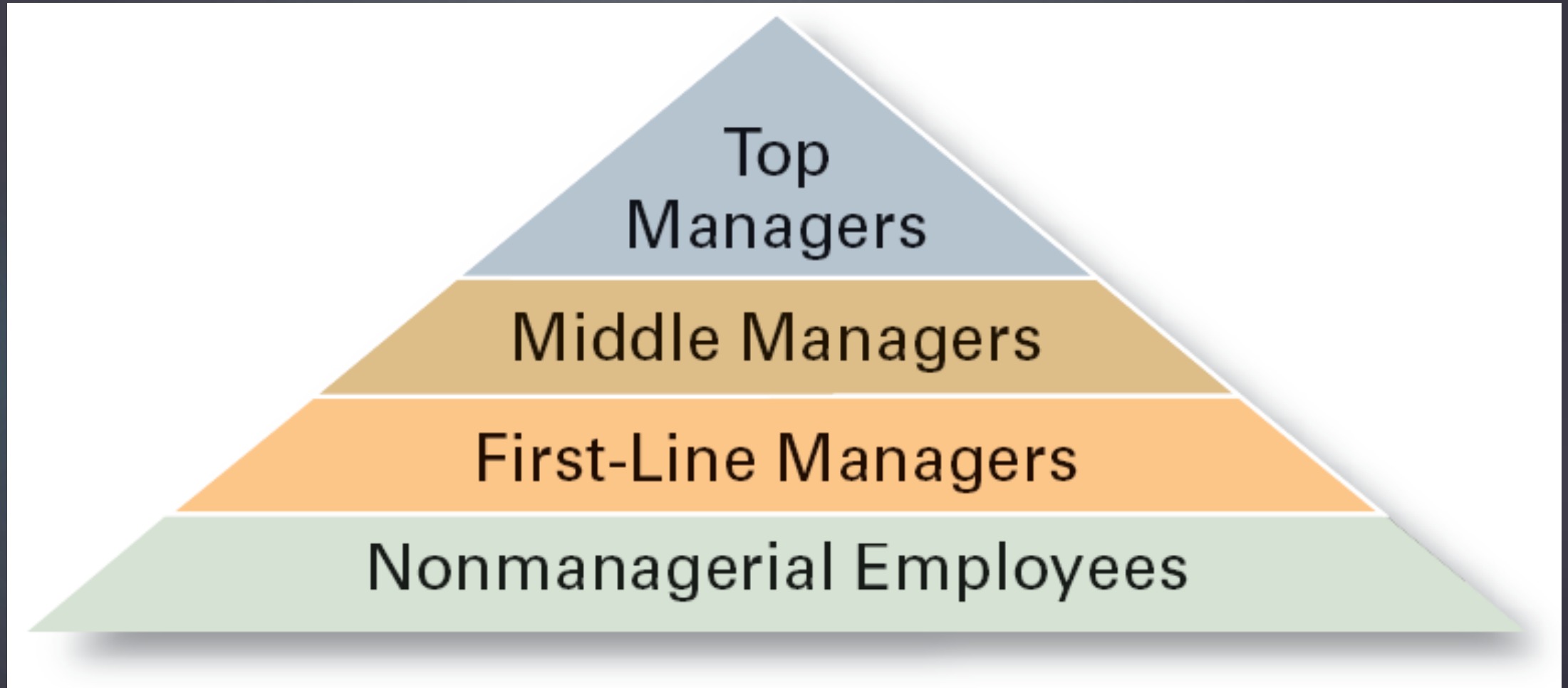
▶ **Middle Managers**

- ▶ Individuals who manage the work of first-line managers.

▶ **Top Managers**

- ▶ Individuals who are responsible for making organization-wide decisions and establishing plans and goals that affect the entire organization.

Managerial Levels



Managerial Concerns

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▶ **Efficiency**

▶ “Doing things right”

▶ Getting the most output for the least inputs

▶ **Effectiveness**

▶ “Doing the right things”

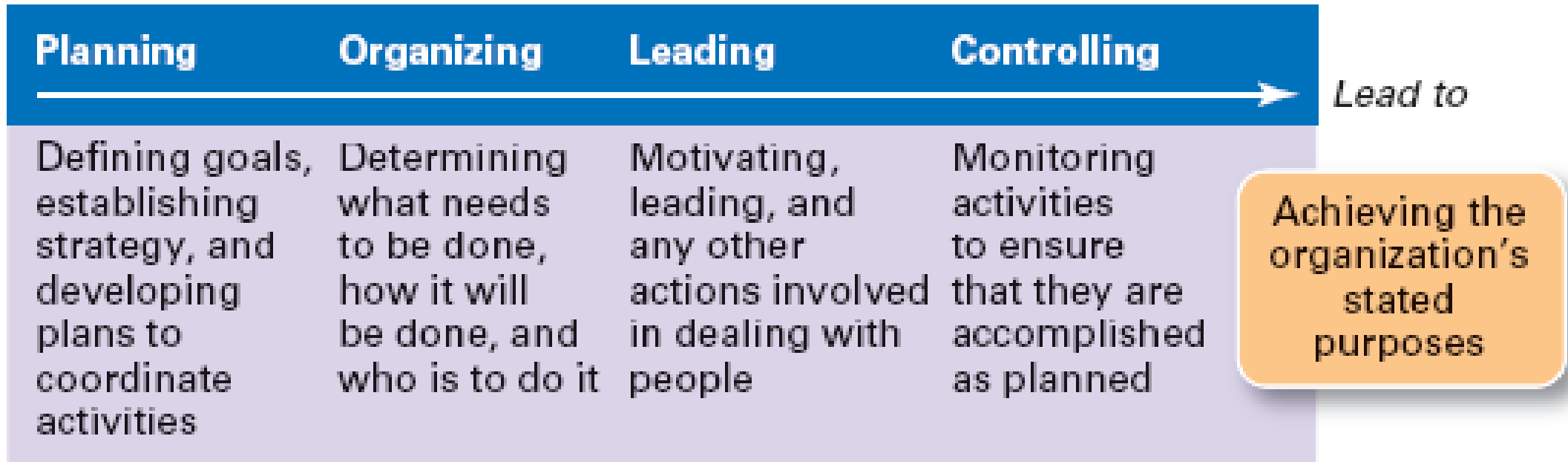
▶ Attaining organizational goals



What Managers Do?

- ▶ Three Approaches to Defining What Managers Do.
 - ▶ Functions they perform.
 - ▶ Roles they play.
 - ▶ Skills they need.

Management Functions



What Managers Do?

▶ Roles Manager's Play

- ▶ A role is a set of behaviours associated with a particular job
- ▶ Roles are specific actions or behaviors expected of a manager.
- ▶ Mintzberg identified 10 roles grouped around interpersonal relationships, the transfer of information, and decision making.

What Managers Do?

- ▶ Management Roles (Mintzberg)
 - ▶ Interpersonal roles
 - ▶ Figurehead, leader, liaison
 - ▶ Informational roles
 - ▶ Monitor, disseminator, spokesperson
 - ▶ Decisional roles
 - ▶ Entrepreneur, disturbance handler, resource allocator, negotiator



INTERPERSONAL

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Role	Description	Identifiable Activity
Figurehead	Manager serves as an official representative of the organization or unit	Greeting visitors; signing legal documents
Leader	Manager guides and motivates staff and acts as a positive influence in the workplace	Staffing, training
Liaison	Manager interacts with peers and with people outside the organization to gain information	Acknowledging mail/email; serving on boards; performing activities that involve outsiders

INFORMATIONAL

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Role	Description	Identifiable Activity
Monitor	Manager receives and collects information	Reading magazines and reports; maintaining personal contacts
Communication (Disseminator)	Manager distributes information within the organization	Holding meetings; making phone calls to relay information; email/memos
Spokesperson	Manager distributes information outside the organization	Holding board meetings; giving information to the media

DECISIONAL

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Role	Description	Identifiable Activity
Entrepreneur	Manager initiates change	Organizing sessions to develop new programs; supervises design of projects
Disturbance Handler	Manager decides how conflicts between subordinates should be resolved	Steps in when an employee suddenly leaves or an important customer is lost
Resource Allocator	Manager decides how the organization will use its resources	Scheduling; requesting authorization; budgeting

What Managers Do?

Skills Managers Need

- ▶ Technical skills
 - ▶ Knowledge and proficiency in a specific field
- ▶ Human skills
 - ▶ The ability to work well with other people
- ▶ Conceptual skills
 - ▶ The ability to think and conceptualize about abstract and complex situations concerning the organization

Conceptual skills

- The mental ability to analyze and diagnose situations.
- The skills that help managers understand how different parts of a business relate to one another and to the business as a whole.
- Decision making, planning, and organizing require these skills.

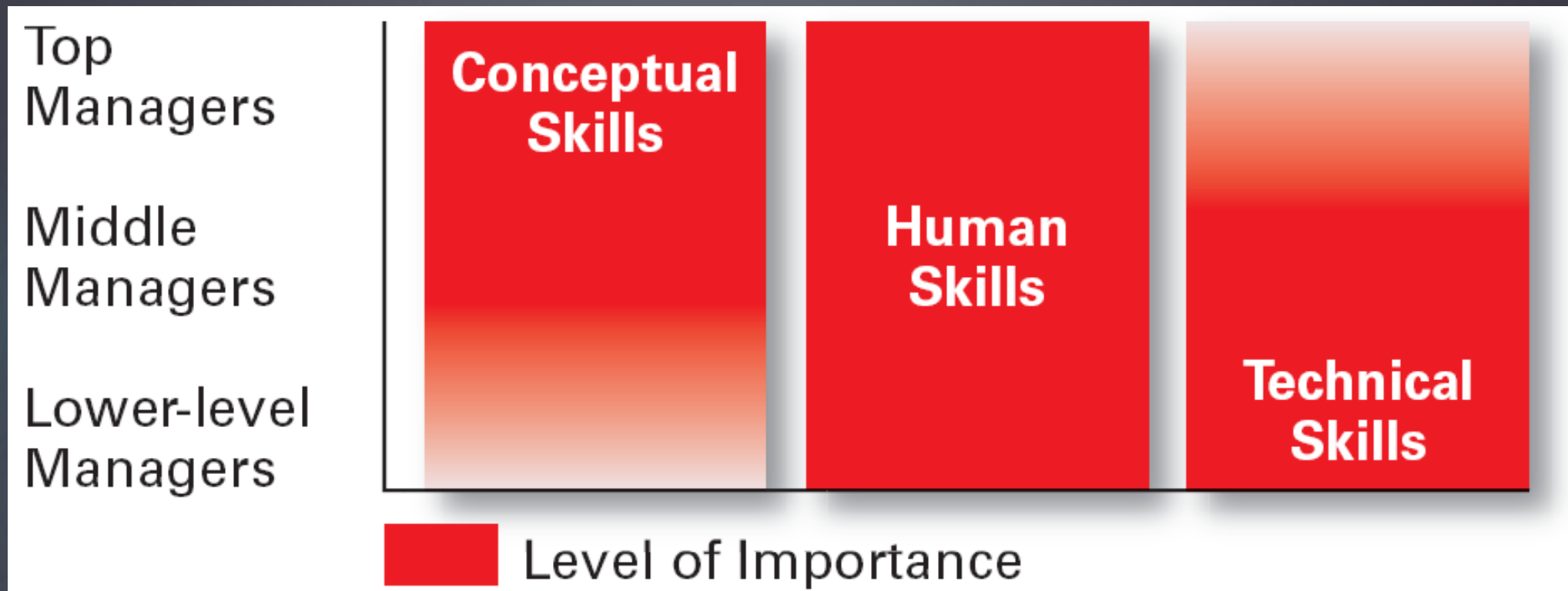
Interpersonal skills

- The ability to work with, understand, mentor, and motivate other people.
- Interviewing job applicants, forming partnerships with other businesses, and resolving conflicts all require these skills.

Technical skills

- The ability to apply specialized knowledge or expertise.
- Specific abilities that people use to perform their jobs.
- Operating a word processing program, designing a brochure, training people to use a budgeting system, understanding manufacturing systems, etc. are examples of technical skills.

Skills Needed at Different Management Levels



Characteristics of School Heads

1. Managers are responsible and accountable : Managers are responsible for seeing that specific tasks are done successfully. They are usually evaluated on how well they arrange for these tasks to be accomplished. Managers are responsible for the actions of their subordinates.

Characteristics of School Heads

2. Managers balance competing goals and set priorities : At any given time, the manager faces a number of organizational goals, problems and needs all of which compete for the manager's time and resources (both human and material). Because such resources are always limited, the manager must strike a balance between the various goals and needs. Many managers, for example, arrange each day's tasks in order of priority the most important things are done right away, while the less important tasks are looked at later. In this way, managerial time is used effectively.

Characteristics of School Heads

3. Managers think analytically and conceptually : To be an analytical thinker, a manager must be able to break a problem down into its components, analyze those components and then come up with a feasible solution. But even more important, a manager must be a conceptual thinker, able to view the entire task in the abstract and relate it to other tasks. Thinking about a particular task in relation to its larger implications is no simple matter. But it is essential if the manager is to work towards the goals of the organization as a whole as well as towards the goals of an individual unit.

Characteristics of School Heads

4. Managers are mediators : Organizations are made up of people, and people disagree or quarrel quite often. Disputes within a unit or organization can lower morale and productivity, and they may become so unpleasant or disruptive that competent employees decide to leave the organization. Such occurrences hinder work towards the goals of the unit or organization; therefore, managers must at times take on the role of mediator and iron out disputes before they get out of hand. Settling conflicts requires skill and tact. Managers who are careless in their handling conflicts may later on find that they have only made matters worse.

Characteristics of School Heads

5. Managers make difficult decisions : No organization runs smoothly all the time. There is almost no limit to the number and types of problems that may occur : financial difficulties, problems with employees, or differences of opinion concerning an organization policy, to name just a few. Managers are expected to come up with solutions to difficult problems and to follow through on their decisions even when doing so may be unpopular.

Rewards and Challenges of

Rewards

- Create a work environment in which organizational members can work to the best of their ability
- Have opportunities to think creatively and use imagination
- Help others find meaning and fulfillment in work
- Support, coach, and nurture others
- Work with a variety of people
- Receive recognition and status in organization and community
- Play a role in influencing organizational outcomes
- Receive appropriate compensation in form of salaries, bonuses, and stock options
- Good managers are needed by organizations

Challenges

- Do hard work
- May have duties that are more clerical than managerial
- Have to deal with a variety of personalities
- Often have to make do with limited resources
- Motivate workers in chaotic and uncertain situations
- Successfully blend knowledge, skills, ambitions, and experiences of a diverse work group
- Success depends on others' work performance