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Responsibilities of supervisor. 2

Supervisor plays very significant role, and fulfills three major responsibilities, as:

1) Head of workgroup
2) Coordinator with other supervisors
3) Management member

Functions of management. 2

The four functions of management include:

1. Planning
   Planning or deciding upon business goals and the methods to achieve them.
2. Organizing
   Organizing or determining the best allocation of people and resources.
3. Leading
   Leading, directing, motivating, instructing and supervising workers assigned to the activity.
4. Controlling
   Controlling or analysing metrics during business activities to ensure completion of tasks and identify areas for improvement.

Legitimate power and example.3

- comes from having a position of power in an organization, such as being the boss or a key member of a leadership team
- if a person rises in power, subordinates must believe s/he deserves it; otherwise it will be a bad move
- example, the president of a corporation has certain powers because of the office he holds in the corporation.

Empowering employees. 2

- *Empowerment* occurs when individuals in an organization are given autonomy, authority, encouragement and trust, to achieve a task
- permits choices and to transform choices into desired actions and outcomes.

Job enrichment. 3

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- includes not only an increased variety of tasks, but also provides an employee with more responsibility and authority
- if job skills match with jobholder's abilities, improves morale and performance

Transformational leadership.3

- A leadership style focused on effecting revolutionary change in organizations through a commitment to the organization's vision
- A style of leadership in which the leader identifies the needed change, creates a vision to guide the change through inspiration and executes the change with the commitment of the members of the group.

Conflict management. 2

- The process of limiting the negative aspects of conflict while increasing the positive aspects of conflict
- Aims to improve group outcomes, including performance in organizational setting

Difference between intrapersonal conflict and intra group conflict. 3

Interpersonal conflict refers to a conflict between two individuals.

- Varied personalities may result in incompatible choices and opinions.
- A natural occurrence, can eventually help in personal growth or developing relations with others.

Intrapersonal conflict

Occurs within an individual - the experience takes place in the person's mind

- Psychological, involves individual's thoughts, values, principles and emotions.
- Inability to read inner struggles can make it quite difficult to handle

Elements of organizational culture. 3

1. Artifacts – symbols of culture in the physical and social work environment.
2. Values: following are the values

   Espoused: what members of an organization say they value.
   Enacted: reflected in the way individuals actually behave.
3. Assumptions are deeply held beliefs that guide behaviors and tell members of an organization how to perceive and think about the things.

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Conflict awareness model. 5

- when we say “management”, many different words might come to mind, some positive some negative
- when we say “conflict”, most often the words that come to mind are all negative
- no wonder managers perceive conflict to be a major problem at work.
- if properly managed, conflict can actually be a positive opportunity in the work place
- exploring the positive side of conflict begins with being aware of the different **types of conflict** you may encounter at work
- most can be classified in four groups

1. **Open conflict**

Occurs when people who have different interests demonstrate it with antagonistic behaviors

- This conflict is very visible and has deep roots, sometimes over several generations.
- Both the causes and the effects need to be addressed.

2. **Latent conflict**

When people have different interests, but do not respond with antagonistic behavior

- This conflict lives below the surface
- It might need to be brought out into the open before it can be effectively addressed

3. **False conflict**

Occurs when people have common interests, but antagonistic behavior

- This has shallow roots
- It may be due to misunderstanding of goals
- Can be addressed by better communication and appreciation of each other’s opinions

4. **No conflict**

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Occurs when people have common interests and compatible behavior

- Any peaceful community is likely to face conflict sometime
- Though communities in this category are good at resolving conflict before it develops

Communication barriers. 5

- obstacles in a workplace that prevent effective exchange of ideas or thoughts.
- in many communications, the message (what is said) may not be received exactly the way the sender intended.
- it is, therefore, important that the communicator seeks feedback to check that their message is clearly understood.
- the skills of Active Listening, Clarification and Reflection may help
- but the skilled communicator also needs to be aware of the barriers to effective communication and how to avoid or overcome them.
- barriers may cause the message to become distorted
- this may lead to confusion and misunderstanding
- effective communication involves overcoming these barriers and conveying a clear and concise message.

Importance of budgeting in an organization. 5

- budgeting is an important part of planning
- it incorporates system of preparing and using budget, monitoring, and correction system
- it helps to achieve organization’s goals, and assists in running a more effective organization
- budget is the most critical part of financial management
- a budget is simply a plant that outlines how money will be spent ; your household budget is also a plan
- forces confrontation with future
- drives the need to control future

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- budget has two main features
    - **Formalized** it is written down
    - **Quantitative** it is expressed in numbers (rupees)
- budget is the means to the end

Difference between leadership and management. 5

- The leader is an innovator and the manger is an administrator.
- The leader ensures results and trust whereas the manger represents control and authority.
- A leader asks questions about what and why, a manger questions in how and when.
- Leaders give solutions while the mangers create action plans:
- Leaders make followers and the managers look for subordinates:

Issues arise while taking difficult decision making.

Uncertainty---- many facts may not be known.
Complexity----- many interrelated factors are to be considered.
High-risk consequences----- impact of decision may be substantial and serious.
Alternatives---- each has its own set of uncertainties and consequences.
Interpersonal issues----- it can be difficult to predict how other people will react.

Transactional leadership style,

- Transactional leadership was first described by Max Weber in 1947 and than by Bernard Bass in 1981.
- Used most often by the managers.
- Focuses on the basic management process of controlling, organizing and short term planning.
- Transactional leadership is based on the premise that:
  People are motivated by reward and punishment.
  Social systems work best with a clear chain of command.
- Transactional leader works through creating well defined structures and makes it clear as to:
  What is required f their subordinates and the reward what they get for following orders.
  Punishments are not well mentioned, at times not even mentioned, yet they are well-understood and formal systems of discipline are usually in place.

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Esteem need in Maslow's motivation,

- our need to be recognized as special and valuable by our group
- positive self-image and respect and recognition issues such as job titles, nice work spaces, and prestigious job assignments
- if you have a staff that you manage it is important to understand that the methods you use to reward and recognize their achievements can have an impact on their self-esteem – which of course in turn will affect their motivation
- the opposite is true as well – if you fail to recognize the efforts and achievements of your team, you could end up damaging the motivation levels of your team and even possibly their self esteem

Personal power of leader.

Expert Power

- comes from one's own experiences, skills or knowledge
- with more knowledge, skills and experience in particular areas we become thought leaders in those areas, and gather expert power that can be used to get others to help us

Referent Power

- comes from being trusted and respected
- we can gain referent power when others trust what we do and respect us for how we handle situations
- held by people with charisma, integrity, and other positive qualities
- the most valuable type
- not necessary to hold position to have power
- in fact, most respect is given to those with personal power
- when workers link the leadership's power with expert or referent power, they are more engaged, more devoted to the organization and their role within it

Monetary and non-monetary rewards difference.

Monetary Rewards

- reward workers for excellent performance through **money**

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- include increase in pay, profit sharing, bonuses, staff discounts, company shares, etc.
- these have traditionally helped maintain a positive environment for staffs.

Non-Monetary rewards

- Reward works for excellent performance through opportunities
- Include flexible work hours, training, vocation, pleasant work environment, car, free health care, etc.

Functional conflict.

Functional Conflict supports the goals of a group – its presence within the organization actually improves performance

- With proper management, following beneficial results can be obtained:
- Satisfy certain psychological needs like dominance, aggression, esteem and ego, and thereby provide an opportunity for the constructive use and release of aggressive urges
- Provide creative, constructive and innovative ideas
- Facilitate an understanding of the problem, people and interrelationships between people, better co-ordination among individuals and departments, in addition to strengthening intra group relationships
- Motivate and add variety to an individual's organizational live; individual's abilities and talents come to the front in a conflict situation
- Provide diagnostic information generating cues for better management to prevent occurrence of similar

Differentiate functional from dysfunctional conflict

- Task conflict relates to the content and goals of the work – functional
- Relationship conflict focuses on interpersonal relationship-dysfunctional
- Process conflict relates to how the work gets done - functional

Difference between supervisor and manager.

- The supervisor is that member of the management team who has expert knowledge of the specific methods and techniques by which mission workers should be doing their work
- As such, supervisors do not do the same kind of work as mangers do
- Supervisor is concerned with **getting the work done today**

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- Manager should be involved with resource management, anticipating the needs for tomorrow's work, and **planning for tomorrow**
- Org. does not perform as a team when these two positions get confused
- Supervisor plays very significant role, and fulfills three major responsibilities, as:
    - Head of workgroup
    - Coordinator with other supervisors
    - Management member

What is quantitative school of management?

- Combines classical management theory and behavioural science through the use of statistical models and simulation.
- A major focus is on the process with which decisions are made to ensure informed results.

What is delegation of stress of manager?

It can directly decrease workload upon the manager and help to reduce the stress

What is the organizational change?

- The process by which organizations move from their present state to some desired future state to increase their effectiveness.
- Aims to increase an organization's ability to create value by finding better ways of using resources and capabilities.

Describes the steps of change process?

What type of school climate supports student's learning?

Effective School

What is the level of stress?

Stress can be both positive and negative.

- It is our response to stress—how we manage stress—that makes a difference in terms of how it affects us.

EUSTRESS

Good stress resulting from pleasant events or conditions

- nature: curative
- positive cognitive response to stress that is healthy
- gives positive feeling of fulfillment
- significantly positive correlation with life satisfaction and hope

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DISTRESS
Stress resulting from unpleasant events or conditions

- Bad stress
- If a stimulus we react to is negative, we are actually feeling "*distress*" though we label it as stress. e. g. death of a close friend

Acute stress

- Resulting from specific events or situations that involve novelty, a threat to ego, unpredictability, and leave us with a poor sense of control

Chronic stress
It is a prolonged stress that exists for weeks, months, or even years – due to poverty, broken families

What is the forming stage of team development?

- period in which members are guarded in their interactions as they're not sure what to expect from other team members
- also the period in which members form opinions of their teammates
- productivity is low during this stage

Forming to enhance team development:

- share responsibility
- encourage open dialogue
- provide structure
- direct team issues
- develop a climate of trust and respect.

What is storming stage of team development ?

- characterized by competition and strained relationships among team members
- there are various degrees of conflict dealing with issues of power, leadership and decision-making
- this is the most critical stage for the team

Storming enhance team development by:

- joint problem solving
- setting norms for different points of view

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- establishing decision-making procedures
- encouraging two-way communication
- supporting collaborative team efforts

How can we define the motivation at workplace?5

Motivation at Work place

- managers are always looking for ways to create motivational environment facilitating workers to work at their optimal levels to accomplish company objectives
- workplace motivators include both monetary and non-monetary rewards

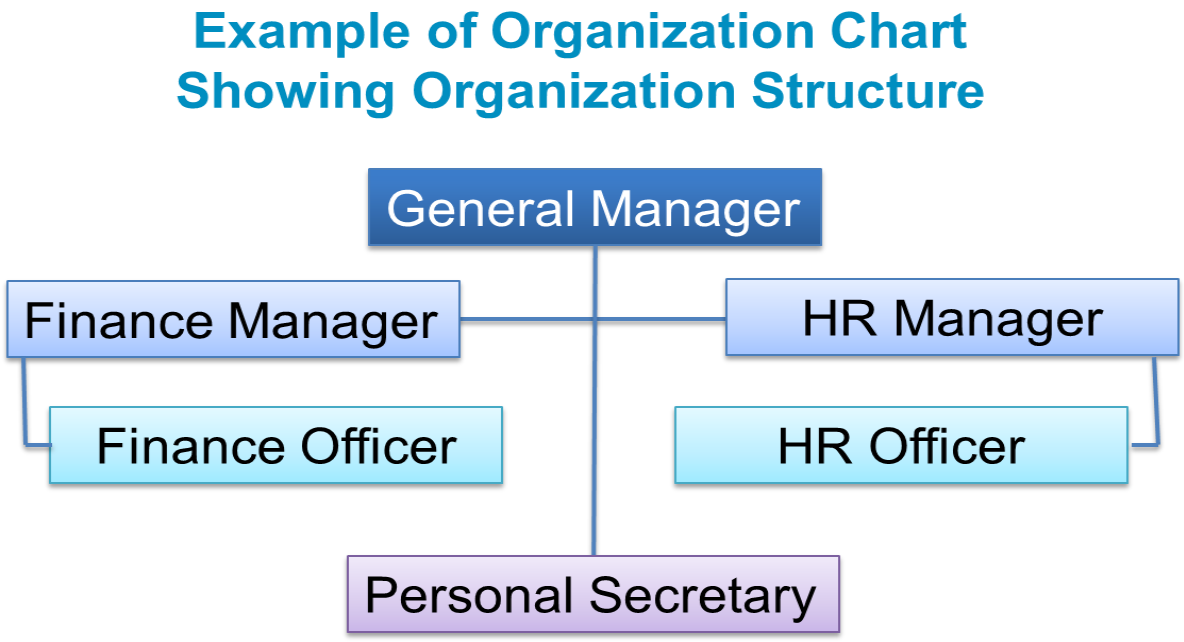
Monetary Rewards

- reward workers for excellent performance through **money**
- include increase in pay, profit sharing, bonuses, staff discounts, company shares, etc.
- these have traditionally helped maintain a positive environment for staffs.

Non-Monetary rewards

- Reward works for excellent performance through opportunities
- Include flexible work hours, training, vocation, pleasant work environment, car, free health care, etc.

What is the example or organizational chart?



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What is the influence of expert power of the workers?

Briefly describes the Maslow's hierarchy needs? 5

1. **Physiological Needs**
   - reduce current ***physical*** discomforts
   - basic issues of survival such as salary and stable employment
2. **Security Needs**
   - need to feel ***safe*** enough in the near and far future
   - stable physical and emotional environment issues such as benefits, pension, fair work practices, safe work-setting
3. **Belongingness Needs**
   - our primitive need to feel ***accepted*** by, and be part of, a group of other people
   - social acceptance issues such as friendship or cooperation on the job
4. **Esteem Needs**
   - our need to be ***recognized*** as special and valuable by our group
   - positive self-image and respect and recognition issues such as job titles, nice work spaces, and prestigious job assignments
   - if you have a staff that you manage it is important to understand that the methods you use to reward and recognize their achievements can have an impact on their self-esteem – which of course in turn will affect their motivation
   - the opposite is true as well – if you fail to recognize the efforts and achievements of your team, you could end up damaging the motivation levels of your team and even possibly their self esteem
5. **Self-Actualization Needs**
   - living at their highest personal potential
   - achievement issues such as workplace autonomy, challenging work, and subject matter expert status on the job

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Define the team?2

A team is made up of two or more people who work together to achieve a common goal. Organizing in teams allows a company to benefit from the skills and perspectives of employees from different parts of the organization.

What is the function of organizational culture?5

- Creating a common language and conceptual categories.
- Defining group boundaries and criteria for inclusion/exclusion.
- Distributing power and status.
- Developing norms of intimacy and friendship.
- Defining and allocating reward and punishment.
- Explaining the unexplainable ideology and religion.
- Mission and strategy will be shared understanding of primary tasks.
- Goals are derived from mission.
- Means – how goals should be achieved.
- Measurement – determining how well the group is doing.

Groups

A group is a collection of people with some common characteristics or purpose. Agroup can consist of any number of people. ... People in groups are defined by themselves and by others as group members, in other words individuals are aware that they are part of a group.

Educational Administration

"The systematic arrangement of human and material resources and programs that are available for education, and carefully using them systematically within defined guidelines or policies, to achieve educational goals" (*Nwanko 1987).*

- Educational Administration (EA) is connected with:
  - educational management,
  - conduct,
  - operation, and
  - management of whole educational operation from conceptual framework to line of action
  - is concerned with the efficiency and commitment that the available manpower puts together to help in goal realization
  - adopts practical measures to ensure the work system assists educational process, & meets with the set goals and objectives

Leadership Skills

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Leadership skills are often defined as providing vision and strategy as well as leading transformational change, while management skills are frequently considered to be planning, controlling and monitoring.

Stogdill

- Adaptable to situations
- Alert to social environment
- Ambitions and achievement oriented
- Assertive
- Cooperative
- Decisive
- Dependable
- Dominant

Usual communications vs organizational communication

It is the process by which activities of an organization are collected and coordinated to reach the goals of both individuals and the organization
In simple terms:

- it is the information flow that happens in an organization but the flow of information is based on a structure, direction and process

Behavioural theory

- Given the flaws of early state studies, researchers turned to examining the actions, behaviours or that separated the effective leaders from ineffective leaders.
- Behavioural theories are considered as being universally applicable.
- Leaders can be made rather than being born.
- Successful leadership is based in definable, learnable behaviour.

Levels of budgeting

A Master Budget will have following levels of budgets:

1. **Operational Budget** provides all the info necessary to prepare a budgeted P&L account
2. **Financial Budget** includes cash budget, financial statement, projections other than P&L account
3. **Capital Budget** reviews all the capital Projects/ Investments
4. **Performance Reports** provide tools for monitoring and measuring success of the budget

Systematic vs attitudinal barrier

Systematic Barriers

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- may exist where there are inefficient or inappropriate information systems and communication channels
- or where there is a lack of understanding of the roles and responsibilities for communication.

Attitudinal Barriers

- behaviors or perceptions that prevent people from communicating effectively
- may result from personality conflicts, poor management, resistance to change or a lack of motivation.

Organisational Climate:

A high pressure environment which places chronic work demands on employees fuels the stress response

Human Resources

Changes include:

- Investment in training and development.
- Promotion and reward systems.
- Restructuring the top- management team.
- Socializing employees into the organizational culture.
- Changing organizational norms and values to motivate aa multicultural and diverse workforce.

Types of Organizational Control

There are 3 types:

1. Feed-forward
- The preliminary or preventive control
- Anticipates problems
- Focus is on input
2. Concurrent
- Solves problems as they occur
- Focus is ongoing processes
- Assesses current work activities, relies on performance standards
- Aims to ensure that work activities produce the correct results
3. Feedback
- Solve problems after their occurrence
- Focuses on the organization’s outputs
- Also called post-action or output control

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Motivation

- it is what makes us do what we do
- the drives within a person that account for the degree, direction and persistence of the effort spent at work
- internal and external factors that stimulate people to take action for achieving a goal

Change management

"A systematic approach to dealing with change, both from the perspective of an organization and on the individual level".
"To define and implement the procedures to deal with the changes and to profit from changes opportunities".

Intragroup conflict

Happens among individuals within a team

- Cause: incompatibilities and misunderstandings among these entities
- Within a team, can be helpful in coming up with decisions which will eventually allow them to reach their objectives as a team

Communication structure

Communication Structure

Wheel

- Centralized Network
- Members cannot communicate with each other
- Effective in simple task
- Preferred by org. where HO is totally in charge

Completely Connected

- Decentralized network
- Everyone interacts
- Effective in complex tasks – can be slow
- Leadership is unclear

Line

- Communication is restricted only to certain group members – all are connected
- Member satisfaction is better than wheel
- Moderately effective for both simple and complex tasks
- Leader is not clear

Y

- Very similar to the "wheel" structure

Circle

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Autocratic Leader

- Make unilateral decisions
- Dictates work methods
- Limits workers knowledge of goals to the next6 step
- Gives punitive feedback

What is a Good School?

"Good School is that which most successfully achieves the targets set by the stakeholders by showing high grades and good results in exams"

Characteristics of informal group

- voluntarily or spontaneously formed by its members rather than by the organization
- serve social/ common interests of members
- may/ may not relate to goals of organization
- e.g. interest group (common concern), friendship group

how we can make a decision

- identify the main cause for the need to make a decision.

Role of School administrator

The school administrator has two important functions:

1. Administration of the school.
2. Supervisions of the personnel involved in teaching and learning includes everything in school: the plant, staff, curriculum, techniques and methods, co-curricular……

Community Leader

- SA needs to study their community thoroughly, learn its resources of wealth and deploy accordingly.
- Produce a continuous long term improvement programme.
- Exercise initiative to meet new needs.

Improvement of instruction

- The most important role – calls for deliberate, long-range planning.
- Requires creative, cooperative and constructive supervisions.
- Classroom visitation, patient work with teachers over time.

Curriculum Development and improvement

- Learning at school be constantly adapted to emerging needs/changes.
- Accept experiments.

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- Be open to new ideas – encourage inquiry.
- Follow up studies of dropouts/slow learners.
- Provide time and space for curriculum work.

John Kotter Model

John Kotter (1996) has outlined an eight-step model for effective change efforts

- **Steps 1–4** help unfreeze the status quo

❖ create conditions for change

- **Steps 5–6** introduce new practices

❖ introduce new practices

- **Steps 7–8** ground the changes in a new culture for sustainability

❖ maintain momentum

Personal Humility

- Demonstrates a compelling modesty, shunning public adulation; never boastful.
- Acts with quiet, calm determination.
- Relies principally on inspired standards not inspiring charisma, to motivate.
- Channels ambitions to company not to self.

Leadership Style

- A leadership style is a leader's style of providing direction, implementing plans and motivating people.

1. **Autocratic or Authoritarian**
   The leader tells his or her employees what he wants done and how to it is to be accomplished; the leader dose not take their advice in the matter.
2. **Democratic or Participative**
   The leader includes one or more employees in the decision making process, but retains the final decision maki8ng authority.
3. **Laissez Fair or Delegative**
   The leader allows free reign to the employees and let them make decisions, however the leader is still responsible for the decisions that are made.

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Action oriented roles

Shaper
- Challenges the team to improve

Implementer
- Puts ideas into action

Completer Finisher
- Ensures through, timely completion

People Oriented roles

Coordinator
- Acts as a chairperson

Team worker
- Encourages cooperation

Resource Investigators
- Explores outside opportunities

Thought oriented roles

Plant
- Presents new ideas and approaches

Monitor-Evaluation
- Analyzes the options

Specialist
- Provides specialized skills

Stages of team developemnt

Forming

Team acquaints and establishes ground rules.
Formalities are preserved and members are treated as strangers.

Storming

Members start to communicate their feelings but still view themselves as individuals rather than the part of the team.
They resist control by group leaders and show hostility.

Norming

People feel part of the team and realize that they can achieve more work if they accept others viewpoints.

Performing

Team work in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.

Adjourning

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Team conducts an assessment of the year and implements a plan of transitioning roles and recognizing members' contributions

Psychological Barriers

- the psychological state of the communicators will influence how the message is sent, received and perceived
- e.g. under stress, or being angry, one may say things that one did not actually mean.
- a receiver may also misinterpret if under