

Overview of School Management

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ABSTRACT

The recent period is filled with a series of events that will require a long time to highlight the general economic and social conditions in our country. This transition requires an educational technology upgrades, modernization and equipping of educational institutions, scientific research according to internationally accepted standards. Competition in the labor market inevitably will sharpen competition between institutions in this field, which will inevitably lead to increasing the quality and modernity of educational supply. From that depends the financial condition assessment and educational institutions, research. Due to the new environment of market behavior requires changes in all spheres of functioning of these institutions. The need for more effective management of secondary school aims to enable the acquisition of modern knowledge necessary for employment, further education, higher education, colleges and academies, for an active life in modern conditions, daily life, the work of the individual in society.

Key words: Management, Leadership, School, Education

Changes in the position of educational activities and research activities in the country, changes in financial status, changes in technical and technological equipment, personnel changes, changes in planning, organization changes, changes in management, changes in coordination, changes control etc..

All in all, adapting labor market conditions and that among other things, requires the introduction of quality management as a condition for the successful achievement of the goals of these institutions.

An effective manager is the person who performs the functions of management and operational objectives are realized QW.

An effective manager-leader must perform a variety of activities such as group coordination, activation and mediating in conflicts, clarity, inspiration, explanations, suggestions for solutions; initiation and acceleration of activities; representation to the group, giving confidence and optimism ; reward; integration, recovery and development of the group.

Human resource management has a duty to disclose, to develop and enhance human potential to achieve the goals of the school, and in this way to feel pleasure at work.

To better understand the human resource management (HRM) have to make a distinction between the questions: What are human resources, or what is meant by human resources management?

Human resources are general knowledge, skills, abilities, creative capabilities, motivation and commitment with which the school organization possesses. This shows the total intellectual and physical energy of which schools can engage to achieve its goals and development.

Human resource management shows a series of interconnected activities and management objectives aimed at ensuring a sufficient number of employees and its structure, their knowledge, skills, abilities, interests, motivation necessary to achieve current goals and strategic development school organization. All managers are people "personnel manager" that literally means that staff have to perform different positions functions.

School Leadership

Leadership is one of the most important aspects of management. The ability to have successful leadership is an important feature that should be possessed by each manager regardless of which

organization it is. The essence of leadership is followership. In other words, the willingness of people to follow someone is a person who makes a leader. Usually people follow those that enable the realization of their desires and needs. It is necessary to know that leadership is closely related to motivation. Through accurate understanding of motivation can be assessed better than what people want and why behave in a certain way they think is right.

When it comes to school leadership can be said that today more than ever needed his presence. This conclusion derives from the fact that today are carried out a series of changes in the teaching process, in order to bring our education or adapt to EU standards, because our country, Macedonia has a tendency to become a member. The successful implementation of the changes, one of the greatest role is Director of the school, as the school leader. Leadership deals with concrete and practical actions.

Moral aspects of leadership in school are important because schools function as extended family, where teachers and principals have the role of parents. Schools also have a moral purpose, and it means to comply democratic principles and traditions which have a special significance for long-term survival of a society and a state. Leadership in education can be addressed at the school level, district level, state level, even at a nation based level. This is an important factor in education, if taken into account that nowadays in the field of education are present trends as "effective schools", "Change and Innovation", "Promoting school work", etc.. In general leadership means, no matter which zone refers to the vision is very important. I can freely say that without a vision almost purpose of the existence of an organization is of no importance, and because the existence of an organization as a phenomenon, it makes no sense then no need to have leaders because there is what led to. Vision-related scientific learning process should be built on the need of students. All other aspects of the school are additional for this purpose. In small schools the leadership of the director may be enough to influence the whole school, but in larger schools is necessary to exist a good management of other levels and that depends on the quality of the overall versatility of the director to delegated powers of the other teachers to lead their colleagues.

The term management or leadership usually means the basic activities of the leader and the basic functions which has the management that are important for the maintenance of the organization (group), its function and achieve its goals. Direction is one of the management

functions. It consists of a series of processes by which managers manage employee behavior to achieve organizational objectives. The term leader (leader) means a person who has a special function (position) and specific role in the organization (in this case the school), which enables greater influence over other members. Leadership is about people and social interactions. Leadership comes from the ability to influence people (teachers, staff, etc.) and how they will contribute towards achieving the objectives of the group and the organization or institution. This also means that the direction is not important hierarchical position in the organization, so it can happen that the manager doesn't possess manager skills, even though formally manages the school. In modern organizational work teamwork has been given special attention, and the same is the case with behavior in school. Employees in an organization, in this case the school, represent a group of people. It's the team that makes the group stand out from the base shows that success begins a modern organization in which people act. The question is what is the group's successful formula which becomes a team? Team is a group of people with clearly defined roles that aim to successfully perform tasks through mutual cooperation and good communication succeeds time efficient solution for achieving goals set, while in the process of decision making successfully resolved through cooperation with certain tasks and problems through natural occurrence during the implementation of each project.

Common purpose and a clear division of roles is what distinguishes the group Team. This finding is philosophy as such until that moment works until individual goals do not crystallize as a priority, at the moment it comes to breaking the team. In important teamwork is the role of the leader (leader). The purpose of the leader (in our case, the school principal) is to create a working environment to work properly, even when there is no need to impose "strong hand". It should be said that the group can work if it is a person who will lead the group. Energy which should give the person who will emerge as the leader of the group will be much greater than the energy invested by the leadership team. The reason for this is that the group members do not have goals and clearly defined roles. The basic idea of every team leader is the team to successfully operate in different situations and in this way to achieve great results. The team leader is a person who has the authority and ability to properly select team members, to have confidence in them, motivate them and reward them for certain success, and in some cases distributes sentences for certain losses.

In teamwork the most important thing is team spirit, the atmosphere which allows to achieve the expected goals, regardless of the circumstances which prevail. To be sure in that part of teamwork must ensure that each team member knows his job. Communication should be open, honest and constructive. Should expect appropriate responsibility of each member individually, but also the right to vote in the decision. Successful work team comes to the support of its leader that the positive results achieved by the individual or team needs to be rewarded fairly and in a timely manner. Assessment of teamwork and forwarding the results and the changes necessary for successful operation of further projects are the main things which intends every successful team leader.

The difference between management and leadership

Leadership is just one important component of the steering function. Manager can not just be a leader, he also has the formal authority to be effective. Management makes the jobs to look real while Leader makes real jobs. This means that managers do work through the book, follow the policy of the institution, while leaders follow their intuition, through which may require greater benefits for the institution. Management usually consists of people who have experience in their field of work and who have worked to increase educational institution. The manager knows how each part of the system works, and can also possess good technical knowledge.

The traditional view of management is that it replaces the four main functions: planning, organizing, directing and controlling (Coordination) "

The main differences between leadership and management are as follows:

Management and leadership

- Management is a process which involves several functions: organization, planning, employment and control.
- Leadership is one of the stages of management, and it is the direction.
- Management is focused on all the resources of the organization.
- Leadership is focused only on people.
- Management creates conditions for development of the organization.
- Leadership has executive duties.
- Management uses different methods for scheduling tasks.
- Management uses human feelings, opportunities, personal emotions.
- Management is essentially teamwork.
- Leadership is an individual thing.
- Management manages things.
- Leadership leads people.

Source: Yukl,G "*Leadership in organizations* "(3rd ed.).1994

Sometimes it happens that the concepts of manager and leader are often intertwined, and have the same meaning. But it should be noted that the manager may not always be the leader. Common examples are when managers did not express any characteristic of a good leader. In any case, be a good manager must be a good leader. Some of the similarities and differences in characteristics between manager and leader (leader) can be seen in .

Characteristics of manager and leader.

CHARACTERISTICS OF MANAGER	CHARACTERISTICS OF LEADER.
There must strictly adhere to posture imaginative, creative and ethical behavior.	Personally impacts on others in order to encourage creative thinking .
Rationally analyzes the situation where the system determines next action steps	Uses intuit - Intuitively determines what to do.
Energy leads to the achievement of objectives, organizational structure and problem solving	Directs energy towards people, leading them into practical solutions.
Becomes nervous when disorder and chaos are going on.	Works best when things are less chaotic and lawless set.
Uses the knowledge and experience accumulated in achieving goals.	Often leaping from a decision in another decision without logically thinking about the facts.
Puts innovation in existing processes so slowly and gradually tries to change them.	Put the changes through ideas that were falling to remember.
The world seems static. Everything is black and white.	The world is full of color, and it often changes its colors and shape.
Affects people through logic and facts.	Affects people through ideas, motivation and imagination.
To see work as something that should be tolerated	You see work as something new, full of excitement and new challenges.
He is not emotionally attached to the work	Work is important and emotionally reacts to all changes in work processes

His focus is how something should be done	His focus is what you need to do, and decisions about how to act should I leave the people working in it.
You see yourself as an integral part of the social and organizational structure.	He sees himself as a human being who is constantly evolving and changing
Is satisfied when acting in accordance with expectations directly after the disk, and family organization.	Finds self-esteem and confidence through personal expression.
Threat felt by the challenges imposed by his own ideas.	Tolerates challenges and thoughts of others, which encourages further cooperation and joint discussion of arguing.

Source: Yukl,G "*Leadership in organizations* "(3rd ed.).1994

The role of the director in the management of schools

The term director (in this case as a leader in school) should be understood as a function of an individual who performs in an organization or position that a person gets when performing certain functions leader of one of the highest levels of management. Some directors, although some terms have passed, yet still never have become leaders. It is correct to say that the role of director encountered different individuals with different abilities and skills that are different in their style of behavior. Director of the school as a leader of this organization to successfully execute its function, must have certain characteristics. Each director must possess the following five characteristics to be a successful leader: structural, personnel, educational, cultural and symbolic.

Employees of the school from its director, as head of the organization expect to be successful, and it means to be rational, pragmatic, practical or efficient, but also a time to be effective, which means to be qualitative in the direction of the organization. On successful completion of its responsible work, the school must perform more functions. According to M. Vilotievik can differentiate the following functions of the modern school principal:

Planning-programming function; organizational function, behavioral function, function and evaluator research;-learning pedagogical function

In conditions of market economy education system needs an essential modern management which in this sphere will be presenting modern forms of management and governance, the question then becomes: what the manager needs education? To answer this question, we must first explain the need for managers in educational institutions, scientific-educational and educational-research. This need is undeniable, because it showed how necessary the

introduction of modern management in these areas, therefore the need to train personnel who will work in this

responsible work, complex and dynamic. They are managers, directors able to manage and run processes in the areas of educational research, science and education.

Their duties are:

- Provide conditions for efficient delivery of educational services, scientific research, education, development and information that will be placed on the market;
- To plan and ensure the stability of activities related to the provision of educational supply;
- Provide a strategy for the development of his institution, which will not be impacted by the environment and frequent changes and instability;
- Provide conditions that her organization, to meet the requirements of relevant state bodies (Ministry of Education, Bureau for Development, and educational inspection);
- Should ensure information system and provide his achievements in science, education etc.;
- Should act as the authority who competently and responsibly will lead the organization, management, governance, motivation and job control (Gocevski, 2008:179).

In a word, the manager of a modern high school must be capable of organizing and managing its modern institution, to guide the efforts of all the workers towards achieving set goals successfully.

Minimum characteristics that a manager must possess in modern education are:

- To be well educated;
- To be able to take over the risk of work;
- To be able to approve decisions;
- To be able to manage and government;
- To have sense of respect for the hierarchy;
- To be a great organizer;
- To have a motivational sense towards people;
- To be able to successfully evaluate educational services and other market services;
- To have sense of modernity and adapt the new era ;
- To be flexible;
- To have ability to direct the activities of all employees towards achieving the goal of the institution, and so on. (Trajan Gocevski, 2008:180)

Description of tasks that modern manager must have a modern school consists of numerous activities, diverse and intense associated with the planning, coordination, management, motivation and control of these institutions. However, if an effort is made to systematize the activities of a manager, he will conclude that essentially performs the following tasks:

He speaks and consults with colleagues and staff on various issues related to the task (teaching, science, research, exercises, practical learning, educational technology, reward, control, etc..)

Give directions and instructions to associates and employees;

Control work;

Undertake concrete actions on various issues;

Formulate goals that must be achieved;

Read reports, letters and other documents relating to the operation of the institution;

- Develops plans for achieving goals;
- Determines prizes and awards for work performed;
- Stimulates the creativity at work;
- Makes decisions for new projects and new actions;
- Approves decisions on promotion and placement of personnel;
- Takes place in meetings;
- Communicates with the public and other institutions;
- Finds various agreements;
- Represents the institution in the country and abroad

Positive and negative features of the staff

Positive features	Negative features
<ul style="list-style-type: none"> • Self-criticism • Representation • Democracy • Sensibility • Respect • Consult • Inovation • Expertise • Flexibility • Diversification • Tolerance • Sincerity • Abstinence • Importance • Patience • Dignity 	<ul style="list-style-type: none"> • Depth • Technocracy • Command • Tutoring (teaching) • Fraud • Bureaucracy • Threat • non-initiative • Insecurity • Self-desire • Cheating • Pragmatism • Variability • Careerism

Source: Wohlstetter, P., & Mohrman, S.A. (1993). *Strategies for success*. New Brunswick, NJ: Rutgers University;

In modern school, professional manager characteristics emerge from knowledge-director who must possess the educational process and the academic process.

1. **The technical competence of the manager:** includes a variety of activities such as who is trained to perform. As such, would include: the skills specific activities such as the application of methods, processes, procedures and techniques; possession of skills for using various techniques in specific disciplines, successful treatment techniques, knowledge of technology and organization educational process, leadership ability, etc..

2. **Human capacity in the educational manager** - education includes mainly: the manager's ability to work effectively as a team member and the ability to build cooperative effort within the team which manages (Suklev, 2008:99); ability to work collectively - it relates to the inter-relations with other people, functioning as an effective team member, work with people-parents, students, citizens, respect the established hierarchy; capacity for communication and understanding, creating an atmosphere of secure and reliable, ability to encourage and motivate; conflict resolution skills, ability to participate in all areas, creation of an atmosphere of trust and authority, etc..

3 **Conceptual ability of managers** in the educational system - education, primarily means: to see the institution as a whole, recognize their mutual dependence, action and knowledge transfer knowledge into action, to perceive the complexity of relationships, involvement understanding and knowledge in the management process, the ability to think and to plan activities for approval of training complexes decisions.

4 **Analytical skills** in turn means: Manager's ability to analyze and use logic or scientific approach and appropriate techniques to analyze problems and evaluate the possibilities of the institution and the people in it, to analyze the factors of environment, the ability to determine correlative links between performances.

5. **Ability to bring decisions** is also one of the most important features that any modern manager needs to possess, and also presents managerial skills for selection of current operations, in order to solve specific problems or more problems. Time dynamic changes requires managers the ability to perform rapid decision making accurate positioning good staff made only if they are adapted to the environment that has changed, and the success belongs to those who create change. Praktiviteti of employees active mindset means for the future, its planning, the creation of scenarios for future needs, the environment and anything else that might affect them and the organization where they work, namely Making good decisions time.

" Nothing is more difficult and nothing is more precious than the ability to make a decision

" Napoleon Bonaparta

SUMMARY:

From the general overview of the schools in the Republic of Macedonia we can conclude that schools today are in need more than ever for effective management and leadership. It is necessity of big changes taking place in the education system as changes in financial status, technical equipment and technology, planning, organization, direction and control. If we analyze all these changes, raises the question of whether school principals today possess managerial and leadership skills and the answer is no, because most schools today have good managers or leaders but we have hardly schools principals that possess both skills. Analyzing all the minimal features that should possess the school principals we can conclude that we have a mix between management and leadership of schools, and this presents a barrier to achieve school effectiveness (modern management). If we want our schools to be effective we should be prepared to choose the director who possesses managerial and leadership skills that unfortunately today we do not have them in schools.

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