

*A brief report on management practice: A case of Shree Janasudhar Basic School*

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## **Introduction**

“Management is a set of principles relating to the functions of planning, organizing, directing and controlling, and the application of these principles in harnessing physical, financial, human and informational resources efficiently and effectively to achieve organizational goals.” (Kukreja, n.d.) There are five basic managerial functions without which not a single organization can sustain. Planning, organizing, influencing, controlling and communicating are those managerial functions that enables an organization to operate as well as sustain in long run, build unique interpersonal relationships among people within and outside the organization and create an ethical working environment. These basic managerial functions are explained in detail below.

In general, planning is the process of setting course of actions before performing any tasks or achieving a goal. It is the first and foremost function of management system. Planning is essential for smooth and effective operation of an organization. A proper planning helps an organization to look ahead into their future with greater strength and confidence while focusing the performers attention to their sole objective. Planning can provide a vision or a direction to every individuals and organizations to achieve their goals. Planning incorporates guidelines for decision making process and monitors the progress of an organization.

Having a look on the other side of planning, it can be considered as a time consuming and an expensive process depending on what the goal is. It might encourage the risk of uncertainties and influence bureaucracy.

After planning effectively, it is highly necessary to organize resources for implementation. Organizing can be defined as a process of combining together of the organizational resources and establishing productive relations among them. Organizing defines the hierarchy of positions of all the authorities from top level to subordinate levels and formal relationships among all the members so that they can perform the assigned work as a team for the achievement of common objectives.

Organizing is one of the important management functions because it enables managers to develop efficient and effective management system in support of sound organizational structures and contributes to the optimum use of human resources. Organizing helps in establishing channels of communication among all members through the scalar chain and

provides a framework within which an enterprise can expand and grow its business. One of the most important resources in an organization is human resource.

As planning and organizing is implemented, influencing comes side by side to ensure the organization's direction towards the objective. Influencing is the process of providing directions to the performers who are assigned for certain tasks to achieve goals. Providing directions require development of good working relationships and an ethical environment where people are influenced and encouraged to work with their full potential.

A leader cannot achieve his/ her goals and objectives alone. A leader needs his/her people to fulfill objectives hence, has a huge responsibility in influencing his/ her people. The job of influencing might be quite tough and it solely depends on the ability of a leader to build trust between the leader and the people, openness of the leader to ideas and suggestions. But, "Influence is not to be confused with power or control. It's not about manipulating others to get your way. It's about noticing what motivates employee's commitment and using that knowledge to leverage performance and positive results." (Maximize your leadership potential)

Controlling is the process of comparing the actual performance achieved with the standard performance and taking corrective actions in case any deviation is found in the actual performance. It plays a role of a bridge between planning and implementation. The basic objective of controlling is to achieve pre- determined goal in a period of time and a defined standard. The motive is to facilitate the most effective and efficient attainment of the organizational objectives.

According to Joseph L. Massie, "Control is the process that measures current performance and guides it towards some pre- determined goals." Controlling helps in simplifying effective supervision and maintains discipline among all the authorities of the organization which in turn creates an environment of order and discipline among the employees and encourages to do the task in best possible manner. Controlling enables organization to develop alternative plans and strategies for future course of actions and prevents recurrence of similar deviation in future performances.

Each functions of management are not functional without communication which is the most important factor which acts as a foundation through which all of the management functions work into being effective. Effective communication in a school setting influences

motivation and satisfaction of managers, teachers, and students. Educational institutions determine social behaviors, cultures, organizational structures and interpersonal relationships. Learning democratic behaviors, the power of independent and scientific thinking, creative and productive thinking skills are all shaped by educational institutions. An education depends on the directors, deputy- directors, teachers and parents. A director must communicate with his/her staffs, parents- teachers associations, parents and students. Through communication, a teacher is able to provide students with target behaviors within the framework of education curriculum.

But, the sole purpose of communication is not only the content of the message but the delivering of message to the receiver. Communication process in educational setting involves teacher as a source and students as receiver whereas in the educational management system directors and staffs both can play the role of giver and receiver.

Shree Janasudhar Basic School is located in Kimdol, Swayambhu near the foot of the famous Monkey Temple of Swayambhunath. It was established in 2013 A.D. and has been supported and funded by KIKN UK- Charity and the Government of Nepal for their operation. There are a total of 150 students with greater number of girls and 14 teachers. The school runs classes from Kindergarten to Grade Eight.

### **Methodology**

Data for this study were collected using a questionnaire. The questionnaire was developed by our management teacher Dr. Mani Rajbhandari. The questionnaire was based on the four basic management functions and was divided into planning, organizing, influencing and controlling.

Planning considered the five- year plan of the institution and how they will be able to fulfill their planning. Respondents were asked to answer about their managerial approach on organizing their plan and how they have been working to make their plan successful.

Organizing included the efficiency of the organization and the optimum utilization of its organizational resources. Respondents were asked how the organization is managing its resources and the responsibilities that the organization is considering towards the community.

Influencing considered the techniques that the team members use to influence and encourage themselves to work as a team and eventually approach to fulfilling their goal. Respondents

were asked to answer what factors influenced them to work as a team for efficient production as well as in what way they are approaching their goals

Controlling included the guides for proper implementation of plans and effective supervision for maintaining discipline among all the authorities of the organization. The respondents were asked about the evaluating criteria of their organization to maintain actual performance with that of standard performance.

Some of the respondents also include students of different Grades from the same school to further validate our results on this study report.

#### *Data collection tools and techniques*

Data and information were collected as a first hand information. We asked these questions to the Headmaster of the school and used voice recorder to record the answers to the above questions in order to prepare the report about the institution. Later the tape recorded interviews were translated and transcribed for seeking reliability and validity to construct this study on school.

### **Results**

School based management should include effective education planning. Educational planning can be defined as “the process of setting out in advance, strategies, policies, procedures, programs and standards through which an educational objective (or a set of objectives) can be achieved.” Education planning in school can be done by clearly identifying and stating its goals and objectives along with programming designs and specifications. Educational planning in school ensures proper distribution of scarce resources and optimum utilization of resources. It also aids in administrative decision-making process which benefits parties, members of society to provide better education system in an efficient way. To run a school management system, the components of educational planning should be considered which are:

- Educational status
- Supply and demand of teachers
- Educational financing
- School buildings
- Curriculum development

- Educational materials
- Expansion models
- Relevance to political, economic, social and cultural policies and objectives
- Integrated implementation
- Legal bases

Sound planning in the above-mentioned components paves a better pathway towards successful school- based management system.

From the observation of Shree Janasudhar Basic School, the planning system is influenced by the government school- based system management though its day to day operations are carried out with the aid of KIKN UK- Charity. The school carries out its curriculum with fourteen staffs for teaching students from grade one to eight along with the provision of pre-care facility to the toddlers who will be joining the school in the future.

The school facilitates free meals and educational materials like books and uniforms are sometimes given free of cost by KIKN UK- Charity. However, in case of books students are obliged to pay half of the original price every year.

We asked about their five- year plan and the Headmaster of the school, Mrs. Principal stated, “We are planning to construct more buildings in order to increase the number of students and make the provision of education available till tenth grade as well.” This is the only institutional goal that was mentioned as a part of disclosing their plan.

Organizing is the process of establishing orderly uses of resources within the management system. Correspondingly, organizing skill is the ability to create throughout the organizational network of people who can help solve implementation problems as they occur. Organizing creates a mechanism to put plans into actions as it includes determining tasks and grouping of works. Tasks are to be organized in such a way that output of individuals contribute to the success of departments leading to contribute to success of divisions which ultimately fosters to gain the better results.

With the limited number of students, Shree Janasudhar School organizes to perform its curriculum activities with the cooperation of school team members. The school is designed to provide general students for the students of grade one to grade five which is handled by one teacher. Grade six to grade eight are required to study subjects in more depth such as Mathematics, English, Science and Social Studies which is provided by the related subject

teacher. The sixth to eight graders are provided with computer classes weekly, though they do not have a specific course book for the subject. This school consists of 150 students where the students are fit in a classroom size of no more than 25 students.

Influencing is the process of guiding the activities of organization members in appropriate directions. The primary purpose of influencing is to enhance the attainment of management system objective by guiding the activities of organization members in appropriate directions. In the school management system, the primary objective is to provide best learning environment for improving quality and learning outcomes inside the school.

Shree Janasudhar School has implemented its plan to influence the students by rewarding and giving prizes to the students who give their best in the journey of pursuing knowledge and information. This is also based on their performance that is resulted in exams conducted quarterly a year. This helps students to be motivated towards learning and accelerate themselves in the process of pursuing technical and theoretical knowledge. Every Friday, there are more extra- curricular activities provided where students learn outside the curriculum subjects. They get to enhance their skills, talents and take part in competitions such as handwriting competitions, quiz contests conducted in this school. Such activities help to bring more joy to the monotonous student life and expand the interest of students towards their learning process.

According to Robert Mockler, “Controlling is the systematic effort by business management to compare performance to predetermined standards, plans or objectives to determine whether performance is in line with this standards and presumably to take any remedial action required to see that human and other corporate resources are being in the most effective and efficient way possible in achieving corporate objectives.” (Mockler)

Shree Janasudhar School is a flat organization- based school system in which all the staffs discuss together in the decision- making process. When faced with a minor problem, teachers are in the position to identify it first and bring the solutions. In case of serious problems, it is directly forwarded to the Headmaster to solve it through proper decision and effective solutions.

Regular attendance of students is needed so that students do not miss their chapters of the lesson plan and their syllabus for their semesters. When a student remains absent in the class for two or more than two days, parents or guardians are called to make sure that everything is

going well with the students and warned to not miss any more classes to reduce difficulty in learning their course.

### Discussions

According to our study and observation on the institution, we found a few problems regarding the management system of the institution. The problems were addressed by the students.

The school has provided its students with free tiffin every afternoon however, as stated by one of the students of grade six, Ms. Student A, “The meal is limited here. If we are a little late for the tiffin, it gets finished and we will not be able to eat.”

Another student of the same class, Ms. Student B stated, “The major problem of the school would be the facility of toilets. We have only two toilets available for all the students with no proper maintenance. Sometimes, even boys enter the girls’ toilet.”

In case of small government schools of Nepal like Shree Janasudhar Basic School, the system of communication is not the same as mentioned above. The information flows from teacher to students only. Information is conveyed to teachers by the headmasters and the teachers deliver it to the students verbally or non- verbally in the form of notice. However, the students are hesitant to talk about their problems to the teachers as heard from majority of students. Their problem with two bathrooms for 130 students, which is not enough for that number of students is bothering them, yet they are unable to present their problem to their authority. Here the school management system lacks effective communication and hence, the students are suffering.

Directors and deputy directors have great importance in educational setting. In order to attain school objectives, develop school qualities, maintain school culture and positive environment, mutual communication is required.

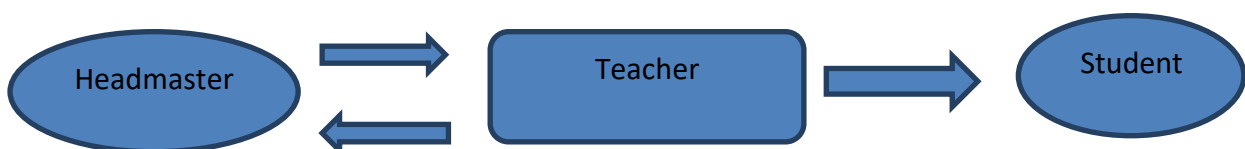


Fig. 1 Management and Communication process in Shree Janashudhar Basic School

The problems were generally faced on areas like communication, where only downward flow of communication exists between teacher and the students. Likewise, there is lack of

management of adequate meal facility where every student is not provided with sufficient meals in quantity and there are only two toilets for all of the students which are not maintained clean.

In conclusion, the institution is not completely following the management functions due to which problems are arising. There is no mention of sustainable development in their five – year plan. Also, they did not disclose their evaluating criteria of teachers and staffs as well as their qualification.

### **Conclusion**

In order to overcome those problems which led to incomplete management practice in the school setting, the school must focus on those areas of management. The first area is communication, which is a vital part of management practice because without it, management practice is somewhat impossible. “Communication is one of the most important tools in the process of management. It influences every function of management. Every organization should build an effective system of communication for facilitating job performance and promoting satisfaction among people.” (Niles, n.d.)

Hence, there should be proper downward and upward flow of communication. In Shree Janasudhar Basic School, there was only downward flow of communication between teachers and the students so, the problems of students were unheard. The school must make sure that they create an environment where students are not hesitant or afraid of forwarding their problems. It might be personal or a problem of majority. This way the school can address the problems in the management system and come up with solutions as their ultimate goal is to provide educational facility as well as support the students in their overall development.

The second problem addressed by the students was insufficient number of meals to the students. Although the meal is provided free of cost to the students by the KIKN UK-Charity, every student of that school has the right to get their meals on time. For that, the school must consult with the charity, address the problem and request them to increase the number of meals per head so that it is sufficient for every student. The students must not be kept starved due to insufficient number of meals.

The third problem was the facility of toilets of the school. It is very uncomfortable to know that 150 students of the school share only two toilets and although there are different toilets

for two genders, boys enter the toilet sometimes. The toilets are also not kept cleaned. For those learning and growing students, unhygienic toilets can have a bad impact. Moreover, it is completely awkward and unacceptable to let the boys enter the girls' toilet as privacy is violated. Hence, the school must have a provision of building a greater number of toilets to the students as well as keep the toilets clean. Children require clean hygienic toilets or they may get ill due to germs.

Separate toilets should be built for both genders and it should be labelled with men and women signs so that no student enters the opposite gender's toilet. Also, understanding the psychology, students of age groups studying there tend to do notorious actions, hence the boys entered girls' toilet. So, the students must be strictly warned and rules must be made to make sure they do not attempt to enter each other's toilets.

With these solutions, the school will be able to overcome the problems that the students are unable to address and hence, become successful in providing facilities and helping in growth of the students which is the ultimate goal of an educational institution.

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Appendix 1

Questionnaires

Planning:

- What is the five- year plan of your organization?

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.....

- How are you taking up to fulfill this five- year plan?

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.....

Organizing:

- How is the organization managing its resources?

.....  
.....

- What are the social responsibilities that your organization is considering?

.....  
.....

Influencing/ Directing:

- How is the work team managing with their planning?

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- What are the approaches to attaining the goals?

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.....

Controlling:

- What are the evaluating criteria?

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