

The role of Management & Leadership Of“Educational System”

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Abstract: If we condense two billion years of life on earth into one year, we can deduce that early human being life started during the last day of this one year with civilization taking the last few seconds of this one day. Based on these assumptions, one can say that “management science” as a single scientific field appeared during the last few moments of this hypothetical year. One reason for the late blooming of management could be the lack of human enthusiasm in applying scientific knowledge in one’s life or human’s failure to recognize the need for such field in real world. Human tendency has always been towards group living formed on geographical and/or political considerations by default or conventions. Social life creates the need not only for a focused management but also for an intuitive knowledgeable leadership in order to utilize resources toward community development and progress. Scientific advancement depends on innovating thinking and should consider two important aspects. One is that any innovation is depended on previous findings and discoveries, which have set the ground for new innovations. The other aspect is the personal and social circumstances that create the required setting for innovative leadership.

[Habibollah Amouzadeh Araei. **The role of Management & Leadership Of“Educational System.** *J Am Sci* 2012;8(9):272-275]. (ISSN: 1545-1003). <http://www.jofamericanscience.org>. 39

Keywords: Knowledge Management, Management, Leadership

Introduction

Scientists, researchers, and scholars have called this century “the golden age of knowledge management” of the world. Because management in societies acts as an effective and dynamic driving force for development, advancement, and actualization processes of organizations.

Professor Motahhari made the following statement about management role: “An effective management turns the weakest nation into the strongest nation in the world. Nations’ deliverance, independence, and well being rely on scientific principles and management effectiveness.

The revolution’s Leader named this year as “National Production, Support for Iranian Work and Investment”.

Organizational development and advancement depend on awareness and insight of its managers. Human interactions play key roles in organizational effectiveness, and successful organization of activities requires group efforts, especially in top management. Working with knowledgeable people requires special skills. Managers should learn how to direct knowledge vested in people toward organizational effectiveness. Management knowledge can help managers direct and utilize people skills. This process has helped societies to move from agricultural to industrial, from industrial to super industrial, and finally, from super industrial to information age.

Study Subject

Management training provides an opportunity to elevate management knowledge and achieve leadership excellence. Expansion of individuals’ activities in

different parts of the society is necessary. This is one of management responsibilities, that, has profound effect on social, political, and economical systems. It can be reached through managers’ training. Employee training and development affect society as a whole. If we assume that human resources are the most important investment an organization can make, we have to emphasize ever more on employee training in organizations. Any effective training program depends on manager capabilities.

Study Significance

One major problem in management training in any society in general, and in underdeveloped societies in particular, is that managers believe that management is inherent. This way of thinking creates obstacle in management training and acquiring management knowledge. Appointment of managers to different positions in an organization without giving consideration to their management knowledge and skills is evidence of this misconception. Every now and then, there are mentions of management knowledge in slogans and papers but never enough attention has been paid practically to this subject. And no one knows who will take the initiative for such an important task, and when.

This belief that management and leadership are inborn and not learned is incorrect and unfruitful. The damage presented by this line of thinking shall affect society as a whole, and, educational system in particular.

Study Objectives

In fact, one way to secure management success in an organization is to increase their knowledge level.

Utilizing managerial talent and capabilities is necessary in society. Flexibility in training provides better outcome, regardless of whether it is official, unofficial, self-training. Taking advanced degrees in management is not the only way. What is important for managers is to have interest and motivation in continual education in different disciplines.

Is Management a Science or an Art?

Scholars believe that management skills directly depend on individuals' inherent talents and capabilities. Organizational decision making relies on management authority. An effective and creative manager has an accurate outlook on organizational perspective, has better and faster perception of timing and situation, and makes timely and proper decisions. These all depend on having sufficient knowledge and awareness.

Leadership as Viewed by Scientific Management

Taylor founded school of scientific management based on technology. He believed that the best way to increase productivity in an organization is improved techniques in worker activities. He looked upon workers the same way as tools and machines, working under supervisors. He believed that workers work without own will and management had the first and last words.

Leadership as Viewed by Human Relationship

Elton Mayo et al proposed school of human relation as a substitute for scientific management. They argued that management not only should employ technology for productivity improvement, but also should pay special attention to human relations in an organization for better and more fruitful results. Human relations in organization encourage better relationships between management and employees. Management and employee interaction creates system improvement and strengthen spiritual values in an organization.

Academic Research Stresses the Same Point

Michigan Studies:

Michigan University studied certain leadership characteristics and traits. These studies proved that leadership characteristics have direct relationship with management effectiveness. They considered employee-orientation and production-orientation as the two main concepts.

Group Dynamic Studies

The objectives of group dynamic studies fall into two categories:

- 1) Success in certain group objectives
- 2) Group sustenance or support

Recent studies have showed that leadership styles changes from one leader to another. Those leaders who emphasize on "job-responsibility" are called "autocratic" managers, and those who emphasize on "mutual interactions" are called "democratic". Most

managers are real leaders whose leadership responsibilities are only a part of their managerial function.

Management and Leadership: Inborn or Learned?

Heresy et al concluded from their studies that past research during last fifty years have not been able to distinguish inherent or differentiating characteristics of leaders from non-leaders.

Studies show that management is a dynamic and sustainable process, which changes from one period to another and from one location to another. As managers' behavior and role change based on circumstance, therefore, having a good understanding of the prevailing situation is required for effective management. Recent studies are indicative that environmental factors affect management and leadership styles. Therefore, they are important considerations and they are instrumental in changing management view even in those who believe that management is inborn.

Study Methodology

This study uses correlation analysis and falls within descriptive research. This study is based on hypothesis and uses statistical data, so it is similar to experimental research. Descriptive statistical tools used in this study are frequency distribution tables, bar and pie graphs; mode, mean, and median; range of deviations, Pierson correlation coefficient and point-biserial correlation.

This is a correlation study in interval scale and uses Pierson Correlation Coefficient to evaluate correlation between knowledge and leadership style as the two main variables.

Management Knowledge: Independent Variable

Study findings indicate that management knowledge scores varies and the range of differences is significant. But we know that management is a professional field and managers' management knowledge scores should not be so different. The result shows that training in this field is not sufficient and requires a comprehensive planning.

Leadership Style: Dependent Variable

Leadership is dependent variable in this study. It was assessed by a self-assessment test that concurrently conducted with a management knowledge test. The results of leadership style test are shown in Blake-Mouton Managerial Grid. This grid shows that the leadership style tendency is from median toward ineffective management. This is indicative that management training is focused on individual objectives rather than being a comprehensive training program.

A comprehensive training program requires high level commitment at ministerial level. But happens in practice is that every minister comes with a slogan and

leaves without any accomplishment. As the saying goes, “They came, said, and left”.

Spearman Correlation coefficient test was used to correlate management knowledge and leadership style. The result shows that there was no significant

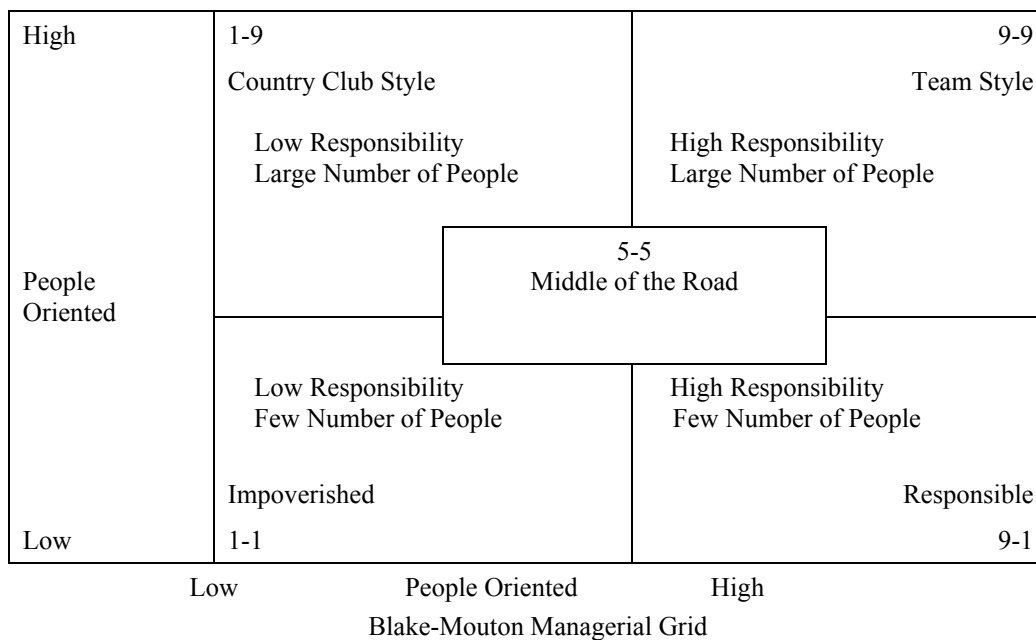
correlation between the two variables. We could therefore conclude that lack of correlation means that there is no need to examine linearity or nonlinearity of the two variables. But to clarify the point, we evaluated the correlation coefficient by using SPSS software.

First hypothesis:

Is there any significant relationship between management knowledge and leadership style in educational system?

	Number	Mean	Standard deviation	r ratio	Significance level
Impoverished	16	18.25	3.27	0.02	0.88
Responsible	4	17.17	2.21		
Country Club Style					
Team Style	4	19.25	4.85		
Middle of the Road	16	18.18	5.33		

Spearman coefficient correlation was used to examine the relationship between management knowledge and leadership style as the two study variables. Spearman coefficient r was calculated to equal 0.02 at significance level of P=0.88. This means that error rate is higher than 0.05, therefore, it is statistically insignificant. Now therefore, we can conclude that there is no significant relationship between management knowledge and leadership style in educational system.



Conclusion

Information explosion has complicated human life presenting serious challenges. Yet, this time is called information age. Information has created secure environment for developed countries. Success in solving serious problems and facing challenges depend

on organizational strategic planning and effective management.

On the other side, management as a professional field has different levels of academic education. Today, many people attending management educational program with the hope to be able to solve many problems by acquiring management.

Management findings have taken steps in fulfilling many individual and organizational needs.

M. B. A. program has a special standing in management education in the world. Management education for managers in different countries in general, and in developing countries in particular, bear very high costs.

The main hypothesis of this study assumed a relationship between management knowledge and leadership style in educational system.

Coefficient correlation test was used to examine study hypothesis. Because, management knowledge and leadership style had the least interval scale, Spearman coefficient correlation was used. The obtained coefficient ($r=0.02$) showed that there is no significant relationship between management knowledge and leadership style in educational system ($P=0.88$, i.e. the error rate is higher than 0.05) and study hypothesis must be rejected.

For further detail on this study please refer to the original Master's thesis by the same author.

Suggestions

- Management knowledge does not affect leadership style; therefore, other factors need to be considered.
- To improve management knowledge, talented individuals should be identified for management training and promotion based on study findings with due consideration to all aspects.
- Management knowledge and leadership style are important considerations in job assignment in objective oriented organizations. Stepping management becomes important in managers assignment and not following that means acting without proper planning, which creates problems in organizations. Lack of planning is reminiscent to the old saying that they came, said, and left or they came with fire and left with wind.
- Stepping management and creating general and specific terms and conditions in management assignment shall prevent wasting national resources. This management technique is important in management assignment in developed countries. For example, we can learn

from Japanese management system and apply that to educational system in Iran.

- China uses free time of students and families to increase its gross national products (GNP). This could also be another example to follow.

Acknowledgements: de

Author is grateful to the Professor Shamsief for financial support this work.

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7/7/2012