

About Me



Asst. Prof. Dr. Suttipong Boonphadung (A lecturer in Educational Administration Program)

- **Education**

In 1990, he obtained his first degree of Bachelor of Education (Honors) from Suan Sunandha Teacher College, Bangkok, Thailand.

In 1997, he furthered his studies in Educational Measurement (M. Ed.) at Srinakharinwirot University in Bangkok, Thailand.

In 2006, he graduated Doctorate in Curriculum and Instruction from Kasetsart University in Bangkok, Thailand.

- **Training**

Cert. in Applied Mathematics, The University of Newcastle, Australia. (1993)

Dip. in Educational Mathematics, Hiroshima university, Japan. (1998-2000)

Cert. in Research papers, Presentations and Academic Communication Program, The University of Queensland, Australia. (2012)

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Principles and Theories concerning Academic Administration

The background of the slide features abstract, overlapping geometric shapes in various shades of green, ranging from light lime to dark forest green. These shapes are primarily located on the right side and bottom of the slide, creating a modern, layered effect. A thin, light gray line also extends diagonally across the lower right portion of the design.

What is Administration?

Administration is both an art and a science (Lepawsky, 1949). As art, it entails creativity; the administrator, like the artist, has to be a creative person, or “a person whose creative work shows sensitivity and imagination” (Cognitive Science Laboratory, 2006). As science, administration may be studied or learned like “systematized knowledge” (Merriam-Webster Online Dictionary, 2009), which emphasizes logical and analytical thought. Creativity and knowledge are related but different. Knowledge is typically obtained through research and education, while some scholars believe that the conventional system of schooling may “stifle” creativity (Robinson, 2001).

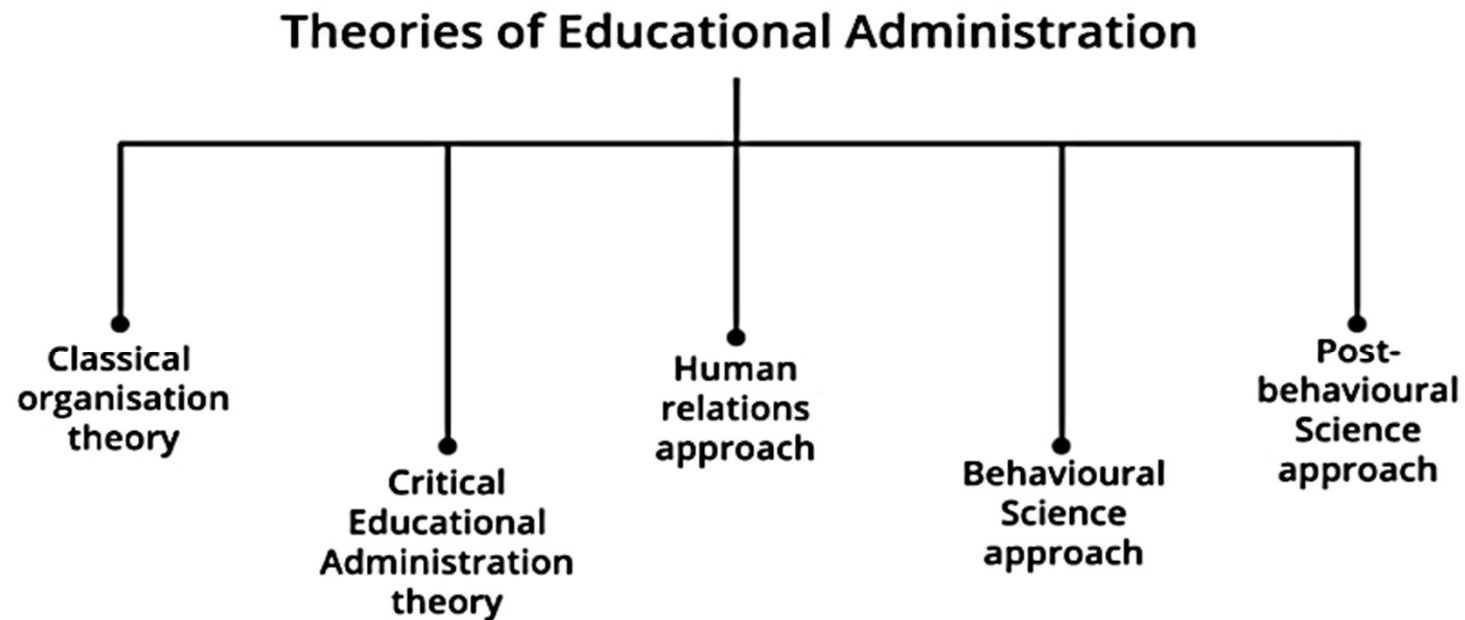
WHAT IS EDUCATIONAL ADMINISTRATION?

Educational Administration is regarded as the process of integrating the appropriate human and material resources that are made available and made effective for achieving the purposes of a program of an educational institution.

Summarise:

THEORIES OF EDUCATIONAL ADMINISTRATION

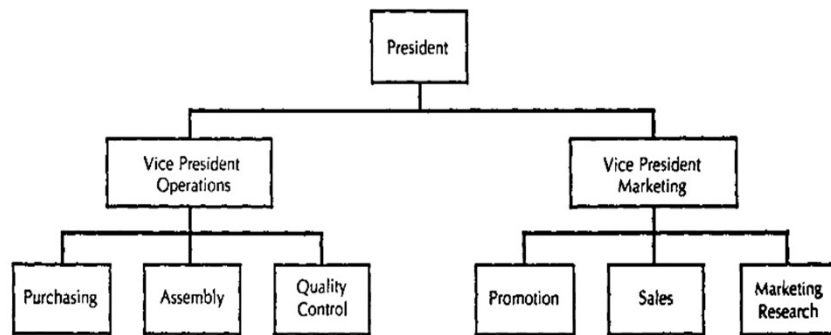
Administrative theories are discussed in the historical framework of four models as shown in the flowchart these are Classical organizational theory, the human relations approach, the behavioural science approach and the last is post-behavioural Science era.



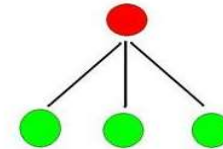
Principles of Organizational Theory

- Scalar principle (Chain of Command): line VS. staff (It refers to line of authority)
- Unity of Command: It involves receiving of orders from only one person
- Exception Principle: It involves delegation of routine tasks and deals only with exceptions
- Span of Control: This theory is limited to number of people reporting to their superiors i.e. number of people can be (3 to 12).
- Classical Organizational Theory includes two different management perspectives: Scientific management and administrative management.

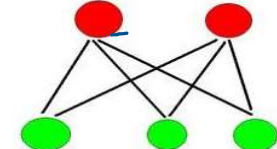
Question



Right Approach



Wrong Approach

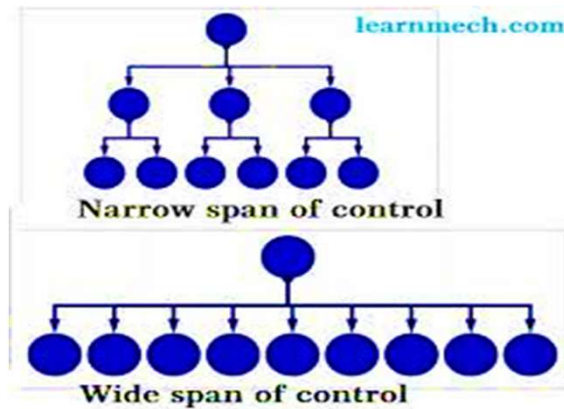


● Superior

● Subordinate



Span of Control



Effective and Efficient Productivity

Classical Organizational Theory

Administrative Management

Scientific Management

- Frederick W. Taylor
- Frank B. Gilbreth & Lillian E.M. Gilbreth
- Henry L. Gantt

Bureaucratic Organization

Max Weber

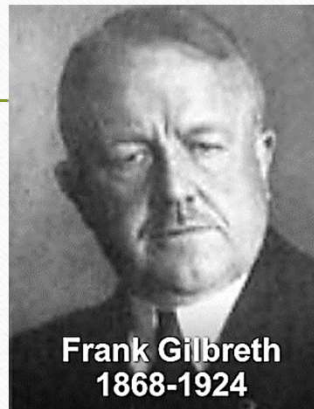
Process Management

- Henri Fayol
- Luther Gulick & Lyndall F. Urwick

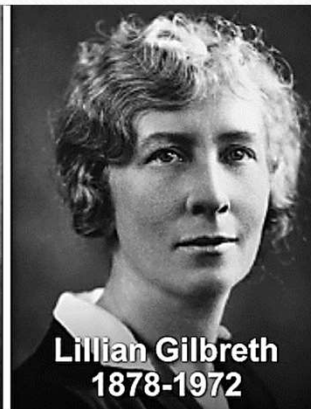
Scientific Management



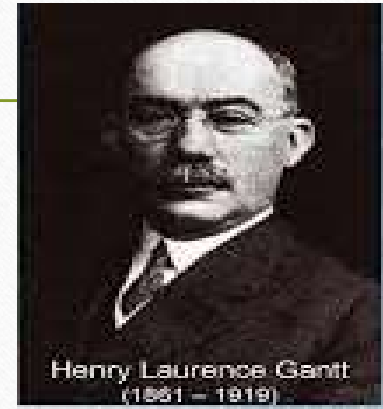
Frederick Winslow Taylor



Frank Gilbreth
1868-1924



Lillian Gilbreth
1878-1972



Henry Laurence Gantt
(1861 – 1919)

“The Father of Scientific Management”

Inefficient workers will try to improve their efficiency and efficient workers will be motivated to maintain or improve their production capacity.

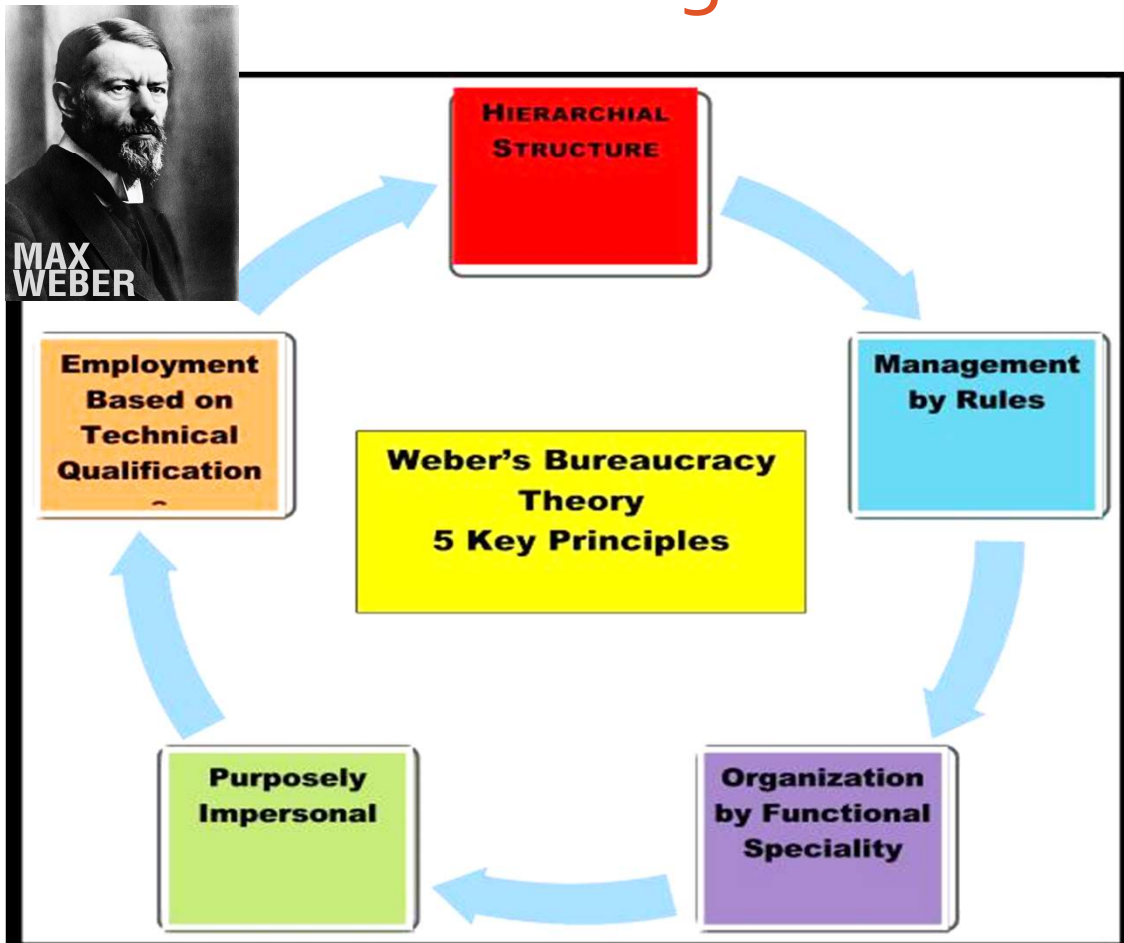
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<https://www.pocketbook.co.uk/wp-content/uploads/2017/04/frank-gilbreth-lillian-gilbreth.jpg>

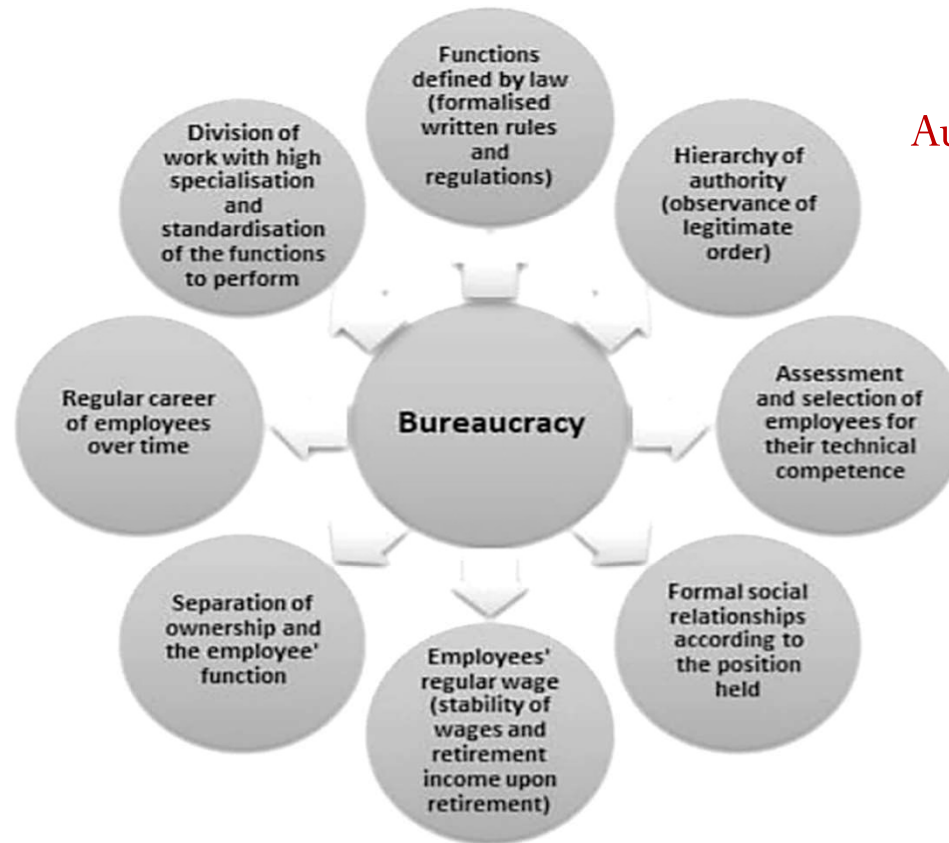
Administrative management theory

- Administrative management theory attempts to find a rational way to design an organization as a whole. The theory generally calls for a formalized administrative structure, a clear division of labor, and delegation of power and authority to administrators relevant to their areas of responsibilities.

Bureaucratic Organization



- Rules and job responsibilities are written down and clearly stated
- Clear hierarchy of power is concentrated among a few high-ranking managers
- Task specialisation (Specialization and Division of Labor)
- Impersonal (Impersonality and Personal Indifference)



Authority based on rule and procedure

Figure 1. Characteristics of bureaucratic administration

Self-check True or False

1. Bureaucratic administration means domination by the force of knowing.
2. The basic characteristics of bureaucratic organization are specialization, a hierarchy of authority, a system of rules, and impersonality

Question

Is the bureaucratic theory of Max Weber still applicable in today's modern organizations?

Do these management principles work in every organisation or are there exceptions?

And if so, what are the exceptions and what can we learn from them?

Answer:

Theory X and Theory Y (Douglas McGregor)

Theory X

The assumption that employees dislike work, are lazy, dislike responsibility, and must be coerced to perform.



Theory Y

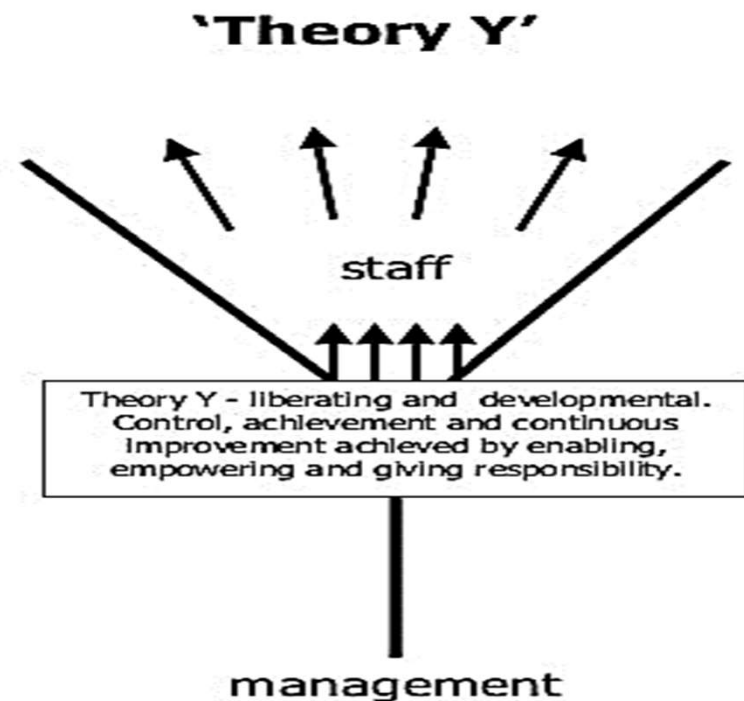
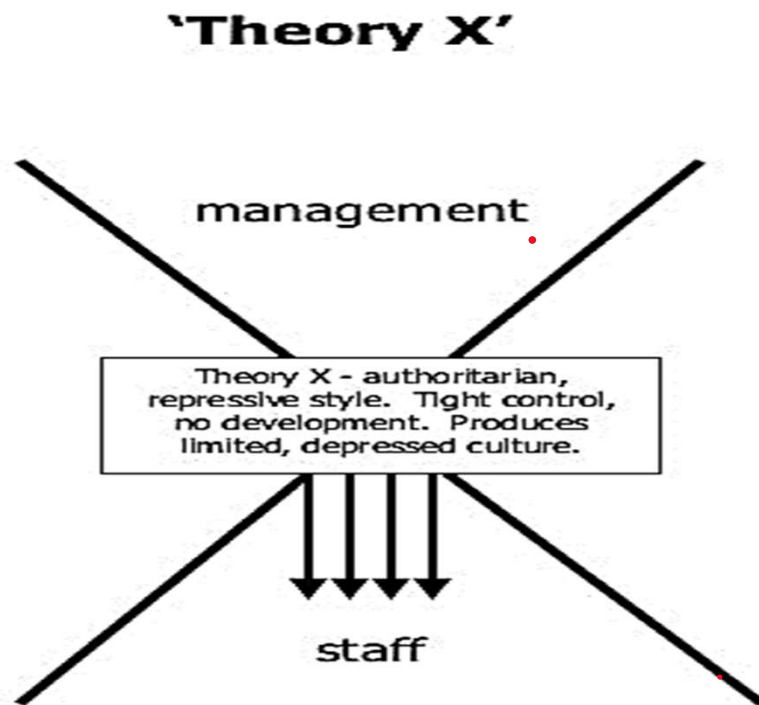
The assumption that employees like work, are creative, seek responsibility, and can exercise self-direction.



Behavioral approach: Douglas McGregor

Managers under theory X tends to be autocratic, control oriented and distrustful.

Theory Y managers view subordinates optimistically as individuals who want to take challenges in their working environments, prefer self-control and are capable of responsible independent judgment.

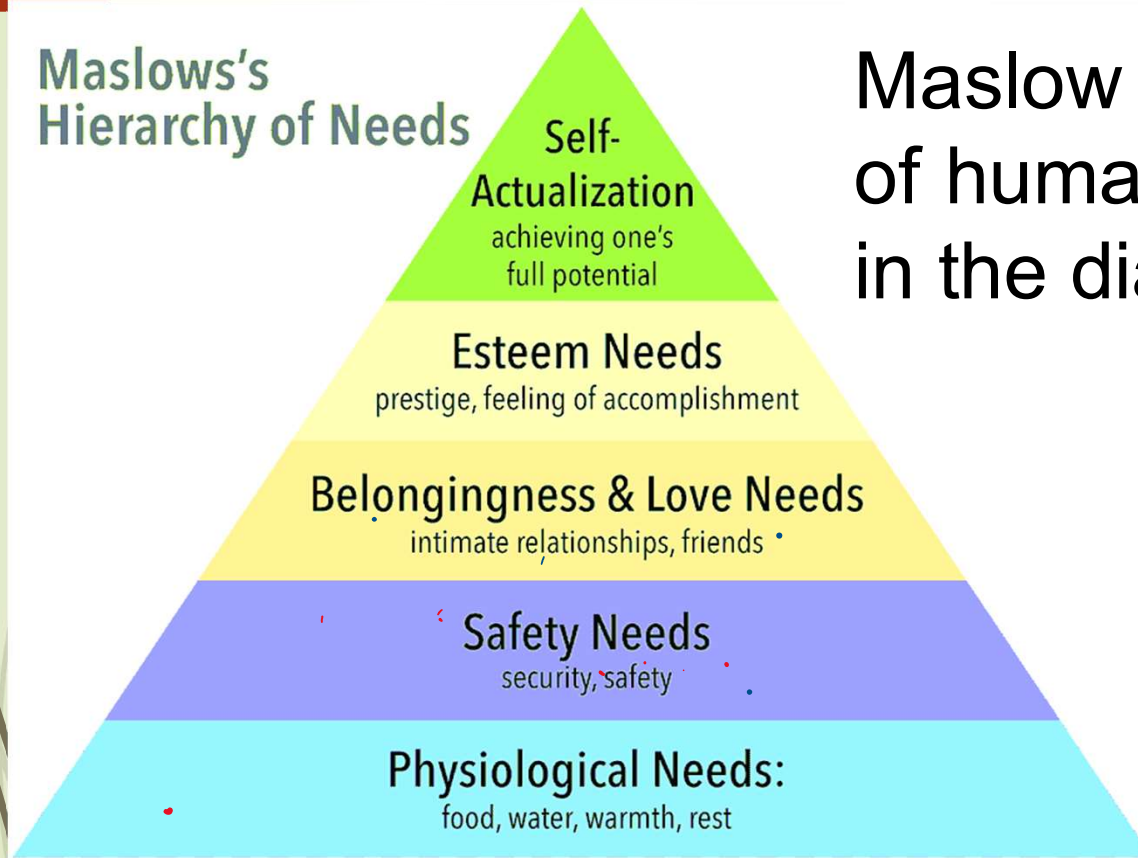


© 2002 alan chapman Based on Douglas McGregor's XY-Theory. www.businessballs.com

This diagram was developed by alan chapman consultancy and you may use it personally or within your organisation provided copyright and www.businessballs.com is acknowledged. Publication in any form or use in provision of business services to a third party is not allowed without permission from alan chapman. Support and advice on using this system is available from alan chapman via email advice@alanchapman.com. More free online training resources are at www.businessballs.com.

Abraham Maslow is other great contributors to the behavioral approach

Maslows's Hierarchy of Needs



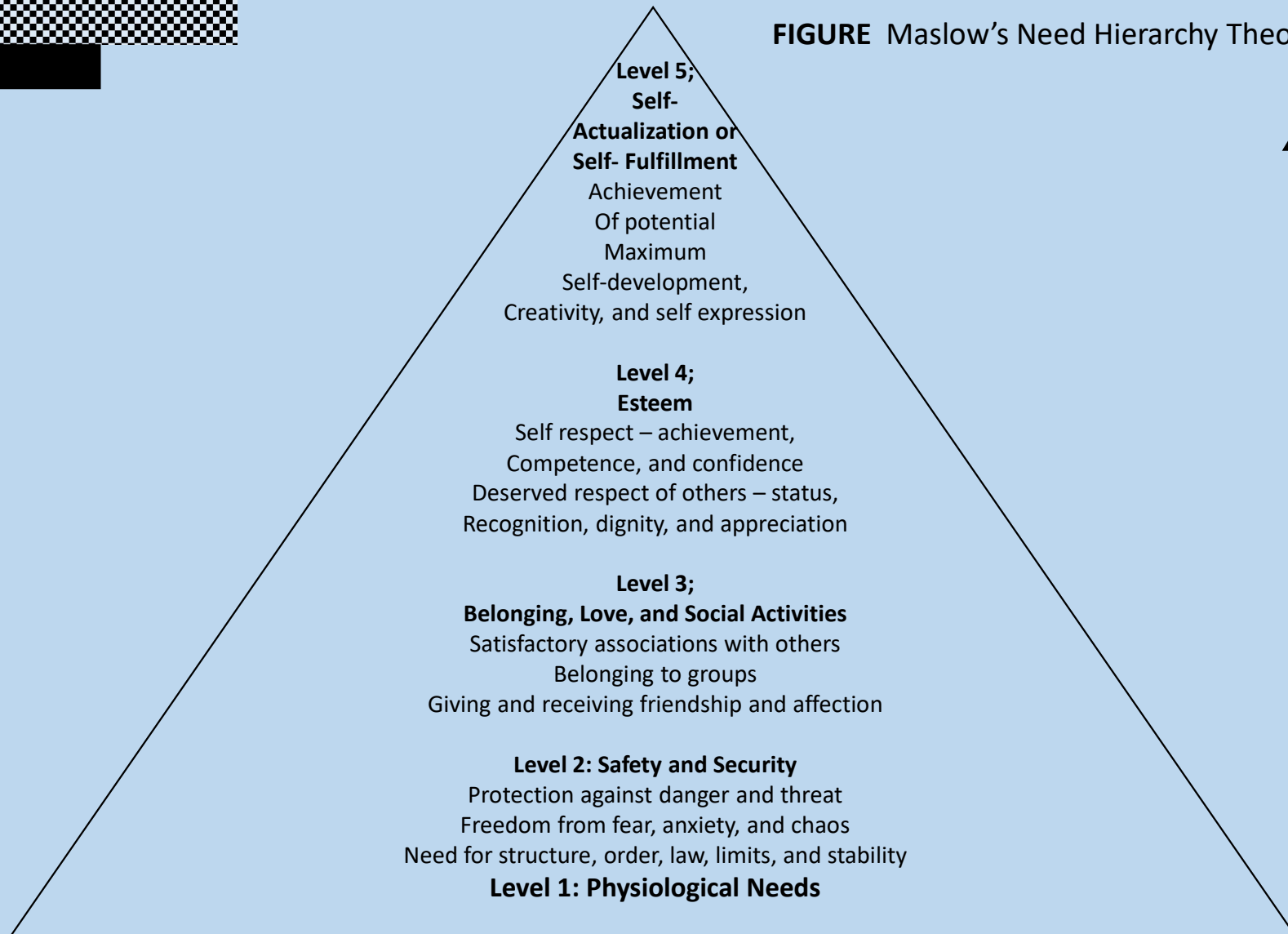
Maslow identified five sets of human needs as shown in the diagram.



<https://www.toolshero.com/toolsheroes/abraham-maslow/>


Source: <https://www.pngwing.com/en/free-png-pzdcw>

FIGURE Maslow's Need Hierarchy Theory





The expanded hierarchy of needs

-  It is important to note that Maslow's (1943, 1954) five-stage model has been expanded to include cognitive and aesthetic needs (Maslow, 1970a) and later transcendence needs (Maslow, 1970b).

Changes to the original five-stage model are highlighted and include a seven-stage model and an eight-stage model; both developed during the 1960s and 1970s.

1. *Biological and physiological needs* - air, food, drink, shelter, warmth, sex, sleep, etc.
2. *Safety needs* - protection from elements, security, order, law, stability, freedom from fear.
3. *Love and belongingness needs* - friendship, intimacy, trust, and acceptance, receiving and giving affection and love. Affiliating, being part of a group (family, friends, work).

4. *Esteem needs* - which Maslow classified into two categories:
(i) esteem for oneself (dignity, achievement, mastery, independence) and (ii) the desire for reputation or respect from others (e.g., status, prestige).
5. *Cognitive needs* - knowledge and understanding, curiosity, exploration, need for meaning and predictability.
6. *Aesthetic needs* - appreciation and search for beauty, balance, form, etc.

7. *Self-actualization needs* - realizing personal potential, self-fulfillment, seeking personal growth and peak experiences. A desire “to become everything one is capable of becoming” (Maslow, 1987, p. 64).
8. *Transcendence needs* - A person is motivated by values which transcend beyond the personal self (e.g., mystical experiences and certain experiences with nature, aesthetic experiences, sexual experiences, service to others, the pursuit of science, religious faith, etc.).

Fayol's Five Elements of Management

The five elements of management are:

1. Planning
2. Organizing
3. Commanding
4. Coordinating
5. Controlling

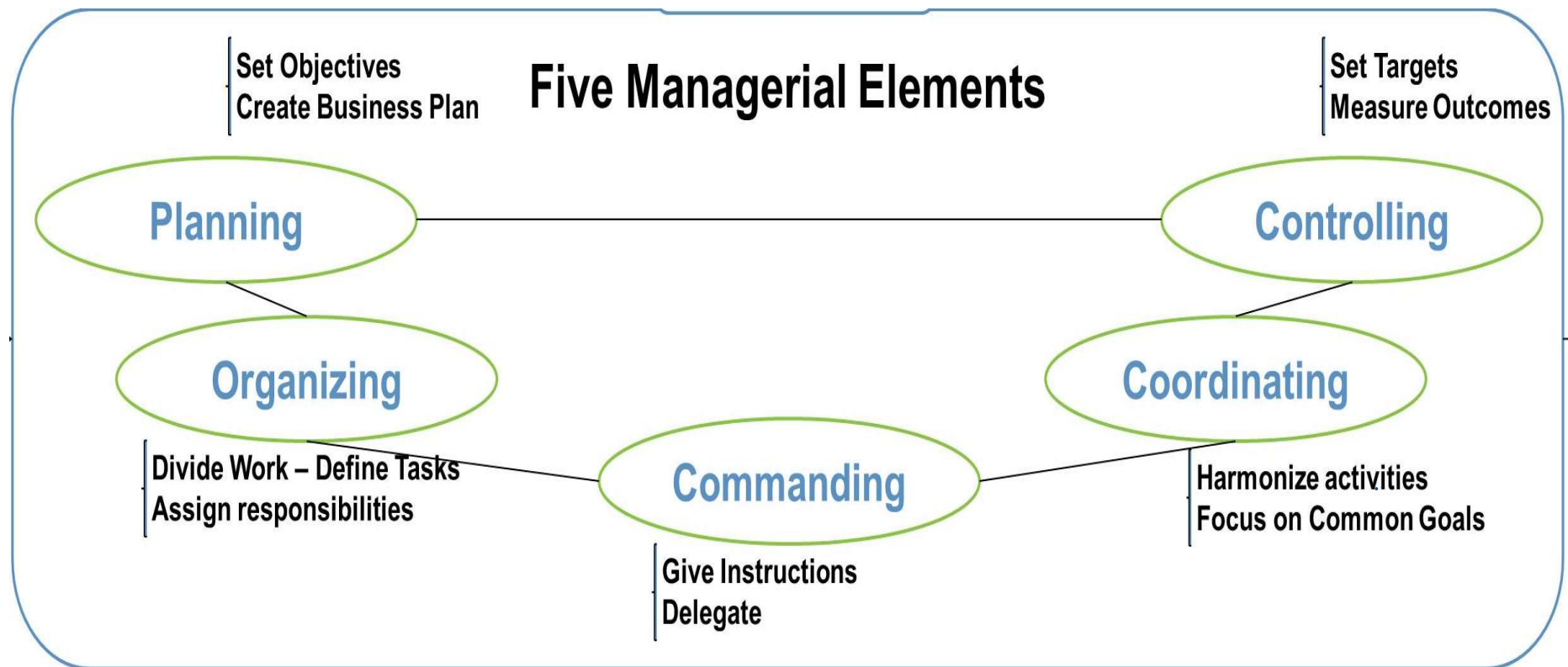


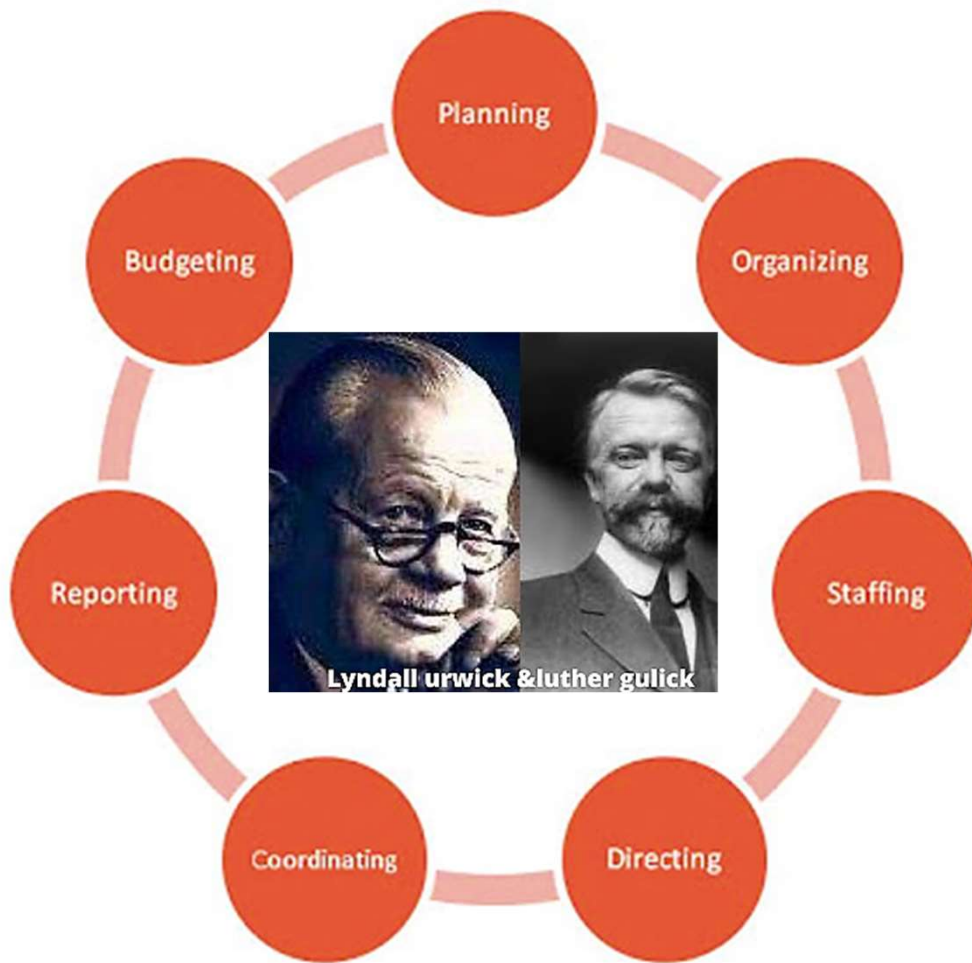
POCCC Model

The five main functions (POCCC):

- Planning — definition and preparation of tasks
- Organising — providing the necessary resources
- Commanding — issuing instructions
- Co-ordinating — interrelating tasks
- Controlling — monitoring and correcting

Let us briefly discuss these five elements of management as described by Fayol and relevant for Academic Administration.





The acronym POSDCoRB, which stands for Planning, Organising, Staffing, Directing, Coordinating, Reporting and Budgeting.

1. Span of control

This entails the number of employees a manager actually manages. The greater the scope of control, the more the manager has to supervise his/her employees' work.

2. Unity of command

This allows an organisation to function smoothly.

Principles of Organizational Theory

Matching items

Item	Questions	Choices
1	Frank B. Gilbreth and Lillian Gilbreth	POSDCoRB
2	Henry L. Gantt	POCCC
3	Frederick W. Taylor	Gantt Chart
4	Luther Gulick & Lyndall F. Urwick	Time and Motion study or Work study
5	Henri Fayol	The Principles of Scientific Management

OPEN SYSTEM : AN INTEGRATION

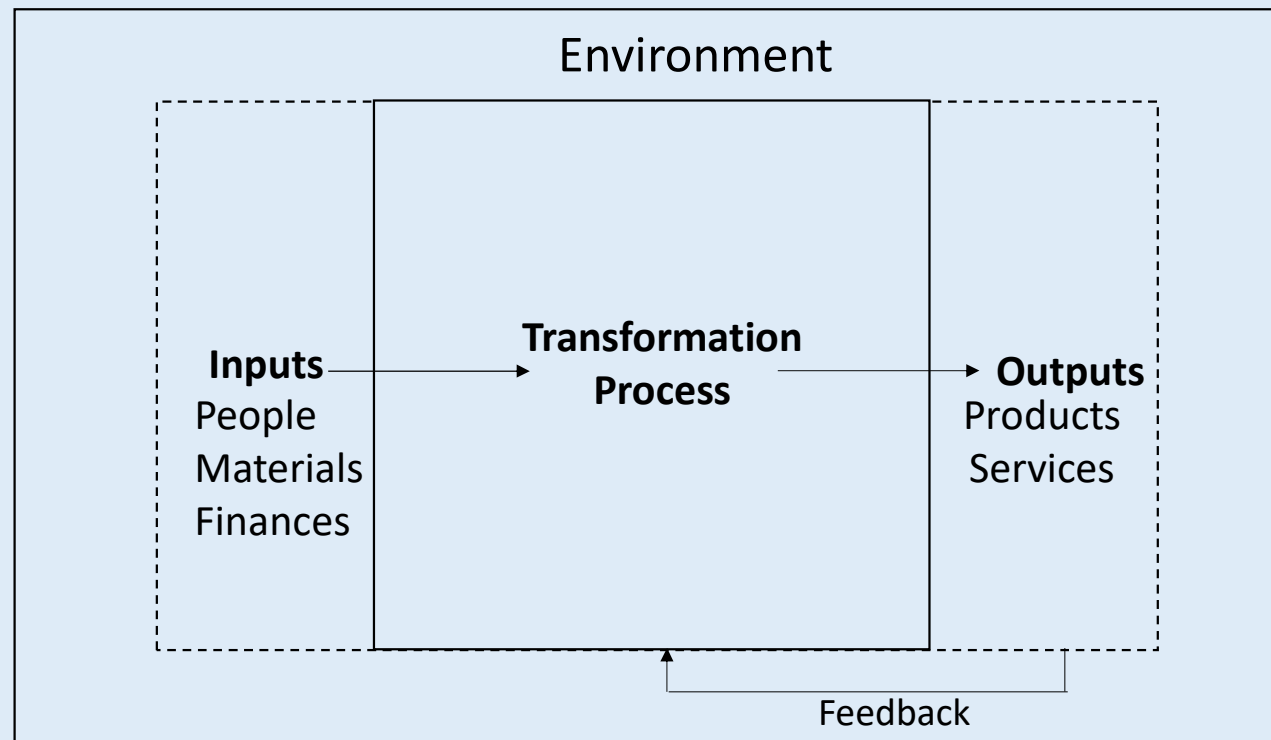


FIGURE Open System with feedback Loop

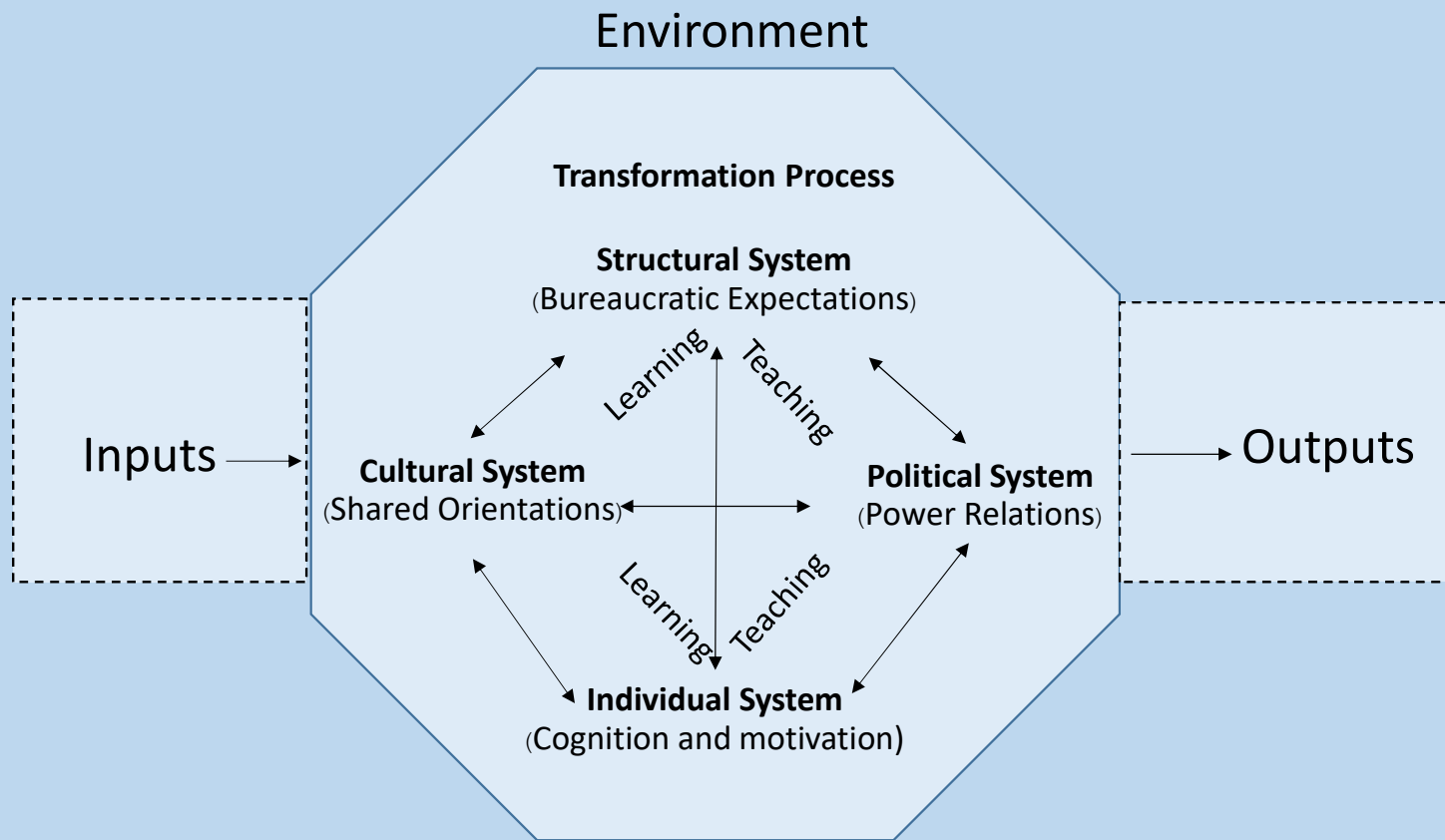
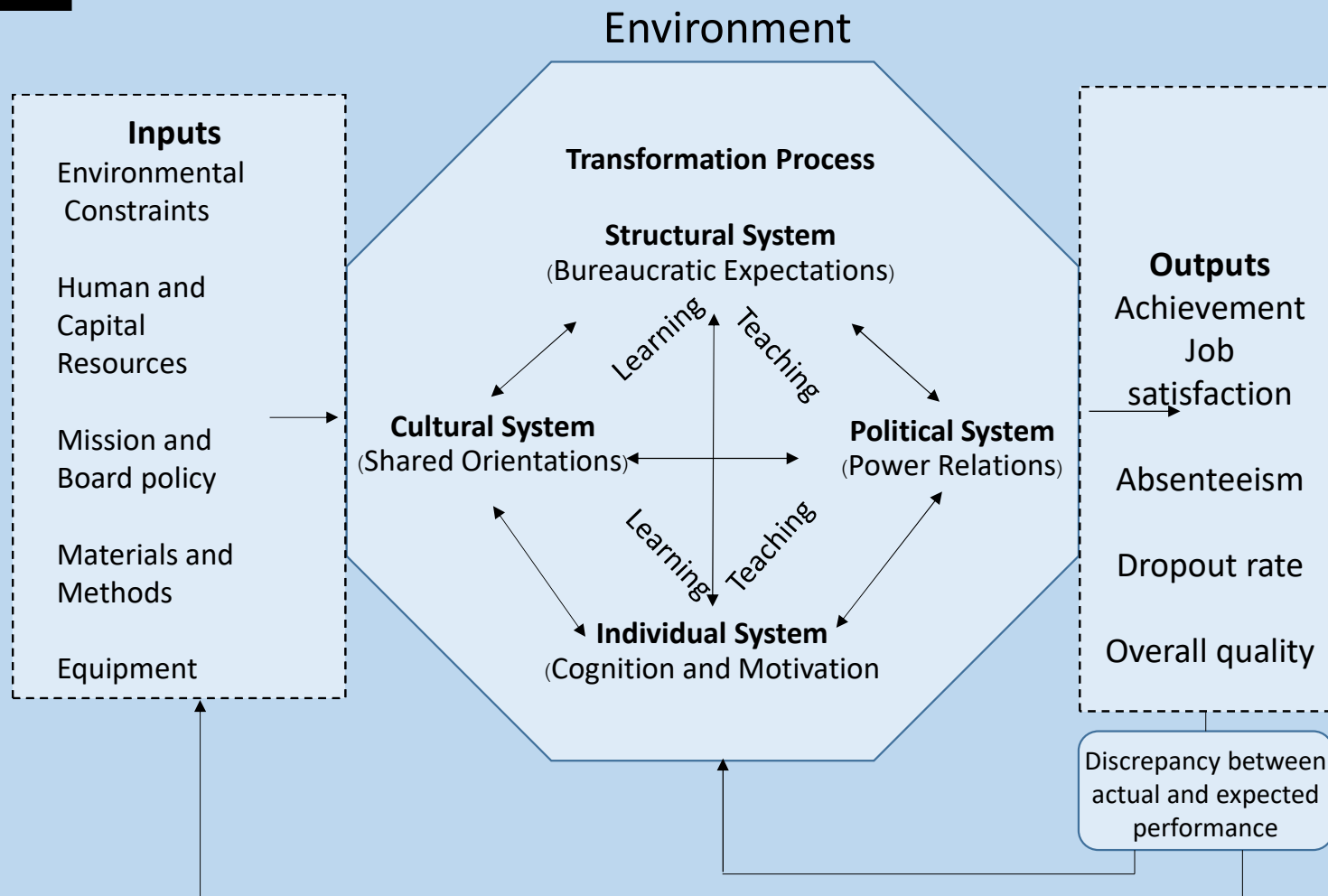


FIGURE Internal Elements of the System

FIGURE Social-Systems Model for School



TABLE

Herzberg's Motivation-Hygiene Theory

Hygiene

- Interpersonal relations (with subordinates)
- Interpersonal relations (with peers)
- Supervision (technical)
- Policy and administration
- Working Conditions
- Personal life
- Job security and salary



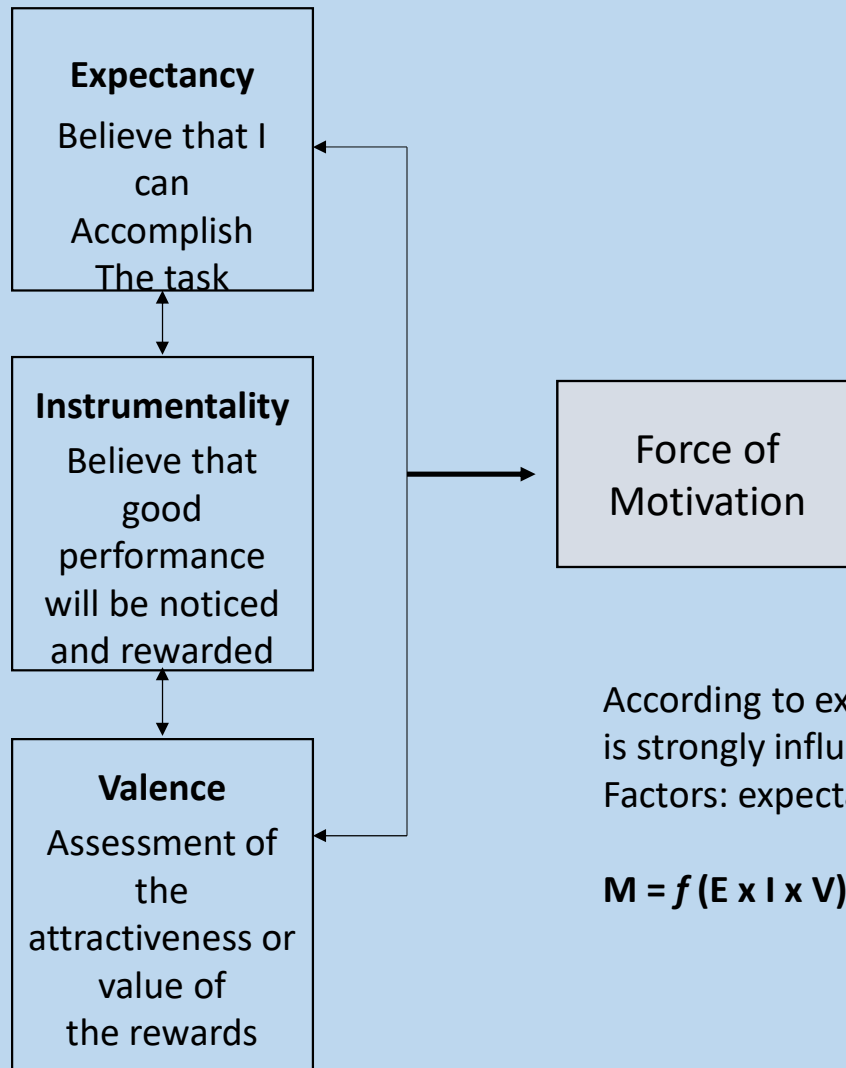
Dissatisfaction

Motivators

- Achievement
- Recognition
- Work itself
- Responsibility
- Advancement



Satisfaction



According to expectancy theory, work motivation is strongly influenced by the interaction of three Factors: expectancy, instrumentality, and valence.

$$M = f(E \times I \times V)$$

FIGURE Expectancy Theory

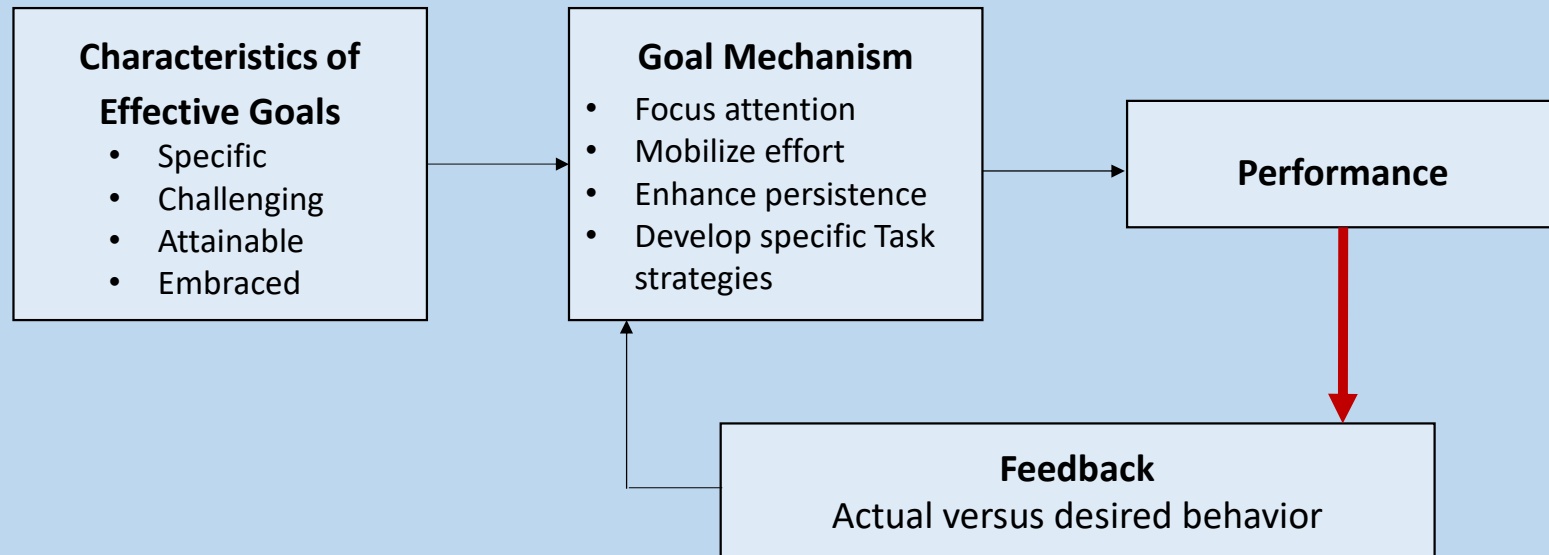


FIGURE Goal-Setting Theory

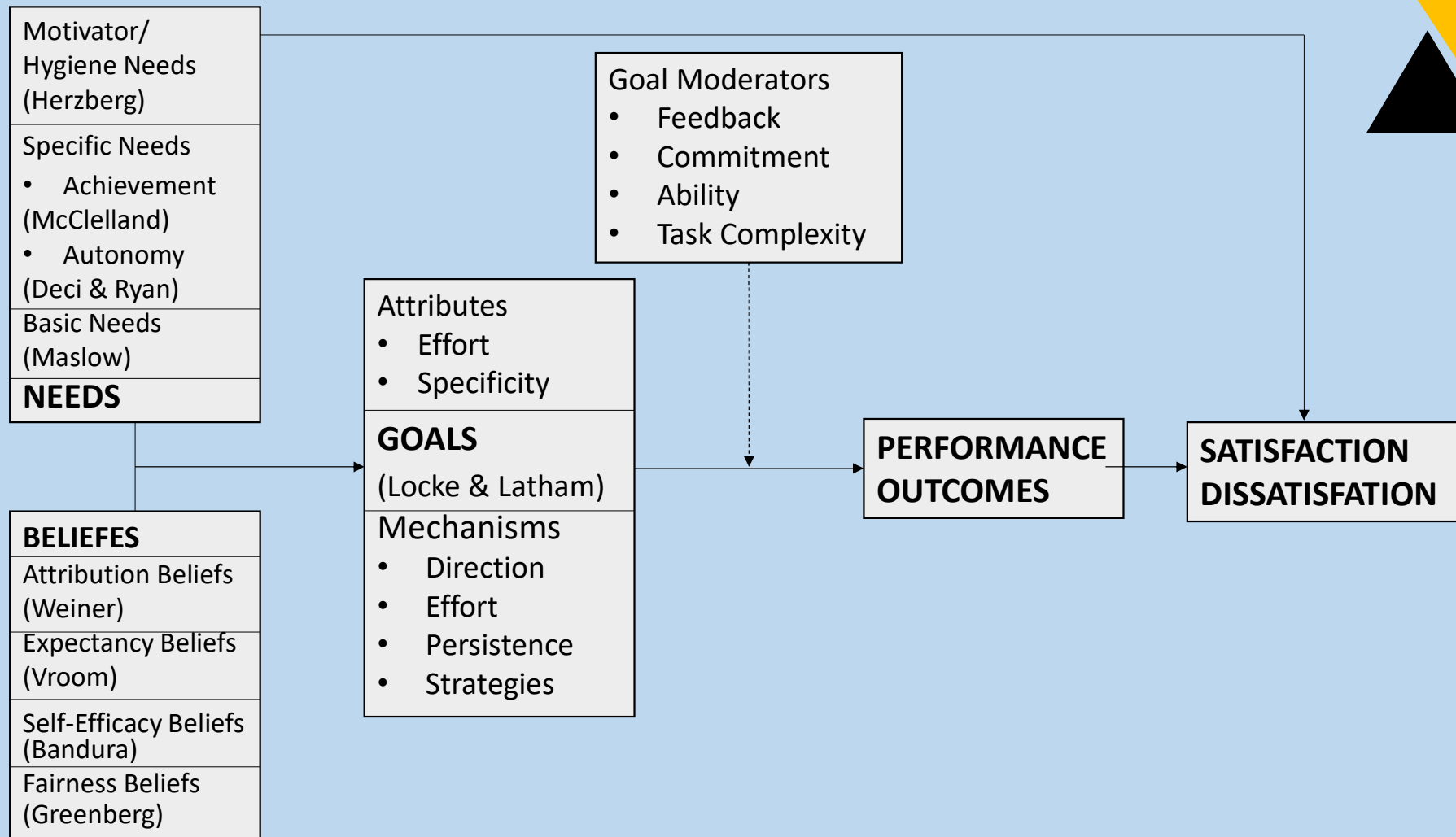


FIGURE A Simplified Model of Work Motivation

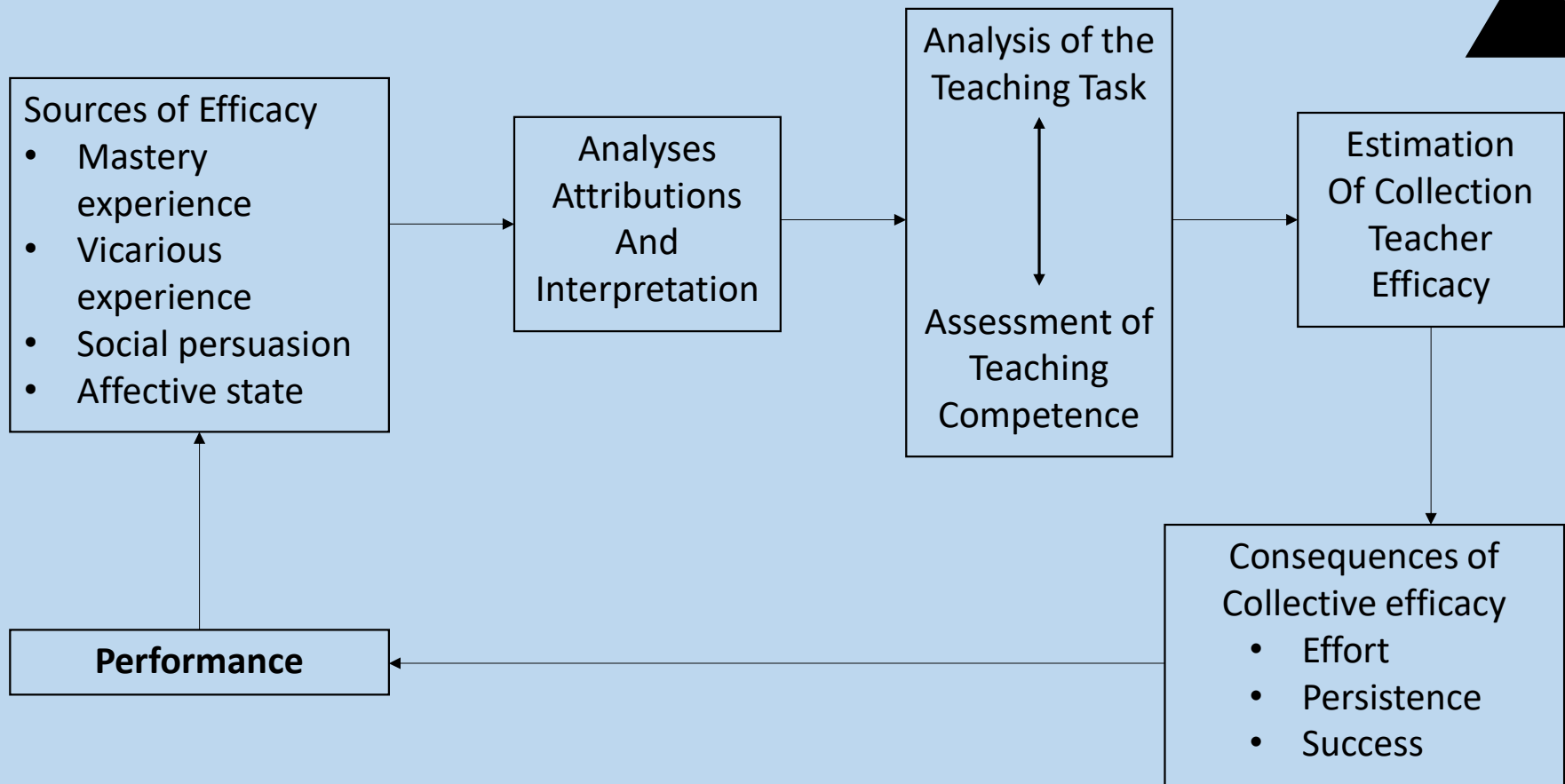


FIGURE A Model of Collective Efficacy

Selected External Influences and Constituencies for School District

