

Characteristic of strategic plans:

- Made by top managers
- Allow resource allocation
- Define a broad scope of long-term organizational actions to attain strategic goals
- Carry significant impact on the organization

What is Hawthorne effect?

- Productivity increases when workers believe that they are being observed closely.
- Employees perform better when managers and co-workers make them feel valued.
- Financial rewards are not necessarily conducive to increasing worker productivity.
- Workers care about self-fulfillment, autonomy, empowerment, social status and personal Relationships with co-workers.

Transformational Leadership**Definition**

“A leadership style focused on effecting revolutionary change in organizations through a commitment To the organization’s vision” (Sullivan & Decker 2001)

- 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.

The 4 I's of Transformational Leadership

1. Idealized influence
2. Inspirational motivation
3. Intellectual stimulation
4. Individualized consideration

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. **“Humility is not thinking less of yourself, its thinking of yourself less”**

Transparent Leadership**Main Components**

- Alignment between leadership and goals
- Acts ethically and talks openly at all times
- Integrity in finances and information
- Consistently keeps commitments
- Accessible to all
- Identifying future leader and team
- Relinquishing control
- Inspiring and motivating potential to lead
- Leaders act from the totality of who he or she is as human being

Laissez-faire Leader

- Give the group full freedom
- Provide needed material
- Participate only to answer the questions
- Avoid giving feedback

Clear and Focused Mission

- In a focused school there is clearly articulated mission through which the staff share an Understanding of and commitment to the instructional goals, priorities, assessment procedures And accountability.
- Staff accepts responsibility for students learning of the school's essential curricular goals.
- An effective mission emphasizes innovation and improvement in providing learning for all –Students and educators of all backgrounds.
- The principal can make a mission effective by being persistent and energetic in sharing her vision With faculty, students and parents to unite their goals.

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 analyzing 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

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

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

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 plan that outlines how money will be spent; your household budget is also a plan

- Forces confrontation with future
- drives the need to control future
- 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 manager is an administrator.
- The leader ensures results and trust whereas the manager represents control and authority.
- A leader asks questions about what and why, a manager questions in how and when.
- Leaders give solutions while the managers 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 then 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 of 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.

Esteem need in Maslow's motivation,

O our need to be recognized as special and valuable by our group

O positive self-image and respect and recognition issues such as job titles, nice work spaces, and prestigious job assignments

O 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

O 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**
- 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 life; 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 relationshipdysfunctional
- 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 managers do

Supervisor is concerned with **getting the work done today**

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

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What is quantitative school of management?

- Combines classical management theory and behavioral 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.

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
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DISTRESS

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- 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 enhances team development by:

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

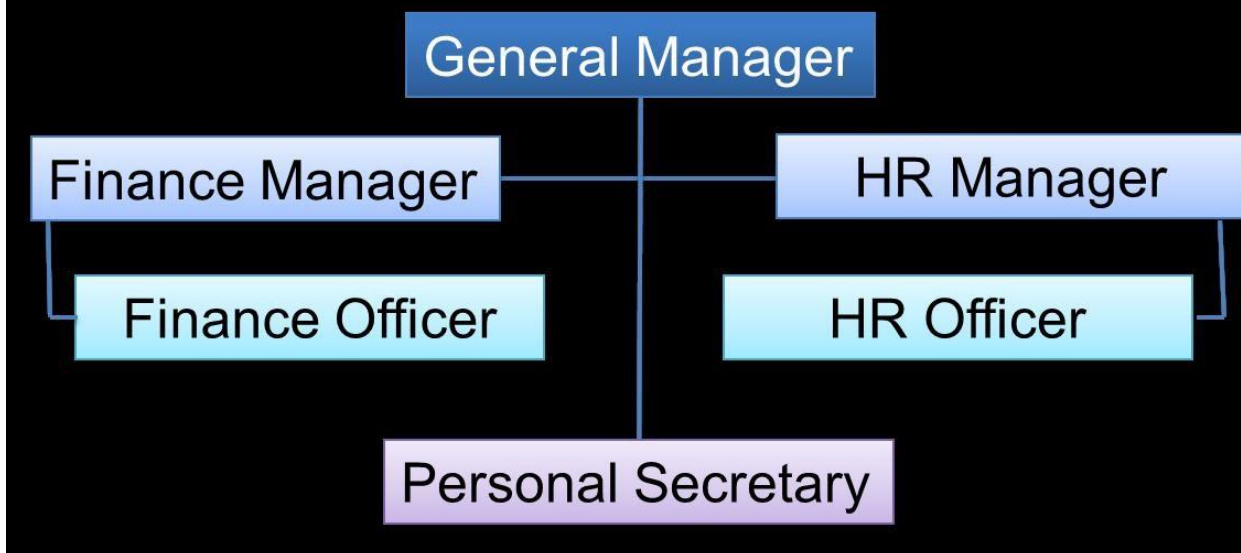
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What is the example or organizational chart?

Example of Organization Chart Showing Organization Structure



What is the influence of expert power of the workers? Briefly describes the Maslow's hierarchy needs?

5

1. Physiological Needs

O reduce current **physical** discomforts

O basic issues of survival such as salary and stable employment

2. Security Needs

O needs to feel **safe** enough in the near and far future

O stable physical and emotional environment issues such as benefits, pension, fair work practices, and safe work-setting

3. Belongingness Needs

O our primitive need to feel **accepted** by, and be part of, a group of other people

O social acceptance issues such as friendship or cooperation on the job

4. Esteem Needs

O our need to be **recognized** as special and valuable by our group

O positive self-image and respect and recognition issues such as job titles, nice work spaces, and prestigious job assignments

O 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

O 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

O living at their highest personal potential

O achievement issues such as workplace autonomy, challenging work, and subject matter expert status on the job

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. Group 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 is 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:

O educational management,

O conduct,

O operation, and

O management of whole educational operation from conceptual framework to line of action

O is concerned with the efficiency and commitment that the available manpower puts together to help in goal realization

O adopts practical measures to ensure the work system assists educational process, & meets with the set goals and objectives

Leadership Skills

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.

Stodgily

- 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

Behavioral theory

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

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

- 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.

Organizational 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 as 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

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".

Intergroup 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

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 programmed.
- 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 is constantly adapted to emerging needs/changes.
- Accept experiments

- 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 does 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 making authority.

3. Laissez Fair or Declarative

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.

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 development

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

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

Intergroup conflict

Intergroup conflict refers to disagreements that exist between two or more **groups** and their respective members. However, this can also reflect any type of formal or informal disagreements between varying **groups** such as political parties or activist **groups**.

Empowerment of employees

Employee empowerment is defined as the ways in which organizations provide their employees with a certain degree of autonomy and control in their day-to-day activities. A key principle of employee empowerment is providing employees the means for making important decisions and helping ensure those decisions are correct.

Planning in management

In organizations, planning can become a management process, concerned with defining goals for a future direction and determining on the missions and resources to achieve those targets. To meet the goals, managers may develop plans such as a business plan or a marketing plan. Planning always has a purpose.

Welingkar's Distance Learning Division

Advantages of Planning

- Improves ability to cope with change
- Creates forward looking attitude in management
- Development of efficient methods
- Delegation of authority facilitated
- Anticipation of crisis

we school
S.P. MANDAL'S
Welingkar Education

We Learn – A Continuous Learning Forum

Impact of monetary and non-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 (Kepner, 2001).

Non- Monetary rewards

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

MONETARY REWARDS	NON-MONETARY REWARDS
➤ Payment systems	➤ Job enrichment
➤ Bonus schemes	➤ Job enlargement
➤ Fringe benefits	➤ Job rotation
➤ Staff discounts	➤ Quality circles
	➤ Flexibility
	➤ Team work
	➤ Consultation
	➤ Empowerment

There are 2 types of reward schemes to motivate workers:

1. Monetary Rewards - Financial
2. Non-Monetary Rewards - Non-Financial

levels 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.

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Difference between administration and management

Management consists of actions and plans whereby **administration** entails setting objectives and policies.

Management aims at **managing** not only people but also their

Work. Whereas **Administration** focuses on how best the resources of an organization can be utilized.

Management works with and through people to accomplish organizational goals, **administration** is [more] concerned with directing and controlling. **Administration** establishes policies that guide decision making, laws and regulations.

Difference Between Management & Administration

S.No	Features	Administration	Management
1	Nature	Determinative or Thinking function	Executive or Doing function
2	Type of work	Decision on Objectives & Policies	Implementation of policies
3	Levels of authority	Top level	Middle and Lower level
4	Influence	Public opinion & Outside sources	Objectives & Policies of concern
5	Direction of human efforts	Not directly concerned	Actively concerned
6	Main functions	Planning & Control	Directing & Organizing
7	Skills required	Conceptual and human skills	Technical and Human skills
8	Usage	Used in Govt. & Public sector	Business organizations
9	Designations	Administrator, Incharge, Officer	Manager, Supervisor
		Commissioner	

Visual Communication

- Visual display of information.
- Like: signs, symbols and designs, photography, topography, graph, etc.
- Television and video clips are the electronic form of visual communication.

All four forms are important for business

Intrinsic and extrinsic rewards

An intrinsic reward is an intangible award of recognition, a sense of achievement, or a conscious satisfaction.

An extrinsic reward is an award that is tangible or physically given to you for accomplishing something. It is a tangible recognition of one's endeavor

TABLE 1 Theories Concerning the Effects of Extrinsic Rewards on Intrinsic Motivation

Theory	Key Reference	Major Claims Concerning Effects of Extrinsic Rewards
Cognitive Evaluation Theory	Deci and Ryan 1985	Under certain conditions, extrinsic rewards undermine intrinsic motivation
Attribution Theory / The Overjustification Effect	Lepper, Greene, and Nisbett 1973	Intrinsic motivation may be decreased by extrinsic incentives
Self-Determination Theory	Gagné and Deci 2005	Under certain conditions, extrinsic rewards can enhance intrinsic motivation
General Interest Theory	Eisenberger, Pierce, and Cameron 1999	Under certain conditions, extrinsic rewards can enhance intrinsic motivation
Motivation Crowding Theory	Frey and Jegan 2001	Intrinsic motivation can be crowded out by extrinsic motivation created by incentives

Decision making process

Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

Using a step-by-step decision-making process can help you make more deliberate, thoughtful decisions by organizing relevant information and defining alternatives



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Legitimate power and example.3

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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

- 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.

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

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 plan that outlines how money will be spent ; your household budget is also a plan
- forces confrontation with future
- drives the need to control future

- 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 manager is an administrator.
- The leader ensures results and trust whereas the manager represents control and authority.
- A leader asks questions about what and why, a manager questions in how and when.
- Leaders give solutions while the managers 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 then 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 of 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.

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**
- 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 life; 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 managers do
- Supervisor is concerned with **getting the work done today**
- 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

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

How can we define the motivation at workplace?

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

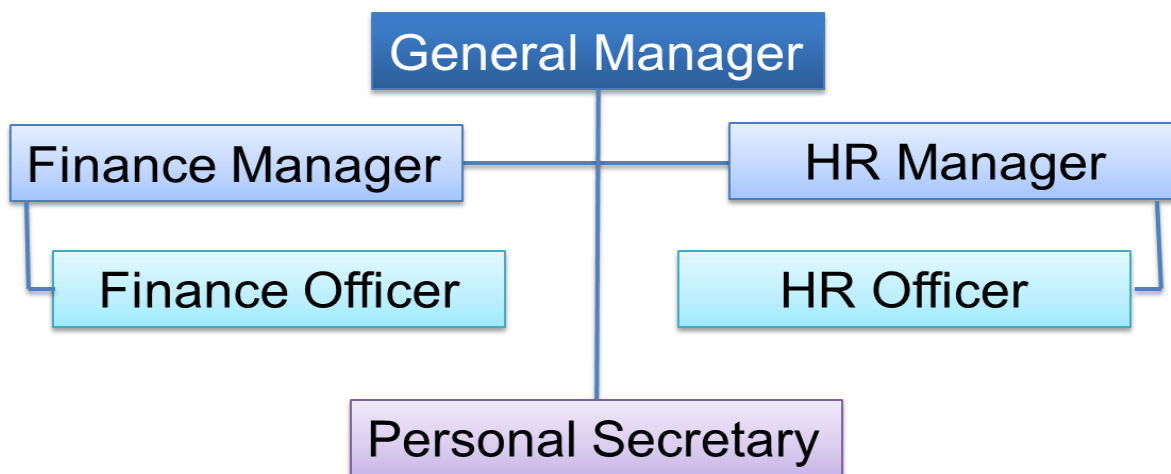
- reward workers for excellent performance through **money**
- include increase in pay, profit sharing, bonuses, staff discounts, company shares, etc.
- these have traditionally helped maintain a positive environment for staffs.

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?

Example of Organization Chart Showing Organization Structure



What is the influence of expert power of the workers?

Briefly describes the Maslow's hierarchy needs? 5

1. **Physiological Needs** o reduce current *physical* discomforts o basic issues of survival such as salary and stable employment
2. **Security Needs** o need to feel **safe** enough in the near and far future
o stable physical and emotional environment issues such as benefits, pension, fair work practices, safe work-setting
3. **Belongingness Needs** o our primitive need to feel **accepted** by, and be part of, a group of other people o social acceptance issues such as friendship or cooperation on the job
4. **Esteem Needs** o our need to be **recognized** as special and valuable by our group
o positive self-image and respect and recognition issues such as job titles, nice work spaces, and prestigious job assignments
o 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
o 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** o living at their highest personal potential
o achievement issues such as workplace autonomy, challenging work, and subject matter expert status on the job

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

Leadership Skills

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

- 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

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

Autocratic Leader

- Make unilateral decisions
- Dictates work methods
- Limits workers knowledge of goals to the next 6 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.
- 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.

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

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

Define philosophy of education?

Philosophy is a combination of two Greek words 'Philo' meaning love and 'Sophia' meaning wisdom. So, love for wisdom is the meaning of philosophy.

Educational Philosophy: The philosophical study of education and its problems, its central subject matter is education, and its methods are those of philosophy.

What is Bloom's philosophy of education?

Bloom's educational philosophy stems from his need to define the nature of education, democratic education & its implications, and the importance of liberal education.

Nature of Education:

- For Bloom, education is not real or meaningful, if it does not respond to a felt need.
- Education must be in response to a need of humanity.

Liberal Education:

- Bloom's educational philosophy promotes liberal education.

Human Completeness

- For Bloom, the goal of education must be human completeness.

Higher Education

The focus of Bloom's educational philosophy was higher education, as he believed the university education had vastly deteriorated owing to certain social and political issues of the time.

Criticism on Bloom's philosophy?

Bloom was often called vengeful, reactionary and antidemocratic, talking against the American students and the American universities.

Closing of the American Mind:

- Bloom's choice of title was vastly criticized.
- Critics were outraged that Bloom labelled young Americans to be close minded.

Philosopher

Bloom's status as a philosopher was often criticized by critics who maintained that his writings were only focused on a study of classics and there was no philosophy in it.

Great Books

- The Great Books course of Bloom was often criticized due to its restricted and narrow conception of classics.

- Chomsky criticized Blooms emphasis on a Great Books curriculum, maintaining that its effect would be: 'Students will end up knowing and understanding virtually nothing' **Social Issues:**

Critics point out that Bloom discussed all major social and political issues in the lives of students of his time but was silent on gay rights despite the rapid spread of the concept at that time.

Characteristics of curriculum According to John Dewey?

Dewey believed that curriculum should be ultimately producing students who would be able to deal effectively with the modern world.

Child based:

- Curriculum should include the child's own preconceptions and should incorporate how the child views his own world.
- Curriculum should build an orderly sense of the world where the child lives.

Activities of Life in Classroom:

- Dewey combined subject areas and materials, and by doing this, he made connections between subjects and the child's life.

Characterization of Children's Behavior:

Dewey uses four instinct or impulses to characterize children's behavior:

- Social
- Constructive
- Expressive
- Artistic

Things to learn counting 0-10, According to Maria Montessori?

Number Rods

- Painted in red and blue divisions measuring 10 cm. from 1 to 10

Spindle Box

- The spindle box was used to place the correct number of spindles placed in compartments 0 to 9

Small Cubes & Number Cards

- Small cubes and number cards marked 1 to 10 would be set out in an orderly manner.

Sandpaper Numerals

- Sandpaper numerals were used in preparation for written examples and a brief explanation of how to use the number rods.

Do you agree home schooling is important and why?

No, I don't think so that homeschooling is important. Because the main and most prominent drawback of homeschooling is isolation and no social interaction. Although in some cases homeschooling is fruitful too. Where there are the following issues:

- Transportation & convenience
- Inaccessibility of schools
- Behavior problems of children
- Concerns over safety

What is home Schooling?

Homeschooling is the oldest and most ancient educational philosophy. In times before formal schooling started, some children were sent away to study with great philosophers and thinkers, however, most children learned life skills from their parents, while staying at home.

What is pragmatism?

Pragmatism is a contemporary educational theory. Pragmatists believe that reality is actually what is experienced is subjective and is also changing. Pragmatics maintains that practical consequences are the criteria of knowledge, meaning and value.

Criticism on classical education?

Joy of Learning

- Many critics believe classical education to be too formal.
- They believe it makes learning a chore rather than a joyous activity.

Knowledge Transmission

- Classical education is often seen as transference of the accumulated knowledge of the society to its youth.
- Critics believe that education should be more than just the transmission of knowledge.
- They question whether classical education imparts wisdom.

Individuality

- Classical education is criticized because it fails to satisfy the individual needs, interests and capabilities of students.

Education for Virtue

- Most classical educationalists or philosophers focused on education as a way to make the student virtuous.
- Critics point out that education should be for the mental development of a person and that the soul or its virtue should have nothing to do with education.

Liberal education?

- Trains individuals in liberal arts that are arts of learning.
- It is preparatory.
- Liberally trained students acquire the skill to go on learning after they have graduated, but unless they continue their education, they would never become generally educated humans.

Closing of the American mind?

- 1987
- Criticism of contemporary American higher education
- Spiritual disintegration of students
- Blamed the post-modern and multicultural trends in education
- Nietzschean relativism
- Sexual revolution

Teacher's role Essentialism?

- For essentialists, the teacher is an authority in a discipline and passes the discipline's knowledge to the student, who also learns the cognitive skills needed to master the knowledge taught.
- The teacher is the focus of the classroom activity.

- The teacher decides what students ought to learn and is responsible for presenting the subject matter in a logical sequence and has the right to discipline students to create a conducive learning environment.

Sensorial Education and its aims?

Montessori made it clear to the educators that the senses were the most neglected in the learning process

- Montessori used sensory materials to provide sensorial education to the children.
- Each child was introduced to each piece of material individually.
- The aim was self-instruction regarding each material.
- The reward was waiting for the spontaneous reaction of children and observing it.

Aims of Sensorial Education

- Attention and concentration
- Order of the mind
- Errors & Self-correction

Write any two sources that purpose bloom for student enlightenment?

- Movies
- Political gatherings

Criticism on teaching and research, Jaspers?

- Critics disapproved of Jaspers' belief that teaching & research are inseparable and a good teacher must be a good researcher as well.
- Those who separate teaching and research tend to view all teaching as the transmission of basic information about a subject matter; thus, teaching becomes equated here wholly with scholastic instruction.

Teacher role according to Jean Piaget?

Facilitation:

- The teachers' main role is the facilitation of learning by providing various experiences for the students.

Discovery Learning:

- "Discovery Learning" allows opportunities for students to explore and experiment, while encouraging new understandings.

Opportunities:

- Opportunities that allow learners of different cognitive levels to work together often help encourage less mature students to advance to a higher understanding of the material.

Hands on Experience:

- Teachers can also assess students with the use of hands on experiences to help students learn.

Learning:

- Children are innately curious and motivated to learn, whether or not they receive external rewards and encouragement. - Teachers must manipulate this.

Assimilation & Accommodation:

- These are the stages where learning takes place.
- When a child is introduced to a new phenomenon, she tries to understand it by assimilating it, or associating it with things that she already knows.
- This implies that children should be introduced to new experiences that are related to experiences they have already had but that also challenge their thinking in some way.

According Gardner mind of unschooled person?

Gardner believes that in nearly every older student who has gone through the rigorous schooling experience, there is a five-year-old 'unschooled' mind struggling to get out and express itself.

What is visual learning how children learn through visual learning?

- Visual learners are doodlers and artists and everything in between.
- They have a keen understanding of color and lines.
- Pictures, images, and art appeal to these learners.
- The visual learner enjoys painting, graphing and creating maps.
- Drawing charts, creating diagrams, using colors and spatial relationships gives understanding to the lessons they are learning.

What you understand about institution republican's democracy?

Institutional Republicanism understands the Constitution as establishing a republic with a limited representative government. Public education is understood as necessary to support government-centred institutions. The focus is on preparing citizens for orderly civic participation centred on obeying the law and voting in national, state, and local elections. Public education's role is primarily one of promoting *social stability* to ensure political continuity and economic growth

Young people are to acquire the knowledge, skills, and dispositions necessary for informed and responsible consumption of material goods (economic productivity) and non-material civic benefits (individual rights)

What is obedience? difference between absolute and voluntary obedience?

Obedience is an essential feature in the character of a child, especially of a boy or girl. "Adopting a particular course of action from a sense of duty means obeying the dictates of reason".

Types of Obedience:

There are two types of obedience according to Emmanuel Kant:

Absolute Obedience:

- Obedience without question
- Necessary to prepare the child for the fulfilment of laws that he will have to obey later, as a citizen, even though he may not like them.

Voluntary Obedience:

- Obeying what feels good and reasonable and moral.

Write five points of preoperational Piaget development stage?

- 2 - 7 years
- The preschool child is in the preoperational stage of development.
- In contrast to the infant, the preschool child recognizes that objects exist even when he does not touch them.
- The preschooler has developed his own system of symbols (images, props, and words) to represent objects in the real world.
- Learns to use language and to represent objects by images and words.
- Thinking is still egocentric.
- The child has difficulty taking the viewpoint of others.
- Classifies objects by a single feature: e.g. groups together all the red blocks regardless of shape or all the square blocks regardless of colour.

Explain logic in classical education?

6th – 8th Grades

- Also known as the dialectic stage.

- This stage typically lasts from 6th to 8th grades.
- By fifth grade, a child's mind begins to think more analytically.
- Middle-school students are less interested in finding out facts than in asking 'Why?'
- Brings the grammar of disciplines into ordered relationships.
- During this time, children's capacity for abstract thought expands rapidly.
- Children become attracted to argumentation and abstract ideas.
- They are taught how to analyze, reason, question, evaluate and critique.
- Logic, the art of arguing correctly, is taught as a core subject.
- The introduction of formal logic shifts the focus from mere facts to understanding relationships.
- Students learn to reason as they identify critical assumptions, logical fallacies and inconsistencies.
- It is a time when the child begins to pay attention to cause and effect, to the relationships between different fields of knowledge relate, to the way facts fit together into a logical framework.

How learning take place in unschooling?

Holt believed that learning happens through:

- Play
- Household responsibilities
- Personal Interests
- Curiosity
- Internships
- Work Experience
- Travel
- Books
- Elective Classes
- Mentors
- Social Interaction

Why Maria Montessori emphasis home environment?

Home Environment

- No set homework was given so child could be left to parent's discretion at home.
- Parents were asked to complement the Montessori classroom at home by implementing its principles.
- Parents were discouraged from practicing prizes and punishments activity.
- Montessori helped parents understand the sensitive periods of the child.
- Montessori emphasized on a harmonious relationship between the family, child and the teacher.

What task school perform according to Karl Jaspers?

Tasks of School:

- Firstly, the schools must arouse the historical spirit of the community and of life through the symbols of that community.
- This can be done through consideration of the previous history of the community & through contact between young people & their educators.
- Secondly, schools must enable students to learn & practice everything which is necessary for work and for a profession.
- This is a matter of deliberate planning.

Role of Primary School:

- Jaspers emphasizes the exceptionally important role of the primary school that lays the moral, intellectual & political foundation for the entire population.

Write concept of rejection of religion criticized.

- Condemns Dewey's rejection of organized religion.
- Argues that Dewey's enmity toward organized religion has been absorbed in American education.
- This adoption of rejection of religion by the educational establishments has led to the deterioration of morality and traditional values in education.

On what aspect of modern university jaspers showed a discontent to it.

Jaspers showed a discontent with the function of modern university which he believed were limited to:

- Research
- Training
- Professional education
- Transmission of a particular kind of culture

Who was Paulo Freire?

- 1921-1997
- A Brazilian whose experiences living in poverty led him to champion education and literacy as the vehicle for social change.

How does Maria Montessori defend herself against critics?

- Montessori never claimed to have produced a theory.
- She acted on what children revealed to her through observation.

How education is defined by John Holt.

Holt defines education as something that some people do to others for their own good, molding and shaping them, and trying to make them learn what they think they ought to know.

Write 3 main criticism on philosophy of John Dewey?

- Dangerously radical
- Rejection of Religion
- Experimentalism

Write 3 criticism on philosophy of ALLEN Bloom.

- Closing of the American mind
- Great Book
- Social Issues
- Philosopher

What are three form of democracy.

- Institutional Republicanism
- Popular Democracy
- Deep Democracy

Write three characteristics of skilled learner?

- Disciplinary Expert
- An individual of any age who has mastered the concepts and skills of a discipline or domain and can apply such knowledge appropriately in new situations.
- Included in the ranks of the disciplinary experts are those students who are able to use the knowledge of their physics class or their history class to illuminate new phenomena.

- Their knowledge is not limited to the usual text-and- test setting, and they are eligible to enter the ranks of those who “really” understand.

Write a note on the idea of university by Karl Jasper?

Most of Jaspers educational philosophy focused on University education rather than school.

Function:

- The university is meant to function as an intellectual conscience of an era.
- It is a meeting place of different disciplines and world outlooks.

Research:

- Research is a major function of Jasper’s university.
- Discovery & research is an indivisible whole.
- Scholarship depends on a relation to the whole.

Science & Scholarship:

- Science & scholarship are meaningful only when they are part of a comprehensive intellectual life that is the very life blood of university.

Objectives of University:

- Research
- Education
- Instruction

Communication:

- To reach the stated objectives, scholars must communicate with each other and with students, who in turn must communicate with each other

Briefly explain the experiment of selecting rational method in your own words?

- Montessori wanted to find a rational method of teaching writing.
- She found a more rational method based on clear language.
- Observed that spoken language began at birth as a natural function.
- Observed that every infant created his mother tongue by himself.
- Emphasized that language development was not taught but was natural and spontaneous.
- Infant’s thought was fixed by one word – a *noun*
- Child had a greater understanding of language than his power to use language.

Give five reason why do parents prefer home schooling for their children.

Lack of Confidence in the Educational System

- Many parents believe they can provide better education then any public or private school.

Parents did not think that the academic standards of the schools were satisfactory.

Religious or Spiritual Beliefs

- Parents feel that religion has fallen to a distant second place in a school education.
- Some religions dictate rules or beliefs that are best adhered to or met in a homeschool setting.

Special Needs

- A child with special needs may thrive in a homeschool environment.
- These special needs may be specific to learning style, development level, or overall physical health.
- These children may require more or specialized attention, instruction, and interaction from a teacher within a conventional classroom.

Parenting Philosophy

- Parents believe that they can better foster desirable character traits and morals in their children than might be encouraged in a conventional school.
- Through homeschooling, parents hope to instill their personal morals and values in their children.

Unattainable Private Schooling

Many parents who prefer private schooling over public schooling chose to homeschool in case of inability to send their children to private schools due to various reasons.

Other Reasons

- Transportation & convenience
- Inaccessibility of schools
- Behavior problems of children - Concerns over safety

Write any five aims of classical education.

- The ancient and medieval scholars started their educational program by defining the end goal — the study of philosophy and theology.
- They understood that students must work through the Trivium and Quadrivium as preparation for these higher orders of thought.
Moving from the Trivium to the Quadrivium, Classical educationalists hope to sharpen the abilities of maturing wise students who are thoroughly preparing for their university studies.
- Classical education is focused on presenting information and skills in a logical sequence at an age-appropriate time, thoroughly and continuously preparing students to progress to higher levels of thought.
- The unity of the seven liberal arts and their proper study aims at producing an individual with a harmonious and well-ordered soul who would reason well, judge rightly, and live virtuously.
- Classical education hopes to contribute to the formation of a generation of leaders who are life-long learners, educated and articulate citizens who are capable of understanding complex issues, discerning noble choices, and living virtuously in service to others.

Difference between imagination, fantasy, and creativity.

- All fantasy is imagination but all imagination is not always fantasy. Fantasy is about the unreal. Imagination can be both. Imagination has led to all the great (and not so great) innovations of our time. 'Imagination is a tool to discover truth'
- Creativity means, there is nothing by the way of experience yet something comes up.

Write point on concrete operational development by Piaget's.

Concrete Operational Stage:

- 7 - 11 years
- In this stage children evolve from prelogical, egocentric thinking to a more ruleregulated type of thinking.

Logic:

- Child can think logically about objects and events.
- Some of the rules of logic include reversibility, identity, and compensation.

Understanding of Numbers:

- Child achieves understanding of number (age 6), mass (age 7), and weight (age 9).

Object Classification:

Classifies objects according to several features and can order them in series along a single dimension such as size.

- One activity that a child at this age would enjoy is a cooking activity with their mom or dad.

Measurements:

- Baking involves measurements, which would be useful to the concept of conservation.
- Measuring cups come in all different shapes so it would be fun to measure the exact same measurement using different types of measuring utensils.

Ingredients:

- Also the ingredients could be classified into different categories such as the dry ingredients and the wet ingredients and so on.

Nature of knowledge by Jaspers.

Reliable Knowledge:

- Jaspers was particularly conscious of the theoretical difficulties of securing reliable knowledge.

Objectivity:

- Even if a particular kind of knowledge is universally valid, it is not absolutely objective.
- Knowledge is the product of a particular method chosen by the investigator.

Universal Validity:

- Since knowledge cannot be completely objective, it cannot be universally valid; hence Jaspers definition of universal validity relies upon universal consensus.

Scientific & Philosophical Knowledge:

- Jaspers analyzed the relationship between science and philosophy, as he believed both to be an integral part of education.

Methodical Knowledge:

- Scientific knowledge is methodical knowledge, i.e. we know by what means it was arrived at and in what sense and within what limits it holds good.

Certain Knowledge:

Scientific knowledge is absolutely certain, i.e. it stands the test of any reasoning; it must be distinguished from the convictions by which man may live and be prepared to risk his life.

General Validity:

- Scientific knowledge has general validity, i.e. it is recognized without limitation by everyone who understands it; it stands in contrast to any other form of knowledge in which man may place unlimited faith.

Intelligence theory by Howard Gardner.

Theory of Multiple Intelligences

- Humans have several different ways of processing information, and these ways are relatively independent of one another.
- The theory of multiple intelligences allows for the idea that there is more than one way to define a person's intellect.
- Gardner opposes the idea of labeling learners to a specific intelligence.
- He argues that each individual possesses a unique blend of all the intelligences.

What do you know about Rousseau Emile? and emile focus? 5 marks

Criticism on Maria Montessori prepared environment.

- A prepared environment is artificial.
- One cannot decide which prepared environment is best.

How school appearance show equality?

- In recent years, attention has been focused on the need for freedom and equality in schools.
- Montessori Method gave children equal importance.
- They were all 'heard'
- Children can be freed and guided towards making sound decisions at the same time.

Characteristics of Kant character development.

- Humans are the only beings in need of an education.
- Concern for child development & learning through activities.
- "Children ought to be educated, not for the present, but for a possibly improved condition of man in the future; that is, in a manner which is adopted to the idea of *humanity* and the whole destiny of man." Kant – Thoughts on Education

Write three points of Quadirvium.

- The Quadrivium followed the preparatory work of the Trivium.
- The Quadrivium is expected to be the preparatory work for the pursuit of philosophy.
- The Quadrivium in its modern day application may be considered the study of numbers and its relationship to physical space or time.

Learning process by progressivist.

- Learning is rooted in the questions of learners that arise through experiencing the world.
- Learning is active, not passive.
- The learner is a problem solver and thinker who makes meaning through his or her individual experience in the physical and cultural context.

Jaspers view about education

‘Helping the individual to come into his own in a spirit of freedom and not like trained animal’. ‘Education is accomplished when contents are freely acquired; but it fails when it is authoritarian’

Allan Bloom Areas of Interest.

- Greek philosophy
- History of philosophy
- Political philosophy
- Politics

What is leaning style? who is a physical/ Kinesthetic learner and interpersonal learner?

Learning Style

A learning style is a method of perceiving and processing information.

Physical Learner

- The physical or kinesthetic learner can be identified through his or her restlessness.
- These learners think best while on the move.

Intrapersonal

- Intrapersonal learners are usually shy and introverted.
- They think better when allowed to focus completely and independently.
Intrapersonal learner excels when learning new information via self-paced activities or independent projects.
- They prefer to do things alone rather than as part of a large group.

What are democratic schools?

- Democratic schools are generally based upon a notion of genuine participatory democracy, practiced everywhere throughout society, with all ages of people.
- According to the proponents of democratic education, young people ought to have the power (and responsibility) in the schools where they spend so much of their lives.

Need for Democratic Education?

- Today, the developed world at large believes in democracy as the preferred form of government.
- It makes sense for the preference of a democratic education which would produce men and women who are trained from a young age to be responsible and accountable citizens of a democracy.

Sports Resources for Doers.

- Holt believed that sports resources were also essential for a person's education, as we are, by nature, active, playful, and game loving creatures.

- Among outdoor sports resources, Holt has mentioned running, bicycling, skating etc.
- He believed that such activities are an important part of one's learning process as they are also an important part of one's daily routine, e.g. getting from one place to another through walking or bicycling.
- He also mentions many indoor sport resources such as gymnastics, tumbling and squash.
- Board games such as chess also help develop a person's mental capacities, thus becoming another source of learning.

Define Progressivism in your own words.

Progressivists believe that education should focus on the whole child, rather than on the content or the teacher. This educational philosophy stresses that students should test ideas by active experimentation. Learning is rooted in the questions of learners that arise through experiencing the world.

The Formal Approach

School-at-Home

This school-at-home, or formal approach means that the education process is the same as at school, except that it is taking place at home.

Parent-Teacher

The parent or parents who are responsible for the education of the child act as a traditional classroom teacher during the study hours.

School Rooms at Home

Homeschooling parents employing the formal approach often specify a room at home to act as a traditional classroom.

School Schedules

Homeschooling parents using this approach also prescribe schedules for their children to adhere by.

Curriculum

Homeschooling parents using this approach strictly follow a school like curriculum in the process of educating their child.

Summer School

Often, these parents incorporate summer school (at home) in their children's schedules as well.

Extracurricular Activities

Like at a traditional school, extra-curricular activities are also an important part of the formal approach to homeschooling.

Why parents' involvement is important according to Maria Montessori?

- Parents play a very important role in a child's education.
- Montessori believed in the union of the family and the school in the matter of educational aims.
- Mothers were allowed to visit the classroom at any time to observe.
- Idea of collective ownership of school by parents & teachers was promoted.
- Teachers must be available to parents for regular discussions of their child's development.
- Child psychology in education was discussed with parents.

Deep Democracy

- Deep Democracy advocates full participation in all aspects of social and civic life--not only those conventionally identified as 'political'.
Beyond the teaching of core democratic values and dominant institutional arrangements, public education is to provide direct experience with practices of collective civic engagement.
- Young citizens are to enact complex processes of teaching / learning that lead to deliberative competence, social imagination, and inclusive participation in *social transformation*.
- Deep Democracy and its educational imperatives have yet to be widely established and sustained.

- Confronted with fundamentally non-democratic social structures, civic education for Deep Democracy faces formidable resistance.
- Civic educators must address tensions between the instructional requirements of individual vs. social learning along with recognition of private achievement vs. collaborative accomplishment.

Platonic Idealism.

- The search for absolute (universal) truth in all fields of life.
- Truth is perfect and eternal.
- Dialectic (Means a two sided conversation. In dialectic, two persons will talk from their perspectives and when they bring up their knowledge, they create a new knowledge by the end of the time.)
- Humans have lost the knowledge that souls possess.
- It is the responsibility of humans to search for that knowledge and truth in order to lead a good and virtuous life.

Freeform learning

Freeform learning or unschooling is an approach used by parents who are severe critics of the traditional schooling.

How learning takes place according to John Holt?

'Doing' as Effective Education

- By doing, Holt includes actions such as talking, listening, writing, reading, thinking and even dreaming in addition to.
- Holt describes doing as a way of making education more effective, as education's ineffectiveness was a dilemma of his time, as it still is today.

Learning Experiences

- Holt criticizes the commonly held belief about there being two kinds of learning experiences, i.e. experiences from which we learn, and experiences from which we don't learn anything.
- Holt believes that there is no experience from which we don't learn.
- We learn something from everything we do, and everything that happens to us or is done to us.

Interest in Learning

- Holt believed that we are unlikely to learn anything good from experiences which do not seem to us closely connected with what is interesting and important in the rest of our lives.

Curiosity

- Holt also maintained that curiosity is never idle, it grows out of real concerns and real needs.

Learning Environment

- Holt suggested an environment where children are not taught, rather they are facilitated.
- There should be no rules, no mandatory attendance, and no structure – just uninhabited learning.

John Dewey's thoughts?

What is Freedom according to Maria Montessori?

- Montessori suggested freeing the child's spirit (mind).
- For this, children required a stress free environment.
- Montessori wanted to eliminate slavery in pedagogy.
- She believed they needed both physical & mental freedom to develop normally.

5 points on homeschooling laws?

Universal Free Public Education

- With the advent of free public education, came compulsory attendance statutes and truancy regulations.

Limiting State Control Over Education

- The 1920's stood witness to the leading major court cases limiting the power of government to control education.

Parent Qualification

- Some countries require no qualification other than being the child's parent or legal guardian, others require them to have a specific level of formal education, or to work with certified teachers.

Attendance

- Attendance in some form or the other is required in all countries that enforce education.

Evidence Presentation

- Homeschooling parents need to present this proof to the local authorities in order to be allowed to continue educating their children at home.

Private School Status

- Some states or countries consider homeschools as private schools, thus homeschools fall under the private school regulations.

Perennialist curriculum?

- The perennialist curriculum is universal and is based on the view that all human beings possess the same essential nature, and must therefore be educated in the same way.
- Perennialists emphasize that students should not be taught information that may soon be outdated or found to be incorrect.
- Perennialists value the past and teach universally agreed upon knowledge and cherished values of the society.

Evolution of culture.

- It is this plastic period of necessary dependence that has furnished the opportunities for inducting each generation into its heritage of culture.
- The cultures of primitive people are relatively simple and can be transmitted by imitation or by coming-of-age ceremonies.
- Primitive peoples pamper and indulge their offspring.
- They do not sense a responsibility to provide for their own future, much less for the future of their children.
- More highly organized systems of education, however, become necessary with the development of more complicated cultures.

Trivium of education of learning

Developmental Stages

- Grammar
- Logic
- Rhetoric

The trivium covers elementary through high school ages.

Learning

Trivium-based education organizes learning around the maturing capacity of a child’s mind by using teaching methods and materials specific to each stage of development.

Grammar of trivium in your own words

How Plato originated dialectic method?

- The dialectic method is also called the Socratic method.
- The method originates from Socrates’ teaching style.
- His ideas were only transferred orally, Plato was the one who wrote them down and refined the method.
- All thinking begins with a thesis or a point of view.

Perennialist teacher or Role of Perennialist Teacher

- Perennialist classrooms are teacher centered in order to develop the students intellectual & moral qualities through dissemination of Western traditions.
- The teachers are not concerned about the students' interests or experiences.

- They use tried and tested teaching methods and techniques that are believed to be most beneficial in disciplining students' mind.
- Teacher is considered a master of taught subjects, and guides the discussion or the learning process.

Free Schools

- Free schools that offer courses on a number of different topics that learners may take on their own discretion.
- Beacon Hill Free School, Boston.
- Free schools are a lot like traditional centers of adult education, except that they have the least bit of administrative structure and more diversity.
- Free schools are not built around a political ideology.
- It gives them a broader base in the community.
- Free schools charge no money, therefore they do not need to guarantee anything to students.
- This arrangement makes them the perfect centers of unschooling.
- An important thing to consider is that free schools are not at all costly.
- Students don't pay, and teachers aren't paid.

How education achieve character training

- Character training in Aristotle's scheme of education takes precedence over all other immediate objectives of the school.

3 roles of teacher according to Jasper

Guiding Hand:

- Children must be educated according to their own inclinations & abilities under the guiding hand of the educator.

Lifelong Education:

- Jaspers was in no doubt about the fact that the value of school is directly bound with the quality of its teachers who can only perform their task of educating young people through life-long self-education & training.

Need for Substance:

- Good teachers must recognize the need for substance in their teaching, which only research can provide.

Intuitive, traditional and expert learner?

The Intuitive Learner

- The Intuitive learner reflects neurobiological and developmental constraints which are purely genetic in nature.
- All human beings are subjected to these constraints.

Traditional Learner

- These learners are often subjected to historical and institutional constraints that are embedded in schools.
- Schools have evolved over the centuries to serve certain societal purposes in certain ways.
- These goals are often reflected in the school policies and pose as a constraint to deep understanding and learning.

Expert Learner

- Expert learner faces certain disciplinary and epistemological constraints that comes to operate within any field of expertise over the years.

Who was Maria Montessori and what was her major focus on?

Maria Montessori was a very famous and influential educational philosopher.

- Maria Montessori was born in 1870 and died in 1952.

- She was a clinical paediatrician. (Dr of infants)
- She was an educator.
- Maria Montessori wanted to become an engineer before she switched her allegiance to medicine.
- She based her work on observation rather than theories.
- She never claimed to have invented or created a new procedure.
- She always cited other sources or philosophers.
- Her interests were in mental health.
- She worked with children with mental deficiencies and applied that knowledge to neurotypical children.
- She observed young 'idiot children' in asylums.
- She believed that mental deficiency was at root a pedagogical problem.

Criticism on democratic education

Democratic education has certain vocational aims which are a continuation of its educational aims.

Dependence of Children

Children at a young age are incapable of doing many things, thus they require authoritative figures to guide and direct them.

Lack of Authority

Society as a whole needs to reestablish the value of authority, while nevertheless empowering and educating students according to their way.

Extreme Philosophy

Critics believe that democratic education is an extreme philosophy where students have all the rights and teachers have none.

Learning

Children left to their own devices will never voluntarily learn anything challenging or worthwhile.

Self-directed?

Critics raise the important question of whether democratic education is really self-directed or not.

Tyranny of Majority

Democratic education would mean that every student has to suffer through core curriculum that would stifle the individualism of students.

Essentialism

- Essentialism is a content centered educational approach.

Empiricist and rationalist school of thought focus on?

- **Rationalist:** Thinks analytically
- **Empiricist:** Thinks synthetically

3 characteristics of idealism philosophy.

- Ideas are the only true reality.
- Focus on conscious reasoning in mind.
- Mind vs. the material world (When you travel from the world which is material towards the world which is spiritual, and when you reach the spiritual world, you in fact find the ultimate truth.)

Socialization according to homeschoolers.

- The word socialization holds a different meaning for different people.
- By socialization, some mean social activity, others mean social influence, and yet others mean social exposure.

- Socialization is often defined by homeschoolers as the process whereby people acquire the rules of behaviors and systems of beliefs and attitudes that equip a person to function effectively as a member of a particular society.

Maria Montessori Prepared environment.

- Each prepared environment should only have one set type of material
- One piece of each material enables the child to reduce his mind to order
- Orderliness, hygiene & attractiveness of the furnishings
- Environment must have a calming effect on children
- Use of natural wood materials
- There should be no objects to distract children's attention
- Bare floors
- Few tables & chairs of different sizes to accommodate all children
- Soft pleasing colors

Maria Montessori views about developing reading

Beginning Reading

- Children practiced reading words mechanically before reading 'logical' text.
- Between 4 and 7 years, children were word lovers and understood words.

Oral Reading

- Montessori stressed that the child who begins to read by interpreting thought should read mentally.

Jasper Criticism of Concept of University

- Critics have objected to Jaspers conception of a university to be too aristocratic.
- Jaspers only allows the very best to become a part of the university.
- University becomes a domain of special privilege which is very antidemocratic.

Ignorance Comes from Evil

- Ignorance: Socrates believed that the root of moral evil is ignorance. Through ignorance, humans can misplace or lose knowledge.
- Since humans have the ability to 'know' or to rediscover the knowledge, it is up to them to either remain ignorant or to search for the truth.
- Human mind has indefinite potential. It is only natural that man would want to know more because once an individual gets onto the path of discovery, there is no end.

Teaching implications derived from Jean Piaget Philosophy

1. A focus on the process of children's thinking, not just its products.
2. Recognition of the crucial role of children's self-initiated, active involvement in learning activities.
3. A de-emphasis on practices aimed at making children adult like in their thinking.
4. Acceptance of individual differences in developmental progress.

Curriculum that Plato suggested has three aspects

Depth:

- Studies must not be limited to subjects that are new or meet occupational needs.
- Most contemporary problems have solutions in the great literature of the past.
- Philosophers have debated issues such as individual, society & their relationship since the beginning of thought.
- Studying such philosophers in-depth constitutes a quality education.

Holistic Learning:

- Specialized learning is useless.
- Students must see the whole instead of the partial.
- 'Important' subjects such as the natural sciences are of maximum value only when they help us see the whole picture.
- Dialectic aims at achieving holistic learning.
- Holistic learning requires a critical attitude, background in mathematics, and extended study.

Self-Directed:

- A student should learn with interest and through self-motivation.
- An educational direction given by another does not have the same affects as selfdirected studies.

General Education

- A lifelong education which continues after the end of formal schooling.
- It is around the age of 60 that a person becomes generally educated, and is wise & mature.

Principles of Progressivism

1. The process of education finds its genesis and purpose in the child.
2. Pupils are active rather than passive.
3. The teacher's role is that of an advisor, a guide, a fellow traveler, rather than an authoritarian and classroom director.
4. The school is a microcosm of the larger society. Learning should be integrated.
5. Classroom activity should focus on solving problems, rather than on artificial methods of teaching subject.
6. The social atmosphere of the school must be cooperative and democratic.

Define decision making? 2

What is rational of transactional leadership? 2

What is job rotation? 2

What is change? 2

What are core bliefs of classical school of thought? 3

What are elements of organizational culture? 3

Tell three types of visual communication?3

Briefly define forms of conflict?3

Define financial management? 3

How a manager motivates the employee? 5

Define the stages of group development? 5

Define monetary and non-monetary rewards? 5

What is the good climate for a school...5

Explain hans sely stress model? 5

Total quality management process? 5