CHAPTER - I

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Administration is the process, which guides and controls the activities and working of an organization in co-operation with all its constituent members.¹

Graham Balfour says “Educational administration is to enable the right pupil to receive the right education from the right teachers at a cost within the means of the state under conditions which will enable the pupils to project by their training”.²

Educational administration must be directed towards the fulfillment of the objectives of education as set forth by the society.

H. R. Douglass has rightly observed in “Modern Administration of Secondary Schools”, “It has been true for all societies that the school system and its organization and objectives have been somewhat in harmony with the nature and character of society of which school is a part. In totalitarian societies such as those in Germany, Japan, Italy and Russia, the schools were authoritarian in nature, and their curriculum and methods of teaching were chosen on the basis of their contributions and to


² डा. अरबिंद दुनाखे व डा. हेमलता पारसणीस, शैक्षणिक व्यवस्थापन व प्रशासन, (नूतन प्रकाशन, पुणे, १९९८), पृ.-९.
preparing young people to believe in, to be loyal and to participate in achievement of the objectives of those particular societies.

**Educational Administration as a Process:**

Educational administration is a process that includes the combine operation of a large number of persons whereby the whole fabric of education in the country is maintained in good working condition. It is the process of utilizing materials in such a way as to promote effectively the development of human qualities. It includes all those techniques and procedures employed in operating the educational organizations in accordance with established policies.

Educational administration means the totality of the process through which appropriate human and material resources are made available and made effective for accomplishing the purpose of an enterprise.

**Educational Administration - A Human Process:**

Educational administration is a human process very much influenced and controlled by various factors, such as the philosophical, psychological, sociological, historical and political. Educational administration is concerned with the development of human personality. It takes into account life as a whole ranging from childhood to manhood. It is thus a difficult and delicate task which educational administration undertakes. Educational administration consists of facilitating the development of goals and policies basic to teaching and learning; stimulating the development of appropriate

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programmes for teaching and learning and procuring and managing personal and material to implement teaching and learning.

**Educational Administration - Management of things and Human Relations:**

Educational administration is concerned with the management of things as well as with human relationship i.e. the better working together of people. In fact it is more concerned with human beings and less with inanimate things. It is therefore primarily a social enterprise. The educational administration is not only concerned with the files, procedures and techniques but also with tackling of human relations.

Educational administration should be such that it makes the teacher believe in this work, brings out the best of which he capable stimulates him to bigger and better efforts, comes to his rescue when his courage begins to fail.

Educational administration must enable the right pupils to receive the right education from the right teachers under conditions, which will enable the pupils best to project by their learning.

**The Scope Of Educational Administration:**

The term educational administration due to variations in usage indicates different levels and types of application of management to educational problems and situations. In its bordered sense it applies to the full range of administrative control in education, ranging from classroom

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operation, school management, administration of educational institutions and programme in a locality to the control of educational policy of a nation as a whole. Educational administration in a narrower sense, refers to the operations of the administrative bodies set up for providing various educational services or facilities with to "the direction, control and management of those aspects of administration, such as teacher and pupil personnel, programme of studies, programme of activities, curricula, methods, instructional aids and guidance."

In educational administration various categories of personnel are employed and different level - some of them at leadership and decision making same of them at technical and same at office and clerical positions. Some employees are engaged in operations related to general management of the system such is personal, finance and procurement while other employees are responsible for operation related to the educational process such is teacher educational curriculum development, planning, educational evaluation etc.

Scope of educational administration is very vast. It include within its scope the building up of personnel appointment of men running the administrative watching seeking the cooperation of the people informing and educating the public and family organizing a sound system of planning based much on the participation of people at each level as on the best technical, economic and statistical information available.

Educational administration includes everything regarding the functioning of educational institution serving the greater benefit to the
greatest number through an adoption of practical measures. It interprets and clarifies the functions and the activities of educational programme in fruitful relationships and harmonies their mutual action. It ensures sound planning, good directions and efficient execution.

**Administrative Process:**

Administrative Process includes the following seven steps:

1. **Planning and formulations of policies and programmes:** Planning involves (a) the definition and classifications of purposes and scope of operation; (b) investigations to several conditions affecting the achievement of purposes; (c) analysis to determine the meaning of the facts and achievement of purpose and (d) decision making to set the course of the enterprise as indicated by the processes of purpose defining, investigation and analysis.

   While formulating policies and programmes the educational administrator must provide opportunities to all concerned to participate appropriately; that is to give chance to representatives of all groups affected by a policy or programme to share in its formulation. The administrator must ensure that policies and programmes are formulated through the co-operative process.

2. **Organising and providing instructional materials and resources:** Organisation includes allotment of duties and responsibilities. The administrator has to setup suitable machinery for the co-operative selection of materials and for their storage, allocation, distribution and perpetual inventory.
3. **Decision-making:** This is considered as an important component of the administrative process. It is the core of administration. Decision is a conscious choice from among a well-defined set of often competing alternative.

4. **Stimulating:** This implies establishing and maintaining an atmosphere conducive to individual growth and productive group problem solving. A successful administrator makes all efforts to provide stimulation to the members of organisation to get their spontaneous co-operation in achieving the organisational goals.

5. **Communicating:** Communicating is a process of transmitting direction, information, ideas, explanation and questions from person to person or from group to group. Communication process has three processes: (i) Upward communication i.e. communication from lower level to upper level; (ii) Horizontal communication i.e. communication among the same level of the workers; (iii) Downward communications i.e. flow of information from the higher level to the lower one.

6. **Controlling:** Effective control is an important element of educational administration. The administrator has to exercise constant check on his own performance and his team to ensure that it corresponds to the standards laid down.

7. **Evaluating:** Evaluation is a process in which activities performed are put to test to find out the extent to which they have led to success in the accomplishment of the goals. Evaluation enables the administrator
to find out the weak points and to make necessary improvements in future by overcoming these deficiencies. Surveys, co-operative studies, testing programmes, opinions, polls, etc. are the various tools through which evaluation may be done.

Administration may be compared to a lens that brings everything about the educational system into focus for community, faculty and students.

Educational administration deals with educational institutions right from schools, colleges and universities. It is concerned with both human and material resources.

S.K. Kocher says the qualities of a successful education officer in his book "Successful supervision and inspection" that

1. Successful education officer is democratic.
2. He encourages meaningful involvement.
3. He is inventive, resourceful and creative.
4. He continues to grow professionally.
5. Successful education officer forms an effective link between the administration and schools.
6. He makes the teachers self-directive.
7. Successful education officer is a promoter to change.
8. Successful education officer is a good teacher.
Educational Administration:

Educational Administration is a term, which includes a lot of meanings hidden in it. It is a procedure which flows with the help of a large number of factors, some of the factors are living and some are nonliving. The term Educational Administration means a purpose to impart a balanced and purposeful education to the children. And with the help of education make them confident regarding their future and to guide them to select their future profession or job and inculcate in them all the good qualities required in a good citizen. A formulated program of imparting education at various levels is also called the Educational Administration.

Educational Administration may also be of two types i.e. Formal Educational Administration and Non Formal Educational Administration. Formal Educational Administration is that which takes place through the government with fixed aims. Which is well planned and well guided and is generally related to the offices. Where as Non-Formal Educational Administration is controlled by the family. When family members ask the students to do their studies and guide and control them to study with a previously fixed timetable, it is also called the Educational Administration. When students come in contact with other people or when parents provide them a chance to meet some famous personalities to listen and observe them, it is also called a Non Formal Educational Administration.

When family members guide the students in selection regarding different type of courses or when they help the students in selecting the
books which will be more useful to refer for their studies, it also a part of Non Formal Educational Administration.

Now a day it is the edge of competition. Majority of young the generation desiring to take education as good as they can. All youngsters want to take higher and higher education to reach to the goals decided by them. So, there should be equal opportunities to get education for all i.e. for students of rich families and students of poor families similarly for students of economically middle class families and economically backward class families. Equal opportunities of education should also be available mainly for the students of slum areas in the cities, which are under development. In the situation of present edge to provide equal opportunities of education for all students at least up to secondary and higher secondary stage i.e. up to X^{th} and XII^{th} standard is the main responsibility of Municipal Corporations.

**Educational Administration of Municipal Corporation:**

Municipal Corporation being a local self government works as a management and manage for imparting the education in all the students lives in the area of Municipal Corporations; and plan effective educational schemes and activities and control such schemes and activities step by step so as to get success in its aims. Such work of the management is called the Educational Administration of Municipal Corporation.

Educational Administration of Municipal Corporation is again a very vast term contains a number of factors such as Executive Officers, School Inspectors, Headmasters, Teachers, Students, Parents, leaders etc.
The other factor, which may include in Educational Administration, is that school buildings, laboratories, libraries, equipments, teaching aids, play grounds etc. So to understand the Educational Administration we have to consider all these things.

Educational administration of Municipal corporation depends upon the educational administrator i.e. Education Officer. Education Officer is a pivot around which the whole process of educational administration flows. Management of School Inspectors, Headmasters, Teachers, Students, Parents of Municipal Corporation and the management of educational schemes, appointments, finance etc. is called the Educational Administration of Municipal Corporation. As Education Officer is a main factor in the process of Educational Administration of Municipal Corporation, he must be a well-qualified and competent personality and must be liable to arrange, organize and control all the activities regarding educational administration.

Education Officer of Municipal Corporation should have the qualities hidden in the letters of the word itself i.e. “EDUCATION OFFICER MUNICIPAL CORPORATION”. Let us go through the hidden qualities in this word in detail as below,

E indicates for:

1. Educated: Present edge is the edge of explosion in information technology. Municipal Corporation has to run the institutions having basically first standard to twelfth standard. All the subjects of arts and science have to be taught in these schools. Education Officer is responsible
to plan how the education should be imparted in the schools of Municipal Corporation. Hence he will be able to understand these subjects. He should have a touch of all subjects so as to plan well. Similarly he should be in touch of new findings and all new educational activities happening at the surface of our globe. Therefore the Education Officer of Municipal Corporation should be a well-educated and well-qualified person.

2. Educator: Education Officer of Municipal Corporation should be able to provide all the new information to Headmasters, Teachers, Students and his subordinates. Not only the acquisition of knowledge is a satisfaction but also he should be able to keep all his subordinates in touch with the new policies of education by educating them. Therefore a successful Education Officer is he, who is also an educator.

3. Expert: Education Officer of a Municipal Corporation should be expert in planning and implementation of the educational activities. He should be expert to guide his subordinates, Headmasters and Teachers whenever they face any type of difficulties. He should be expert so as to convince his officers regarding all the right and legal activities.

D indicates for:

Director: There are a number of schemes and various programs are implemented in Municipal Corporation schools. So it is necessary to direct all the related persons and show them a way to work for the successful implementation of these schemes and programs. Education Officer Municipal Corporation should know and understand how and when the officers, headmasters and teachers will be directed to work effectively.
Therefore the Education Officer of Municipal Corporation should be a director and also:

1. Decision Making: A number of schools run under the control of Municipal Corporation and also a large number of servants work in these schools. While working in a largely spreaded field of education he has to take quick and suitable decisions. If he will not be able to take decisions the progress of the schools and progress of the work is impossible. Similarly there will be a waste of time. Hence the Education Officer of Municipal Corporation should decision making.

2. Disciplined: Discipline is a most important factor of all the organizations. It is useful to get success in all type of works. Schools of Municipal Corporation cannot progress whenever there will be well-defined discipline. To inculcate discipline in students Teachers, Headmasters and Education Officers should work with a disciplined manner. To inculcate discipline in other members of the educational field, Education Officer of Municipal Corporation should be a well-disciplined person.

3. Demonstrator: In the world of computerization all the activities are practical. Some teachers are not experts and they may not understand all educational activities. Sometimes to make them understand the ins and outs of some activities, topics, schemes or programmes the demonstration is required. Often when there will be a need of demonstration Education Officer should be able to demonstrate that activity, topic, scheme, or programme before his colleagues.
4. Dedicated: Education Officer of Municipal Corporation should have the superior quality of Dedication. He should be devoted to his duties. The sacrifice of the time from personal life reflects a great impression on the colleagues. Headmasters should have to work in the hours other than duty hours. Teachers should have to work hard in schools to make the students liable. Most of the students come from poor families and slum areas in Municipal Schools. They have no manners and they do not know discipline. Even they are unable to understand the importance of education for their future. Also they are very weak in their studies. Therefore the teachers should have to take extra classes. But it is seen that neither Headmasters nor Teachers like to give extra time for the development of students as well as school.

If the Education Officer will be dedicated for his duties the message of devotion will be transmitted in the colleagues and its reflection will be seen in his subordinates. Then only he will be able to ask his subordinates to work with devotion in extra hours except duty hours for the good of school and students.

U indicates for:

Uplifter or Upgrader: Now days the condition of the Municipal Corporation schools is going towards degradation. People generally have negative view about municipal corporation schools. It is seen that facilities are not available in municipal corporation schools as compared with private schools. Municipal Corporation schools are not getting positive response from the
parents. And it is also fact that due care is not taken from the educational administration of municipal corporations. Therefore the Education Officer of Municipal Corporation should be a person who works for the progress of the municipal corporation schools.

1. He should apply fruitful and beneficial activities and schemes for the upliftment of the educational standard of the municipal corporation schools. Any organizations thinks positively towards the firm run by it and always wish to take the firm high and high in progress. On the same line Education Officer of Municipal Corporation should think positively about municipal corporation schools and always try to upgrade and uplift the educational institutes of Municipal Corporation.

2. Updator: The Education Officer of Municipal Corporation always remains in touch with the latest changes in the schools, office and government offices. He should have the new information regarding the educational schemes of government and other offices, and kept his subordinates known about the new changes. He should have the latest information of the staff, students, needs of the schools and plan well in advance and complete all the procedures in due time.

C indicates for:

1. Coordinator: It is important for smooth running of any organization that a good coordination between different parts of the organization will be maintained. Therefore the Education Officer of Municipal
Corporation should have to maintain a good coordination between education office, municipal corporation office and schools. Similarly coordination between Headmasters, Teachers, Parents, students and corporators should be maintained. To do this job with due attention the Education Officer of Municipal Corporation should be a good coordinator.

2. Confident: Confidence is also an important quality, which should be present in the Educational Officer of Municipal Corporation. Municipal Corporation is a local self-government, which runs a number of schools. A number of local leaders, other officers, headmasters, teachers and parents come in contact with Education Officer. A lot of work has to be done with their cooperation. The Education Officer can implement many schemes and activities. Therefore Education Officer should work with confidence. When he will have confidence in himself then only he will be able to make his subordinates confident.

3. Comparer: Educational administration of Municipal Corporation is a big organization. Different type of workers works in it. So the Education Officer should be able to compare the works done by the different workers. Good workers should be felicitated others should be informed to change their behavior and work hard. He should be able to compare facilities and difficulties in municipal corporation schools as compared with private schools. By comparing all these things he should work to solve the problems of the schools and
arrange to provide the necessary facilities in the schools of municipal corporations.

4. Competitive: It is the edge of competition and competition is necessary to prove one's presence. In any market, shopkeepers attract the customers with different types of advertisements and try to overtake each other. Similarly, there is a competition in the field of education. Schools are in competition with each other by providing facilities and attracting the parents and students. So the Education Officer Municipal Corporation should also be a competitive man. He should provide all such facilities in the schools of Municipal Corporation and make them able to compete with other schools.

A indicates for:

1. Administrator: An ability, which is most necessary in any Education Officer, is that he should be a good administrator. Many Officers do not know how to behave with others. They do not have the knowledge to work for the control and progress the schools of Municipal Corporation hence they get failure in administration. He should have the knowledge regarding the education and try smoothly for the benefit of Municipal Corporation Schools. A successful administrator can only provide a successful administration to the municipal corporation schools.

2. Affectionate: Education Officer of Municipal Corporation should behave fairly with his subordinates. He should have affectionate
behavior. He should use the human relation approach, which will be more effective to keep the subordinates interested in working.

3. Actor: What the actor does? He reflects the various expressions from his controlled behavior. Like this the Education Officer of Municipal Corporation should keep his expressions in his control. Whenever any subordinate do not work, as per the imagination then Education Officer should make him understand smoothly with love instead of insulting him. He should know very well that which type of reflections he has to reflect at different occasions.

4. Architect: Municipal Corporation runs a number of schools in different type of locations and localities in the area of Municipal Corporation. Education Officer Municipal Corporation should be able to design the buildings of schools as per needs and adjust all the facilities in every school. So, He should also be an Architect.

T indicates for:

1. Teacher: One of the important works, which is done by the Education Officer of Municipal Corporation, is that he should be a Teacher. Education Officer has to organize some orientation and refresher courses for the teachers and headmasters every month or year as per the need. Experts may be called to teach or guide the teachers and headmasters but Education Officer should also teach some topics to them.

2. Thinker: Education Officer of Municipal Corporation should plan in Advance regarding the progress of Municipal Corporation schools.
He should some techniques and programs beneficial for the progress of the schools of municipal corporations. He should be able to think overall position of the schools and chalk out a programme to overcome problems created in schools and achieve the previously decided aims.

I indicates for:

1. Introducer: Education Officer of municipal corporation should be an introducer. He should introduce some new schemes as per the necessity of municipal corporation schools for all round development. At present the government introduced the scheme i.e. "Sarva Shiksha Abhiyan". This scheme is mainly for the standards from V to VIII. As the reputation of municipal schools in public is not so good Education Officer municipal corporation should introduce some fruitful schemes for getting the support from public, for the upliftment of the standard of education in municipal corporation schools. Similarly attention should be given towards the development of secondary education and onwards. He should introduce some techniques and schemes for secondary and other education. He should introduce some famous personalities to his subordinates for the inspiration of the teachers and headmasters. He should also introduce the best teachers and headmasters to the other workers of the organization and felicitate them for attracting other teachers and headmasters towards hard work.
2. Instructor: The Education Officer Municipal Corporation should be an instructor. To guide and control the subordinates for the successful educational administration of Municipal Corporation the Education Officer should know how and when instruction would be given. The role of instructions is as important as the fuel of the engine of a machine. The subordinates work as per the instruction given to them.

3. Interested: It is observed that the Education Officers of municipal corporation are generally appointed on seniority basis. At the age of retirement they do not have interest in progress of an organization. They work without any enthusiasm and found unable to make their subordinates interested to work hard. Similarly sometimes Education Officers of Municipal Corporation are appointed from school inspectors. School inspectors are appointed from the seniority of primary teachers. It is also observed that these officers or school inspectors are not able to understand the flow of work. They do not able to understand the necessities of the schools. They cannot convince their seniors to do any activity. They are found unable to understand even the purchase procedure and procedure of getting the non-salary grants in high schools of Municipal Corporation. They do not understand the procedure of appointment and the quantity of the teaching and non-teaching staff to be appointed. It is because they do not have interest towards the education of municipal corporation schools. They accept the promotion for the name and fame only and work to pass the time only. If we want the progress of the municipal corporation schools and wish to reach the high standard of the
education then the Education Officer of Municipal Corporation should be interested in the progress of municipal corporation schools and he should work hard to win the goal.

O indicates for:

1. Observer: Education Officer of Municipal Corporation should keep an eye on all the activities implementing in municipal corporation schools. He should have an observation about the work of teachers and headmasters. Observation at every stage in educational administration is must. Observation makes the Education Officer able to know the speed of implementation of the programmes of educational development. He should observe all the activities, procedures, and works so as to run the schools smoothly without any type of cheating. Therefore the Education Officer of Municipal Corporation should be a good observer.

2. Open-minded: Education Officer of municipal corporation should be open-minded. He should ignore the minor mistakes of the subordinates. He should guide his subordinates if they commit mistakes. He should not issue notices to the teachers or headmasters for each and every minor mistakes. He should use the lucid language in the letters given to the headmasters. He should use soft language with the teachers, headmasters and other staff. He should give incentives to the teachers and the headmasters for their best performances in the field of education.
N indicates for:

1. Nation builder: It is a fact that a majority of population in our country is economically backward. The same position is appeared in the municipal corporation areas. Maximum students from rich families go to private schools. The students from poor families come to municipal corporation schools. So it is the duty of Education Officer of Municipal Corporation to plan with keeping in mind that the majority of students in the municipal corporation schools are from poor families. So to maintain equation in the educational status of poor and rich families all the necessary facilities of education should be provided in municipal corporation schools for imparting the effective education in municipal corporation schools. It is the place where we can build the nation by educating the students of poor families and it will be very helpful in making these students a good citizen, a good servant, a good administrator or a good businessman. So the Education Officer should be a nation builder.

2. Nationalist: Education Officer of Municipal Corporation should be a person who has a great love for and pride in his country. To inculcate nationalism in all the persons i.e. officers, headmasters, teachers and students some special activities should be organized. When an Education Officer of Municipal Corporation will be a great nationalist then only he will be able to inculcate nationalism in other workers. Education is a best source to inculcate a strong desire of nationalism in students of poor families. This activity will also protect them from accepting the wrong path of life. If they become nationalists, then
they will be able to understand the feelings of the nation of our country and will be able to work in favor of the progress of the country. To get this goal of nationalism Education Officer of Municipal Corporation should be a great nationalist.

3. Non-corrupt: Corruption is growing very fast all over in our country in the persons from top to bottom. It is very dangerous decease spreading with full speed. And we are experiencing very bad results of corruption. So the Education Officer municipal corporation should be non corrupt. He should work honestly for the progress of the municipal corporation schools. He should provide all the materials of high quality to the schools so that it will be useful for the teachers and students. He should appoint the best-qualified teachers and non-teaching staff with the study of all the requirements of the schools. Non-corrupt behavior of Education Officer will affect the behavior of all the subordinates. Then they will also remain non corrupt. And fast development of the schools will be possible.

O indicates for:

1. Obedient: Education Officer of municipal corporation should be an obedient person. He should work for the progress of the municipal corporation schools as per the rules and policies of the government. He should obey all the orders given by the senior officers honestly. He should be obedient towards his duties.
F indicates for:

1. Founder: Education Officer Municipal Corporation should be a founder. As we know the number of schools or number of sections are decreasing day by day. Education Officer Municipal Corporation study the cases of such loss and then with the help of the other members of organization viz. headmasters, teachers etc he should find out some solutions to overcome such problem. He should not be in favor of such losses. He should never tolerate such type of degradation of the municipal corporation schools. It is seen that a number of private schools are opening in the city. Even the new private schools are opening near the municipal corporation schools. Education Officer Municipal Corporation should stop these bad practices of private societies. He should investigate the drawbacks and inform to the government. He should not issue the N.O.C. to private societies for opening the new schools very easily and frequently without checking the requirements of the procedure. All the rules about opening of new schools should be followed strictly. Spot inspection should be done by the Education Officer and N.O.C. should not be given to open the new schools around the distance of five kilo meters from the municipal corporation schools. As the schools of municipal corporation are very useful for the general and poor citizens. Education Officer should open new schools of Municipal Corporation as per the needs of the public and locality. So he should be a founder of municipal corporation schools.
2. Fair: He should be fair with all the subordinates without favoring anybody. Education Officer of Municipal Corporation should give good responses to the appropriate and successful works. He should inform the failure of the works to the related persons. He should be well adjusted with his colleagues.

F indicates for:

1. Fruitful: Education Officer of municipal corporation should be fruitful for the educational administration of municipal corporation schools. He should produce many useful schemes in the municipal corporation schools. His decisions should be beneficial and promote the municipal schools towards progress. His view should be positive towards the living factors i.e. headmasters, teachers and other servants. He should produce some schemes for the benefit of the workers of the organization. He should always think plans and programmes for the development of the municipal corporation schools.

2. Fervent: Education Officer of municipal corporation should have an excitement for the achievement of the previously decided goals of municipal corporation schools. He should take quick decisions for the development of the schools of Municipal Corporation. He should be fervent and try his level best to improve the standard of education in the municipal corporation schools. He should also have a great zeal for overcoming all the problems faced by the schools. He should also
think over the educational and economical status of the teachers and headmasters and try to improve it.

I indicates for:

1. Important: Education Officer of municipal corporation is a key post of the educational administration of the municipal corporation. Sometimes the educational administration of Municipal Corporation goes slowly and no signs of progress seen at all. In such situation the post of Education Officer becomes less important. Education Officer of Municipal Corporation should work with enthusiasm and become an important factor in the procedure of educational administration of Municipal Corporation. Therefore the Education Officer municipal corporation should be momentous person and have a great importance for the educational administration of Municipal Corporation.

2. Investigator: The present situation of the educational standards of Municipal Corporation requires a deep investigation. It is observed that parents are not supporting the schools regarding upliftment of educational status of Municipal Corporation schools because of illiteracy, poverty or misunderstandings. But it is also a fact that most of the teachers and headmasters are not working with full interest for the improvement of present condition. So, the Education Officer of Municipal Corporation should be an investigator. He should investigate, why it is happening?. By knowing the loops and holes he should programme some schemes to make the teachers and headmasters enthusiastic and to enable to work hard for the
improvement of the educational standard of the municipal corporation.

3. Identifier: Education Officer of municipal corporation should identify the needs of the subordinates i.e. teachers, headmasters and students. He should identify to hard workers and felicitate them with some incentives. Similarly he should identify the lazy workers who do not work properly. And they should inform about their behavior and they should be intimated to improve their works. He should also identify the problems of the schools and overcome these problems with the help of other members of the education field.

C indicates for:

At present many problems are there in municipal corporation schools. For example, the post of teachers is not filled adequately till today at the time of typing of these lines. Similarly some posts of school inspectors and headmasters are vacant in Amravati Municipal Corporation. Education Officer should take care about these problems and try to fill up all the posts as early as possible. The facilities are not provided in the municipal corporation schools. Hence Education Officer of Municipal Corporation should take care regarding the facilities and arrange to fulfill all the requirements about facilities in the municipal corporation schools.

1. Creator: The Education Officer of Municipal Corporation should be a person who creates a great interest in all the members of organization. He should be able to create enthusiasm in the headmasters and
teachers to work hard for the achievement of previously fixed aims of the municipal corporation schools. He should create some new schemes and programmes for the development of the educational standard of the municipal corporation schools.

2. Curious: Education Officer of municipal corporation should be curious in every activity related with education. He should be curious to know the new information from other schools and offices etc. and communicate this information to the schools of Municipal Corporation for improvement. He should also be curious about the economical and educational standard of the teachers and headmasters. He should solve the problems faced by his subordinates in their private lives if possible.

E indicates for:

1. Elevator: He should be an elevator. He should always try to uplift the standard of education in the municipal corporation schools. He always wishes to promote and rise up the status of municipal corporation schools.

2. Eminent: He should be an eminent officer. He should be famous and respected in the field of education of Municipal Corporation. When an officer will be an eminent person then other workers of the organization follow him. When an officer works hard his followers also work hard. And this activity will be helpful in raising the standard of municipal corporation schools.
3. Expert: He should be an expert in the field of educational administration. A number of government regulations i.e. G.Rs. are issued from government for the implementation in all schools. It is observed that some officers may not understand these G.Rs. and take wrong meanings. This may also cause the wrong decisions taken by the Education Officers. Education Officer should be able to understand the government regulations with proper meaning and then only he will be able to implement these government regulations rightly in municipal corporation schools. He should have to work in a large organization and many headmasters, teachers, parents and students come in contact. He should be expert in controlling them with affection and try to satisfy all of them by solving their problems. He should have to visit the schools and check the academic as well as financial records. So, he should have the sufficient knowledge of the records of the schools. He should purchase all the required materials of the schools in due time. Similarly he should appoint teaching and non-teaching staff adequately in due time. So, he should be expert to face any problem arise in municipal corporation schools and overcome it easily.

R indicates for:

1. Researcher: Education Officer of Municipal Corporation should search out the problems of municipal corporation schools and try to know the causes of these problems with his won investigation and then solve these problems successfully. At present the main problem
of municipal schools is that, the reputation of the municipal corporation schools is not good in public. So he should search out the causes and then make a programme on the basis of findings to raise up the schools from these difficulty. One of the causes of such problem is the delay of appointment. Therefore he should find out the loops and holes in the appointment procedure. He should approach each and every place where the appointment procedure takes more time unnecessarily. He should be able to convince his superiors for the appointment in the schools by guiding them about the necessity of the appointments. He should have daring to face his seniors. He should inform his officers about bad reputation of the municipal corporation schools at present.

2. Result oriented: He should be result oriented. He should give programmes to the municipal corporation schools at least for a year and then guide and co-operate them for its successful implementation. He should work for changing the situation of municipal corporation schools as good as possible. And when the previously decided changes occurred in the schools than only it will be proved the positive result. The most important work of the Education Officer regarding the upliftment of the educational standard of the municipal corporation schools is to change the attitude of teachers and headmasters and take them out from the inferiority complex and prepare their minds to work hard for the positive development of the schools and students of municipal corporation.
3. Resource Person: Education Officer of Municipal Corporation should be a resource person. He should be able to guide the teachers and headmasters about all the problems arise in the procedure of teaching. He should have the knowledge of teaching and non-teaching activities of the schools. He should be able to provide full information about the latest teaching procedures and new techniques of teaching to the teachers and headmasters involved in the teaching process of municipal corporation schools.

M indicates for:

1. Manager: He should also be a manager. Education Officer Municipal Corporation has to manage a number of schools in different situations. He also has to implement different types of schemes in the schools of Municipal Corporation. Similarly he has to perform different tasks in these schools. Therefore for smooth running of these schools he should be able to manage all the activities as per the schedule like, appointment of teaching and non teaching staff in schools, providing facilities as per the requirement and needs, providing necessary furniture in the schools, provision of the required amount to the headmasters for contingencies, supply of necessary materials for office and classrooms, supply of science apparatus as per the requirement, supply the required number of computers etc. A good manager will also perform some tasks as to open new schools as per the necessity of the public, to arrange different types of trainings for teachers and headmasters.
2. Master: Education Officer Municipal Corporation should have the mastery over all the activities regarding the field of education. He should be able to understand all the subjects taught in the municipal corporation schools. He should also be able to guide teachers and headmasters for internal school administration.

3. Mirror: His behavior should be like the mirror. He should show the real images of the work to the workers. He should advice the hard-workers and other lazy workers should be advised to change their behavior and enable them to work hard.

U indicates for:

Unceasing: Education Officer of municipal corporation should be a hard worker. He should take efforts continuously for the development of the municipal corporation schools. He should never stop his efforts. He should maintain slow but steady progress of the municipal corporation schools.

N indicates for:

Nationalist: Education Officer of Municipal Corporation should be patriotic and should love his country as well. He should aim to build the nation with the help of education in municipal corporation schools. National values should be taught to the students of the slum areas and make them patriotic. So, the nationalism should be inculcated in the students of municipal corporation schools.
C indicates for:

Co-operative: Education Officer of Municipal Corporation should be co-operative by nature. He should co-operate his seniors as well his colleagues for the implementation of the educational schemes in the municipal corporation schools. He should co-operate the headmasters and teachers for the smooth running of the internal school administration. Co-operative nature of the Education Officer will enable the teachers and headmasters to be co-operative with others.

I indicates for:

Impartial: A number of teachers, headmasters, and other workers work in the educational organization of municipal corporation. The Education Officer of Municipal Corporation should treat all the workers equally without any consideration of caste and creed. He always behaves equally with officers, teachers, headmasters and other staff members. He never supports the cheaters. He always appreciates the best performances of all the subordinates.

P indicates for:

Polite: He should have good manners and respect for the feelings of others. He should take opinions from the teachers, headmasters and parents from time to time and consider it for future planning. He give due respect to the opinions of subordinates regarding the improvement of municipal corporation schools.
A indicates for:

Adviser: Education Officer of Municipal Corporation should give instructions wherever necessary to the headmasters and teachers. Advise of Education Officer is very important for the stepwise development of the education in municipal corporation schools. He should advise his colleagues for the effective implementation of the educational activities performed in the municipal corporation schools.

L indicates for:

Leader: Education Officer should have the leadership behavior. “Leadership behavior means the behavior of a leaders towards followers. Effective leadership behavior will create inspiring and stimulating climates for workers so that they can enjoy a high level of morale and are motivated to receive new ideas and are always ready to venture into new goals”.

Education Officer should have a quality of leadership. His approach to every colleague gives an interest and inspiration to follow him as well as his ideas and planning. Which will be helpful in the progress of the education.

C indicates for:

Competent: Education Officer of municipal corporation should be a competent authority for his field. He should be skilled in every work

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related to the education of municipal corporation schools. He should take every necessary official action for and against the legal and illegal activities respectively. He should be able to take decisions to run the schemes effectively and reach the goals in due time.

O indicates for:

Organizer: Municipal Corporation being large organization requires an expert organizer to run the educational administration of municipal corporation schools. He should have the powerful watch over the internal administration of municipal corporation schools. He should be able to set up a co-ordination between office and schools. He should successfully complete all the official procedures for the fruitful educational administration of the municipal corporation schools. He should work as per the well-developed plan and reach the aim in due time.

R indicates for:

1. Responsible: He should be a responsible officer. He knows his responsibilities very well regarding the development of education. He is very careful about his duties. He also guides to headmasters, teachers and other workers regarding their responsibilities and duties.

2. Reformer: Education Officer of municipal corporation works as per the previously defined aims keeping in mind all the problems of the municipal corporation schools; with a view to bring change in the status of education. He is a reformer of education. He always
implements the plans with the help of other members of the organization to meet the new needs of education.

P indicates for:

Producer: At present Municipal Corporation schools are facing many difficulties. To overcome these difficulties Education Officer of Municipal Corporation should produce some solutions. He should be able to prepare the mind of workers for solving the problems with the cooperation of each other. He should produce some new techniques for the effective teaching in municipal corporation schools. He should have the skill of maintaining the progress continuously. He produces some important changes in the field of education so as to get the good reputation in public.

O indicates for:

Orator: An attractive skill, which must be present in all the administrators, is the speaking skill. Education Officer should also be a good speaker. He should be able to explain all schemes, techniques and programmes in easy language. Sometimes in orientation and refresher courses he has to explain his feelings to guide the subordinates and workers of the organization about the development programmes. So he should be a good orator.

R indicates for:

1. Radiant: Education officer of Municipal Corporation should have a great love with the municipal corporation schools. He should always
try for the progress of educational status. He becomes happy on any success of the municipal corporation schools. He appreciates the success of the municipal corporation schools. Similarly he appreciates the headmasters, teachers and students for their creative projects.

2. Reputed: He should be a reputed person and has a good reputation in his organization i.e. municipal corporation. Reputed officers easily implement all the schemes of education effectively. All the workers become true followers of such officers. And because of his good impression they obey his orders sincerely and improvement in the educational status of municipal corporation schools becomes easy.

A indicates for:

Advertiser: Education Officer of Municipal Corporation should keep the public informed about the new progress and achievements of the municipal corporation schools. He should bring in light every success of the schools. He should give the honors to the teachers for their best performances. He should appreciate the effective school administration of the headmasters. Similarly he should arrange felicitation programmes for the students to give awards for their success. He should advertise each and every achievement of municipal corporation schools in public to attract the people towards the best performances. It will be helpful in improving the opinions of people regarding the reputation of the municipal corporation schools. It will also protect municipal corporation schools from wrong rumors.
T indicates for:

Tactful: He should be tactful. Sometimes easy tasks cannot be completed easily. At that time Education Officer should complete the task tactfully. Many workers work in the organization and they have different minds. To handle these various minds he should be tactful. All the headmasters and teachers are not sincere towards their duties and therefore he should know the tact to enable them to work sincerely. Lazy persons can also be made obedient by using some tact.

I indicates for:

Impressive: Education Officer of municipal corporation should be impressive. Brilliance is one of the human qualities, which gives impression in society. A sound health and sound body can also impress the people. Behavior also plays an important role for impressive appearance. He should also reflect an impression through his discipline. He should be able to speak impressively. He should use his intelligent impression for the maintenance of progressive atmosphere of educational administration.

O indicates for:

Optimist: He should be optimist. He should be a person who always expects good things to happen. Now a days it is observed that municipal corporation schools are getting failure at every stage in the field of education. So Education Officer should look favorably towards the
Municipal Corporation schools and try honestly for getting success at every stage in the field of education.

N indicates for:

Negotiator: Education Officer of Municipal Corporation should be a good negotiator. He should be able to solve the problems by negotiation. He should be able to negotiate over the difficulties faced by the headmasters and teachers and solve these difficulties. He should arrange group discussions seminars to find out the problems in the policies of education in municipal corporation schools. He should arrange discussions with the parents and students at least once in a year to know the problems of students and parents regarding their studies. He should discuss about the planning and activities with his seniors and convince them to cooperate for immediate actions.

New Schools of Municipal Corporation:

In chapter 6 of “The Bombay Provincial Municipal Corporations Act, 1949”, it is given under section 63, Para 15 that “to run the schools for primary education, to help them and to arrange the suitable location for them is the compulsory duty of municipal corporation. Similarly section 64 Para 21 reveals that municipal corporations are free to run any educational institution for secondary, higher secondary or higher education. Municipal Corporation can take self-decision for that as per interest.
But it is seen that only Nagpur Corporation runs a number of high schools, junior colleges and some institutes for higher education. Akola Municipal Corporation has been running only primary schools. Very poor condition is found in Amravati Municipal Corporation i.e. schools are running in very poor performances. Number of schools is decreasing instead of increase.

Nagpur Municipal Corporation runs 266 primary schools, which includes 171 Marathi medium schools, 59 Hindi medium schools, 36 Urdu medium schools. 22 high schools are run by Nagpur Municipal Corporation including three junior colleges out of which 8 high schools are of Marathi medium, 9 mediums are of Hindi medium schools and other 5 high schools are of Urdu medium.

Where as in Amravati Municipal Corporation there are only 46 primary schools, which includes 23 Marathi medium schools, 11 Hindi medium schools and 12 Urdu medium schools. There are only 5 high schools are running by Amravati municipal corporation out of which 2 high schools are of Marathi medium, 2 high schools are of Hindi medium and one high school is of Urdu medium.

In Akola Municipal Corporation there is 77 primary schools, which includes 42 Marathi medium schools, 14 Hindi medium schools and 19 Urdu medium schools and 2 schools are of Gujarati medium.

Amravati Municipal Corporation has very less number of primary schools than both Nagpur and Akola municipal corporations. It is seen from
the above information that many primary, secondary and junior colleges can be run by Amravati Municipal Corporation. So it is the duty of educational administrator to think over the condition of schools and plan some programmes to grow the schools of Municipal Corporation. It is necessary for the educational administration that the needs of the public should be considered. The new schools should be opened in new localities as per the requirements. Municipal corporations should make arrangements by openings new schools for compulsory primary education. And preference should not be given to private societies to open the new schools.

Location of the Schools:

When the location for the schools of Municipal Corporation will be selected, following criteria can be considered.

1. The main road should situate the school near.
2. Now a days a place for schools are reserved in every layout, so the Municipal Corporation schools should be situated in that reserved place.
3. Municipal Corporation should construct its own buildings with suitable classrooms.
4. Area in which the schools are located should be kept neat and clean.
5. The different type of trees and plants should surround sight of the school.
6. A necessary compound wall should be built up.
7. Bus stand or rickshaw stand should be near the schools.
8. It is better if the schools are situated near the living areas or inside of the living areas.

9. Building of the municipal corporation schools should be attractive and beautiful.

10. There should not be any sound pollution near the schools.

11. Primary and secondary schools should not run in same campus. Because problems of discipline can arise in high schools.

Facilities in Schools:

Staff: It is necessary for maintaining the educational status of Municipal Corporation schools that all the teaching and non-teaching staff should be appointed adequately. It observed that staff in municipal corporation schools never be appointed adequately. Incomplete teaching staff increases the teaching workload of the teachers and after some time teachers feel burden as well as boredom and then efficiency of the teaching decreases. Similarly incomplete class IV staff hurts work of cleanliness of the schools. It results in the involvement of the students in the work of class IV servants. Inadequate clerical staff hurts official work of the school. Some times teachers and headmasters involve in the clerical work instead of teaching. Therefore it is necessary that all the teaching, non-teaching and class IV staff should be filled adequately and in due time.

Staff room: A suitable staff room should be available for the teachers in all the municipal corporation schools. Necessary seating arrangement should be there. At least a small table and a chair should be
given to every teacher. Every teacher should be provided a personal shelve of almirah. A necessary seating arrangement should be available for the parents and guardians in staff room.

Furniture: Furniture should be available in the school as per the requirement. Benches and desks of teak wood should be provided for classrooms. Chairs, tables, almirahs and racks etc. should be provided as per the necessity of the teachers, headmasters and other staffs.

Uniforms of the students:

It is a fact that most of the students of municipal corporation schools come from slum areas. They are from poor families. Most of the parents are generally rickshaw pullers, labours, or daily wages workers. They cannot afford even uniforms of their children. And minimum need of schools to maintain discipline is the uniform. Hence the municipal corporation should provide the uniforms to all of the students from 1st to Xth standard.

Science Laboratories:

Well-equipped laboratories should be available in every high school and junior college of Municipal Corporation. To have a healthy competition with the private schools it is very important facility, which should be provided to the students. There should be sufficient apparatus, equipments, chemicals and other materials available in these laboratories. Sets of the equipments and apparatus should be as per the requirement.
Some groups of students could be performed an experiment at a time. Area of the laboratory should be sufficient and suitable. Students from VIII\textsuperscript{th} to X\textsuperscript{th} should be allowed to perform experiment in the laboratories. Required science materials should be provided as early as possible after the demand.

Computer Laboratories:

Computer education is made compulsory for VIII\textsuperscript{th} to X\textsuperscript{th} standards from the session 1999-2000 by the government regulation number ITP1099/ (22/99)/Admin-4, dated 21-5-1999. But still the sufficient laboratories are not available in the municipal corporation schools. Similarly the required number of computers is not available. Trained teachers are also not available to teach the computer education effectively. So it is very necessary to develop and decorate the computer laboratories of the municipal corporation schools with suitable numbers of computers and other facilities.

Libraries:

A comfortable separate room should be allotted for the maintenance of school library. There should be a well-adjusted seating arrangement for the students. Books of syllabus and reference books should available in these libraries. Some other general and important books and dictionaries should also be available in these libraries. Some important magazines, competitive magazines and newspapers should available in these libraries. Habit of reading should be developed in the students and teachers. Which is an important activity for both the teachers and students.
Store room:

Municipal Corporation should allot a store-room to every school, which is most important part of the school. There are so many things in a well developed school, viz. examination papers, unit test papers, wooden blackboards, wastage material of furniture, repairable furniture and desk-benches, lecture stand, mike stand, material of stage decoration, amplifier set, wastage material of books, equipments and apparatus and other wastage or excess materials etc. To keep these all materials safely store-room is very necessary in the schools.

Drinking water:

Drinking water should be available in the schools of Municipal Corporation in good condition. It should be useful for the students and teachers. It is better if the arrangements of the drinking water will be made separately for boys and girls. It is a basic need of all the human beings. The municipal corporation should build up a neat and clean storage for drinking water.

Lavatories:

A necessary facility for the staff and students, which should be provided by the municipal corporation in the schools, is of lavatories. Posh and neat lavatories should be available in the separately for staff, boys and girls. And due care should be taken for the cleanliness of the lavatories. Lavatories should be repaired as early as possible whenever it is necessary.
Function Hall:

It is necessary to provide the stage to the students to introduce their cultural qualities. It is necessary to inculcate the patriotism in the students. To obtain this aim national functions should be arranged in the schools. Similarly it is the duty of the schools to provide the chance to the students to produce and introduce their innate powers and qualities of excellence and talents. Students may become the singers, actors, orators many more in the future. For the above activity a function hall is very important in every school. At least in high schools and junior colleges function hall should be available compulsorily.

Private Use Of Schools:

It is observed that municipal corporation schools are frequently given for private use for getting a little money. Schools are given for private use even during the teaching session. The loss of education of poor students does not taken in account.

Schools should never be given for private use even in Diwali and summer vacations because there is a big misuse of the Municipal Corporation schools. People do not understand the importance of education. They feel like owner of the school buildings and use all the facilities very roughly without any care of damage or loss of property. It is seen that often people disturb of break the arrangement of electricity, drinking water and
lavatories. They also tear charts. People use to write some bad sentences or draw some bad pictures on the walls and make the walls dirty. These types of many other bad activities become a very big obstacle in the process of keeping the schools neat and clean. When the schools are given for private use, the teachers cannot take extra classes. Similarly the different type of camps cannot be taken in vacations.

At least high schools and junior colleges must not be given for private use even during the vacations because it hurt the process of education very much.

Discipline Of Teachers and Headmasters:

One of the factors affecting the progress of the school is discipline. It is observed that the headmasters of the municipal corporation schools do not follow discipline. Often they remain absent in prayer. They do not attend their periods regularly. They have soft corner for some particular teachers. They are partial in taking decisions. Therefore they are unable to maintain discipline among the staff. Some headmasters are satisfied by the writing works of the teachers and do not care about actual teaching work of the teachers. This type of behavior also affects the discipline of the teachers in schools. Educational administrator of Municipal Corporation should take care about the maintenance of discipline among the teachers and headmasters of the schools.
Discipline Of The Students:

Discipline of the students should be maintained strictly in the municipal corporation schools. Maintenance of discipline in high schools and junior colleges is very necessary. To keep a healthy competition with private schools it is necessary to keep discipline in municipal corporation schools.

Primary schools and high schools should not be run in the same campus or same building. It is very difficult to maintain discipline in high schools and junior colleges in such situation. Uniforms of primary and secondary schools should be different. Municipal Corporation should supply the uniforms for the students of below poverty line.

Examination Procedure:

Municipal corporation schools should follow the procedure of examination strictly. Examination procedure should not be flowed by many primary and upper primary schools of Municipal Corporation. All the four unit tests should be taken from V<sup>th</sup> to X<sup>th</sup> standard properly. First term and second term examinations should be taken properly. All the records regarding the examination should be maintained properly. Students should be treated without any partiality. And the results should be based on actual examination and all round performance of the students.
Teaching Work:

Educational administration of the municipal corporation should take due care towards the teaching work in the schools. It should be checked, whether all the subjects are taught satisfactorily or not? Science and mathematics should be taught effectively in primary and middle classes. In middle classes i.e. from Vth to VIIth the teaching should be according to period system. Different subjects should be given to different expert teachers for teaching in middle classes. Mainly English, Mathematics and Science should be taught by the expert teachers. Effective teaching should be done with the help of teaching aids. Demonstration should be given wherever necessary. Educational administration of Municipal Corporation should provide such expert teachers as per the need and rules in all the middle schools. Also the apparatus and chemicals should be provided as per requirement of the schools.

National Cadet Corps:

Educational administration of Municipal Corporation should raise the N.C.C. troops in all the high schools. It is very helpful to create patriotism in the students of slum areas. N.C.C. is very helpful in developing etiquettes, manners and discipline among the students. It is very helpful in building the loyal and honest citizens. It inculcates the love for our country in the students. Some seats are reserved in the courses of “Diploma of Engineering”, in polytechnic colleges for the students of N.C.C. This advantage can be given to the students of Municipal Corporation schools.
by raising the N.C.C. troops. The students learn in N.C.C. that how to adjust oneself in adventurous situations with tolerance. Students can be prepared for the entry of defense services.

Funds:

Headmasters of municipal corporation schools should be allowed to gather some type of funds from the students or parents. These funds can be useful for the development of minor activities, such as provision of notebooks and uniforms to the students of below poverty line. Which will alternately help to maintain discipline. These funds may also be useful for the minor repairs of the school buildings or furniture. If the donors are available headmasters should be allowed to accept donations and use it for the development of the schools. Educational administration should have nominal control and watch over this activity.

Office Administration:

Educational administration in the office of the Education Officer should be well defined. All the staff must work as per the line already given to them. They should not harass to the other servants or teachers. They should perform their duty honestly. They should have updated following records every time in their office.

1. List of the primary and secondary schools run by the municipal corporation.
2. School wise list of the teachers (with all details) working in the municipal corporation schools.

3. School wise list of the headmasters (with all details) working in the municipal corporation schools.

4. Details of the buildings in which the schools of Municipal Corporation are running.

5. Details of the facilities available in every School of Municipal Corporation.

6. Information about the retirements of the teaching and non-teaching staff of the municipal corporation schools in previous years.

7. Information about the retirements of the teaching and non-teaching staff in the current year.

8. Information of the requirements of the schools regarding the teaching and official materials.

9. Information of the available furniture and requirement of new furniture.

10. Information about the approved sections of every school of municipal corporation school.

11. Information of the class wise strength of the students in every School of Municipal Corporation.

12. Information regarding the non-salary grants and building grants received by every high school from beginning to current year.
Financial And Purchasing Power To Headmasters:

It is observed in the high schools of Amravati Municipal Corporation that headmasters have very less financial powers. He is not able to repair any type of building work, fault in electricity or fault in water supply etc. He is also not able to purchase any necessary materials for more than two hundred rupees. He is bounded to forward any minor or major demands of the schools to the Education Officer. It takes a long time for completion and the internal administration of the school disturbs.

Headmasters of the high schools should bed allowed to purchase the required materials up to rupees 5000/- with the prior permission of Education Officer or Dy. Municipal Commissioner who ever will be competent. It is very necessary to give the speed to the progress of the schools of municipal corporations.

Non-Salary Grants And Building Rents:

The amount of non-salary grants and building grants is given to the high schools of Amravati Municipal Corporation by the government through the Education Officer (secondary), Zilla Parishad, Amravati. However due care is not given by the Education Officer of Amravati municipal corporation for getting the non-salary grant and building grant regularly. In Amravati municipal corporation bills of the purchased material is not supplied properly against the name of headmasters. All bills are supplied against the name of Dy. Municipal Commissioner and Education Officer of Zilla Parishad, rejects such type of bills. He demands the bills
against the name of headmasters, because the non-salary grant is given to the headmasters. Hence the amendment is required in the purchasing procedure of the Amravati municipal corporation, mainly. Similarly due care should be taken for the building rents by the Education Officer of municipal corporation. Building grant and non-salary grant are very useful for the development of the municipal corporation schools.

Purchasing Procedure:

I is observed that many times high schools of Amravati municipal corporation get the less amount of non-salary grant than demanded. Because Education Officer (secondary), Z.P. Amravati, rejects the bills against the name of Dy. Municipal Commissioner, Amravati, produced by the headmasters of the municipal corporation high schools. He asks for the bills with the name of headmasters. The municipal corporation hence these bills cannot be produced to the Education Officer supplies Some times bills very late, Z.P. for the assessment of non-salary grant and such amount is lapsed. Dy. Municipal Corporation should perform all the activities of purchasing procedure with the cooperation of headmasters. Headmasters should be called at the time of opening of tenders. And bills of all the material supplied to the high schools will be taken against the name of headmasters. By using such procedure a great loss of non-salary grant can by saved.

Awards And Incentives:

Awards and incentives should be given to the teachers and students for their best performances in the field of education. It is necessary
to keep the teachers and students in competition of work. Teachers will
work hard and try to get award. Similarly the students will work in
discipline and study hard with the aim for getting the awards. This will
increase the effectiveness of teaching learning process. Following awards
can be given,

1. **Best teacher award**: It should be given for all over performance of the
teachers. It should be given in the form of a certificate and a
monument.

2. **Additional increments / felicitations**: It should be given to the
teachers for the subject wise best results in S.S.C. and H.S.S.C.
examinations. It should be given in the form of a certificate with
monument and an additional increment.

3. **Best school award**: This award should be given to the schools getting
the best results in the S.S.C. and H.S.S.C. examinations from the high
schools and junior colleges of municipal corporation. It should be
given in the form of a certificate and a shield.

4. **Additional increments for research work**: Five increments should be
given to the teachers for their research work. If the teachers from high
schools or junior colleges are awarded Ph.D. degree then they should
be granted at least five advance increments. Teachers at the university
level are granted such advance increments after getting Ph.D. degree.
It is the best achievement if the teachers take interest in research while
working at school level.

5. **Best student award**: It should be given to the students of the
municipal corporation schools for the highest percentage in S.S.C. and
H.S.S.C. examinations. It should be in the form of a certificate, a suitable cash amount and a monument or a medal.

6. Financial aid for research work: The teachers who want to do research work for their Ph.D. degree should be granted a financial aid. This aid should not be below the actual expenditure of the complete research work.

Recruitment Procedure:

Recruitment procedure should be clear and fast. Teachers should be appointed within three months after the post becomes vacant. The other staff should also be appointed within three months after the post becomes vacant. Recruitment procedure of the teaching and non teaching staff should be performed very carefully. So the efficient and suitable teachers could be appointed in the municipal corporation schools. A separate recruitment committee under the supervision of municipal commissioner should be formed to do all these procedures. The recruitment committee will be based on the following structure,

1. President : Commissioner of municipal corporation
2. Secretary : Education officer of municipal corporation
3. Member : Dy. Commissioner of Municipal Corporation
4. Member : Chief Auditor of municipal corporation
5. Member : Chief Accountant of municipal corporation
6. Member : Headmaster of concerning school
7. **Member**: Expert teacher from the concerning school selected by the headmaster. If the senior expert teacher is not available in the concerning school than an expert teacher can be called from other school according to the advise of the headmaster of concerning school.

Expert teacher should be allowed to test the candidates as per his techniques.

**Written Test For Recruitment Of Teachers:**

If the written test is taken then the paper will have to be set by the expert teacher of the same subject and the same medium under the supervision of Education officer of Municipal Corporation. The blueprint of the papers should be as follows:

<table>
<thead>
<tr>
<th>S.N.</th>
<th>Detail</th>
<th>Type of questions</th>
<th>Number of questions</th>
<th>Marks</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>General knowledge and General ability</td>
<td>Objective</td>
<td>10</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Subject understanding (based on contents of the subject)</td>
<td>Objective</td>
<td>15</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Interest in job</td>
<td>Objective</td>
<td>5</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Interest in job and social behavior</td>
<td>Descriptive</td>
<td>4</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td>34</td>
<td>80</td>
<td></td>
</tr>
</tbody>
</table>

Interviews of the teachers: Written examination will be taken for 80 marks. And qualified candidates will have to appear for interview before the above recruitment body. Twenty marks will be reserved for interview.
Recruitment of Para teachers:

Government of Maharashtra introduced the scheme of Para Teachers known as “Shikshan Sevak”, vide G.R. No. SSN 1099/(340/99) /Sec. Edu.-2, dated 13-10-2000. So the recruitment of Para teachers can be done as per the above mentioned government regulation.

Recruitment of other staff:

Recruitment of clerical staff and class IV staff should be completed as early as possible after the post becomes vacant. It can be depend upon the oral interviews. The authority for these interviews should also be given to the above mentioned recruitment body.

Quantity of teachers to be appointed:

To decide the quantity of teachers to be appointed in the Municipal Corporation schools will be depend upon the following ratio. Ratio of the approved sections with the quantity of teachers to be appointed should be maintained as follows:

1. For Ist to IVth standard : 1 : 1
2. For Vth to VIIth standard : 1 : 1.3
3. For VIIIth to Xth standard : 1 : 1.5
For more details the school code for primary and secondary schools may be referred.

Qualification of the teachers:

Primary school teachers: It consists of Ist to IV<sup>th</sup> standard. For the appointment of primary teachers of Ist to IV<sup>th</sup> standard, the qualification of teachers will be H.S.S.C. and D.Ed.

Upper primary school teachers: It consists of V<sup>th</sup> to VII<sup>th</sup> standard. In upper primary or middle classes the teachers should be appointed as per the teaching subjects. Graduate teachers in concerning schools can fill 25 percent posts of the teachers. These teachers can be taken according the requirement of subjects. In fifth to seventh standards many subjects like English, Mathematics and science are tough. A general teacher will not be able to teach these subjects easily effectively. There is a provision to appoint expert subject teachers for middle classes.

For every three sections i.e. one each section of standard Vth, VIth and VIIth, a graduate teacher having qualification as B.Sc.(Maths), B.Ed. or B.Sc.(Bio.), B.Ed. or B.A.(Eng.), B.Ed. can be appointed as per the need of the school. Generally the qualification of the teachers should be as follows,

- For primary sections: One teacher per section will be appointed. The qualification of the teachers will be H.S.S.C., D.Ed.
• For middle sections: 1.3 teachers per sections will be appointed for middle section. The Qualifications of the teachers for every three sections will be as follows,

• Teacher No. 1: H.S.S.C.(Maths), D.Ed.
• Teacher No. 2: H.S.S.C.(Science), D.Ed.
• Teacher No. 3: H.S.S.C.(Arts), D.Ed.
• Teacher No. 4: H.S.S.C.(Arts), D.Ed.

Out of above four teacher one teacher at the position of Teacher No. 1 or Teacher No. 4 can be appointed with the qualifications respectively B.Sc.(Maths), D.Ed. or B.A.(Eng.), D.Ed.

For High school sections: 1.5 teachers per section will be appointed for high school sections. The compulsory condition for the teachers to be appointed in high schools is that their education upto Xth standard must be completed through the same medium as the medium offered by the concerning school. For example, for Hindi medium schools the teachers must be educated upto Xth standard through Hindi medium. Whereas for Marathi medium high schools the teachers must be educated upto Xth standard through Marathi medium. Similarly for Urdu medium schools the teachers must be educated upto Xth standard through Urdu medium, and so on.

Some times the candidates of one medium pass the additional graduation examination in other language or they pass the isolated S.S.C. examination in other language. These types of candidates must not be
allowed to apply for the post of teachers in different mediums. For example, in a Marathi medium high school, a post of English teacher is vacant. A candidate applied for the post has the qualification as B.A.(English), B.Ed. He was a student of English medium up to Xᵋ standard. But he has passed additional B.A.(Marathi). However he is not illegible for the same post. Because passing of only one subject of Marathi language may not make the teacher liable to teach English through Marathi medium. To study all subjects through Marathi medium up to Xᵋ standard i.e. ten years is very different than to pass only one subject of Marathi language.

We can another example, that a post of English teacher is vacant in Urdu medium high school. A candidate has applied for the post has qualification as B.A.(Eng.), B.Ed. But he was an English medium student up to Xᵋ standard, but he has passed additional B.A. (Urdu). However he is not illegible for such post. Because passing of only one subject of Urdu language may not make the teacher liable to teach English through Urdu medium. To study all the subjects 10 years through Urdu medium is quite different than passing only one subject of Urdu language. The candidates having education through English medium can only speak Marathi or Urdu because they belong to the Hindu or Muslim religions respectively. But they face difficulties in reading and writing Marathi or Urdu. They cannot read or write these languages fluently and completely. When the teachers will be applicable according to this condition then only they will be given the chance to compete for this post.
Generally every three sections of high school i.e. VIII<sup>th</sup>, IX<sup>th</sup> and X<sup>th</sup> standards, qualification of the teachers will be as follows,

- Teacher No. 1 : B.Sc.(Maths), B.Ed.
- Teacher No. 2 : B.A.(Eng.), B.Ed.
- Teacher No. 3 : B.Sc.(Bio.), B.Ed.
- Teacher No. 4 : B.A., B.Ed.
- Teacher No. 5 : B.A., B.P.Ed.

Out of the above five teachers any one teacher will be headmaster as per seniority.

Promotions: The procedure of the promotions must be completed within three months after the post becomes vacant. The main post of the promotion in the schools is the post of headmaster. In primary schools the promotion to the headmaster is given purely on seniority basis and medium wise.

In high schools promotion to the post of headmaster should be given according to the seniority and medium wise. But the same promotion should be given according the general seniority list, if the senior most teacher is able to teach at least twelve periods in concerning medium. If one has the knowledge of concerning medium than he should be given the promotion to the post of headmaster in that medium. Suppose there is a vacant post of headmaster in Marathi medium high school. At that time a teacher from Hindi medium is most senior according to the general seniority list. Then it is clear that the teacher of Hindi medium school is able to teach
at least twelve periods through Marathi medium. Hence the promotion can be given to that teacher.

Promotion to clerical posts should be given from the class IV staff but the candidates should be tested whether they are able to work as clerks or not.

Promotion to the post of Education Officer: Promotion to the post of Education Officer should be given by taking departmental competitive examinations. All the headmasters and senior teachers with teaching experience of 10 years should be allowed to appear in this examination. The candidates passing this examination should be called for interviews and the qualified candidates should be given promotion on this post. Relaxation in the teaching experience should be given to the candidates having high academic and professional qualification.

Promotion to School Inspectors: Promotion to the post of school inspector should also be given by taking a departmental competitive examination. All the headmasters of primary schools and high school teachers should be allowed to appear for this examination. After passing this examination the candidates should be interviewed and selected for promotion to the post of school inspector. The candidates who are able to do field work and have the sufficient knowledge of supervision should be given promotions to the post of school inspector.

It is seen that promotion to the post of school inspectors are given on the basis of seniority from headmasters of primary schools. And the
headmasters near the retirement are unable to do the fieldwork. Even they
cannot take the work from teachers. Hence their promotion becomes
useless. So it is better to appoint the liable candidates who can work in field
and have the ability to take work from the teachers.

Present Situation: It is observed that the Education Officers of
Amravati and Nagpur municipal corporations are in-charge officers. Where
as in Akola Municipal Corporation Education Officer is on deputation from
the government. I all the three municipal corporations some posts of school
inspectors are vacant. It shows that the governing bodies do not take due
care towards the education department. The number of schools and number
of sections are decreasing in Amravati Municipal Corporation.

Very less quantity of computers are available in the computers
laboratories of municipal corporations of Amravati. In Akola municipal
corporation computers are available in some middle schools, but there is
only one computer set. Even in Nagpur Municipal Corporation the position
of computer laboratories are not satisfactory. The quantity of teachers is less
as compared with the sections and the strength of the students. Hindi and
Marathi medium high schools of Amravati Municipal Corporation are facing
the problem of the strength of the students. Generally the teachers are not
working with enthusiasm and they have no interest in the progress of the
schools of municipal corporations because of lack of protection and
guidance. Results of secondary schools are not satisfactory in general. Non-
salary grants are not getting regularly and satisfactorily. Building rents are
not taken from the government satisfactorily. Demands of the schools are
not fulfilled in due time. Materials are supplied after a long time and no proper bills are provided. Because of this a large amount of non-salary grants are lapsed many times. Proper funds are not available are not available for headmasters for the maintenance of the schools.

Orientation and refresher courses for the teachers and students are not conducted by the educational administration of Municipal Corporation of Amravati and Akola. Training programmes for various subjects and standards are not arranged by the educational administration of municipal corporations of Amravati and Akola. Proper guidance is not provided to the headmasters and teachers for the internal administration of the schools. Examination procedure in the schools of Municipal Corporation is not proper. Unit tests are not properly taken in middle classes. Teaching work in the middle classes is not proper. Appointment of the teachers are not completed in due time as per the requirement of the subjects on middle classes.

The teachers and headmasters in the municipal corporation schools mainly in Amravati do not maintain discipline.

Hence there is a great need of planning a complete programme to develop the educational administration of municipal corporations.

Selection of Education Officer of Municipal Corporation:

Education Officer of Municipal Corporation is a very important post of the educational administration of Municipal Corporations. Hence the
selection of Education Officer should be done very carefully. If the number of primary schools is more than 50, then separate E.Os. should be appointed for the primary and secondary schools.

It is better if the Education Officer will be selected by the departmental written examination and interview. The following candidates can be allowed to compete for this post,

1. Headmasters of high schools of Municipal Corporation,
2. Teachers of Municipal Corporation high schools having at least ten years experience of teaching high school classes.

Preference will be given to the candidates with the qualification as follows:

1. Ph.D.
2. M.Ed.
4. Graduation in two subjects,
5. Diploma in computer Science.
6. Sufficient knowledge of Marathi.

The selection will be based on written test for eighty marks and interview for twenty marks. Due weightage should be given to the certificates of other activities viz. N.C.C., games and sports, debate and dramas etc.
Status of the Education Officer of the Municipal Corporation:

Status of the Education Officer of the Municipal Corporations should be equivalent to the Dy. Education Officer of the Zilla Parishad. So the pay scale of the Education Officer of Municipal Corporation must be either equal to the Dy. Education Officer of the Zilla Parishad or higher than the Headmasters. As the Education Officer is a controlling officer for the Headmasters hence the pay scales of Education Officers must be higher than that of Headmasters. Pay scales recommended for the Education Officers is 8000/-.

Selection of the School Inspectors of Municipal Corporations:

School Inspectors is also one of the most important factors to control the adequate education administration of the Municipal Corporations, therefore qualified and able persons should be appointed on such posts. School Inspectors should have the control mainly on the primary schools of the Municipal Corporation. They can be selected either by promotion on seniority basis or by conducting departmental competitive examination and interview.

It is observed that the promoted School Inspectors reach the age of retirement at the time promotion. A less interest remains in them regarding the discipline of the educational administration. They can not work hard and they try to avoid field work. So it is better to appoint the School Inspectors through departmental competitive examination. At the same time it is worth mention that School Inspectors should be appointed medium wise. Ratio of
the School Inspectors with the number of schools should be 1 : 10. If the number of schools are less than 5 than the separate School Inspector should not be appointed for that particular medium. But the separate School Inspector should be appointed if the number of schools is 5 or more than 5.

Guidelines to decide the qualifications of the candidates allowed for the competition of School Inspector will be as follows:

**Qualification:**
1. Teachers of high schools with 5 years teaching experience.
2. Headmasters of primary schools with 5 years teaching experience.
3. Graduate teachers of primary schools with 10 years of teaching experience.

**Academic and Professional Qualification:**
1. Any graduate with at least II\textsuperscript{nd} division.

Desirable Qualification:
1. M.Ed. or higher qualification.
2. Any post graduate.
3. Graduate in more than one subject.
4. Diploma / certificate of computer.
5. Sufficient knowledge of Marathi.

**Status of School Inspectors of Municipal Corporation:**

The status of School Inspectors of Municipal Corporation should be equivalent to the A.D.Is. or Extension Officers of the Zilla Parishad.
Hence the pay scale of the School Inspector of the Municipal Corporation should be equivalent to that of the A.D.Is. or Extension Officer of the Zilla Parishad. The recommended pay scale for the School Inspectors is 6000/-.

**Appointment of the Dy. E.Os. or Asstt. E.Os.:**

Dy. E.Os or Asstt. E.Os. should be appointed as per the necessity of the Municipal Corporation. It should be depend upon the strength of the schools. The creation of the posts of Education Officer, Dy. Education Officer, Assistant Education Officer and School Inspectors should be as follows:

<table>
<thead>
<tr>
<th>S.N.</th>
<th>Name of the Post</th>
<th>Scale</th>
<th>No. of Posts</th>
<th>Criteria (Strength of the schools)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>E.O.</td>
<td>8000-13500</td>
<td>1</td>
<td>More than one</td>
</tr>
<tr>
<td>2</td>
<td>E.O.(Sec.)</td>
<td>8000-13500</td>
<td>1</td>
<td>Separate E.O. should be appointed for secondary schools if the number of primary schools are more than 50.</td>
</tr>
<tr>
<td>3</td>
<td>Dy. E.O.</td>
<td>7500-12000</td>
<td>1</td>
<td>For 100 schools&lt;br&gt;For 101 and above schools and so on</td>
</tr>
<tr>
<td>4</td>
<td>Asstt. Dy. E.O.</td>
<td>7250-11500</td>
<td>1</td>
<td>For 50 schools&lt;br&gt;For 51 to 100 schools&lt;br&gt;For 101 to 150 schools&lt;br&gt;For 151 to 200 schools</td>
</tr>
<tr>
<td>5</td>
<td>School Inspector</td>
<td>6000-9500</td>
<td>1</td>
<td>For 1 to 10 schools&lt;br&gt;For 11 to 20 schools&lt;br&gt;For 21 to 30 schools&lt;br&gt;For 31 to 40 schools&lt;br&gt;For 41 to 50 schools and so on</td>
</tr>
</tbody>
</table>
STATEMENT OF THE PROBLEM:

The research scholar himself is a teacher in one of the high schools of Municipal Corporation, Amravati. It is observed that there are so many problems faced by the teachers and headmasters of the primary, middle and secondary schools of the Municipal Corporation.

Today the educational development is growing fast. Modernization of education is now changing with computerization. If we want to impart a proper and Computerised, fast, competitive education to our students through our schools, a well developed educational administration is required in our Municipal Corporation.

It is seen in Amravati Municipal Corporation important posts in educational setup are lying vacant and less qualified and inexperienced persons are being given the charge of these posts. Because of this type of management, educational progress is merely impossible.

The second most important thing, which is worth mention that municipal corporation, has no proper guidelines for running the smooth educational administration.

The members of the educational administration get confused at every step and think what to do or what not to do? Because they do not have any code of conduct or guidelines which may guide them on the raising problems. An education officer should have the adequate knowledge about the ins and outs of the field to which he is related. He should be able to
solve the problems faced while running the educational administration. He should have much confidence that will be used to convince his superiors. He should be in touch with the new government regulations and schemes so that he will be able to provide proper guidance to his staff and teachers. But it is seen that the in-charge Educational Officers were unable to convince their superiors. They could not make the superiors understand what they want to do and how the event that they want to do is legal and necessary. Even the incharge education officers were not decision-making persons. They were always found to work as per the guidance of their subordinates.

It is necessary to know the confusions, problems and their solutions to have the proper guidelines, which will guide at every related stage in educational administration of Municipal Corporation for the proper and fruitful education administration. To overcome this problem of educational administration of Amravati Municipal Corporation code of guidelines must be prepared. In order to achieve this aim the problem is stated as “A Critical Study of Educational Administration of Municipal Corporations of Vidarbha Region”.

**PURPOSE OF THE STUDY:**

The main purpose of the present investigation is to study critically the educational administration of Municipal Corporations of Vidarbha Region. The allied objectives of the study are:

i. To study the educational administrative structure of Municipal Corporations of Vidarbha Region.
ii. To study the strength of the students in the schools of Municipal Corporations of Vidarbha Region.

iii. To study the attitude of students towards the Municipal Corporation schools of Vidarbha Region.

iv. To study the educational recruitmental status and problems of the Municipal Corporation schools of Vidarbha Region.

v. To study the purchase procedure of educational requirements of Municipal Corporation schools of Vidarbha Region.

vi. To find out the problems regarding finance of the Municipal Corporation schools of Vidarbha Region.

vii. To find out the problems regarding appointment of school inspectors and education officers of Municipal Corporations of Vidarbha Region.

viii. To locate the reasons for which the number of schools in Municipal Corporations of Vidarbha Region is decreasing day-by-day.

ix. To know whether orientation and refresher courses are conducted periodically by the Municipal Corporations of Vidarbha Region.

x. To survey the facilities pertaining to computer education in the schools of Municipal Corporation schools of Vidarbha Region.

xi. To study the sports participation of the schools in the inter-school competitions organised by the District Sports Officers of Vidarbha Region.
xii. To study the co-curricular activities conducted by schools of Municipal Corporations of Vidarbha Region.

xiii. To study the difficulties faced by the authorities of Municipal Corporations of Vidarbha Region in getting the government aid regularly.

xiv. To study the results of the Municipal Corporation schools of Vidarbha Region at Secondary School Board Examination analytically.

**SIGNIFICANCE OF THE STUDY:**

The significance of the present study is argued on the basis of the following beneficial points:

i. The study may provide some guidelines to overcome the problem and to have a fruitful and progressive educational administration.

ii. The study may bring into light some of the areas where administrative irregularities occur most frequently.

iii. The study may be assistive in getting different grants from the State Government.

iv. The study may suggest the most suitable qualifications and criteria or the appointment of teachers in the schools of Municipal Corporation.

v. The study may provide some remedies to maintain the number of schools in the Municipal Corporations.
**HYPOTHESIS:**

It is hypothesised that there will be significant difference in the educational administration of Municipal Corporation schools of Vidarbha Region.

**DELIMITATIONS OF THE STUDY:**

The present study will be delimited to the following aspects:

i. The study will be delimited to the jurisdiction of Akola, Amravati, and Nagpur Municipal Corporations only.

ii. Only the corporation schools will be selected for the purpose of survey to obtain necessary data for the present study.

iii. The facts pertaining to the study will be collected from the available office records in selected municipal corporations.

iv. Different tools of survey viz. Questionnaire, Opinionnaire, Personal Interview, Personal Observation, and Personal Visitation will be used for the collection of data.

**LIMITATIONS OF THE STUDY:**

The following points may be considered as the limitations of the present study:

i. The authenticity of the facts related to the schools of the selected municipal corporations will depend on the available records in black and white.
ii. The reliability of the different tools and facts will depend on the honesty of the respondents.

**OPERATIONAL DEFINITION OF TERMS:**

**Educational Administration:**

It refers to theory and practice of management and organisation of educational institutions and systems\(^6\).

**Educational Management:**

It refers to theory and practice of the organisation and administration of existing educational establishment and systems\(^7\).

**Educational Planning:**

It includes drawing up and arranging according to predicted future educational needs\(^8\).

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\(^7\)Ibid., p.90.

\(^8\)Ibid.