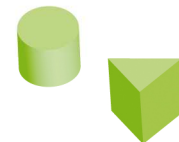


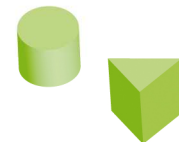
# PPT 1.7 Management/leadership as a quality domain

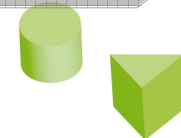
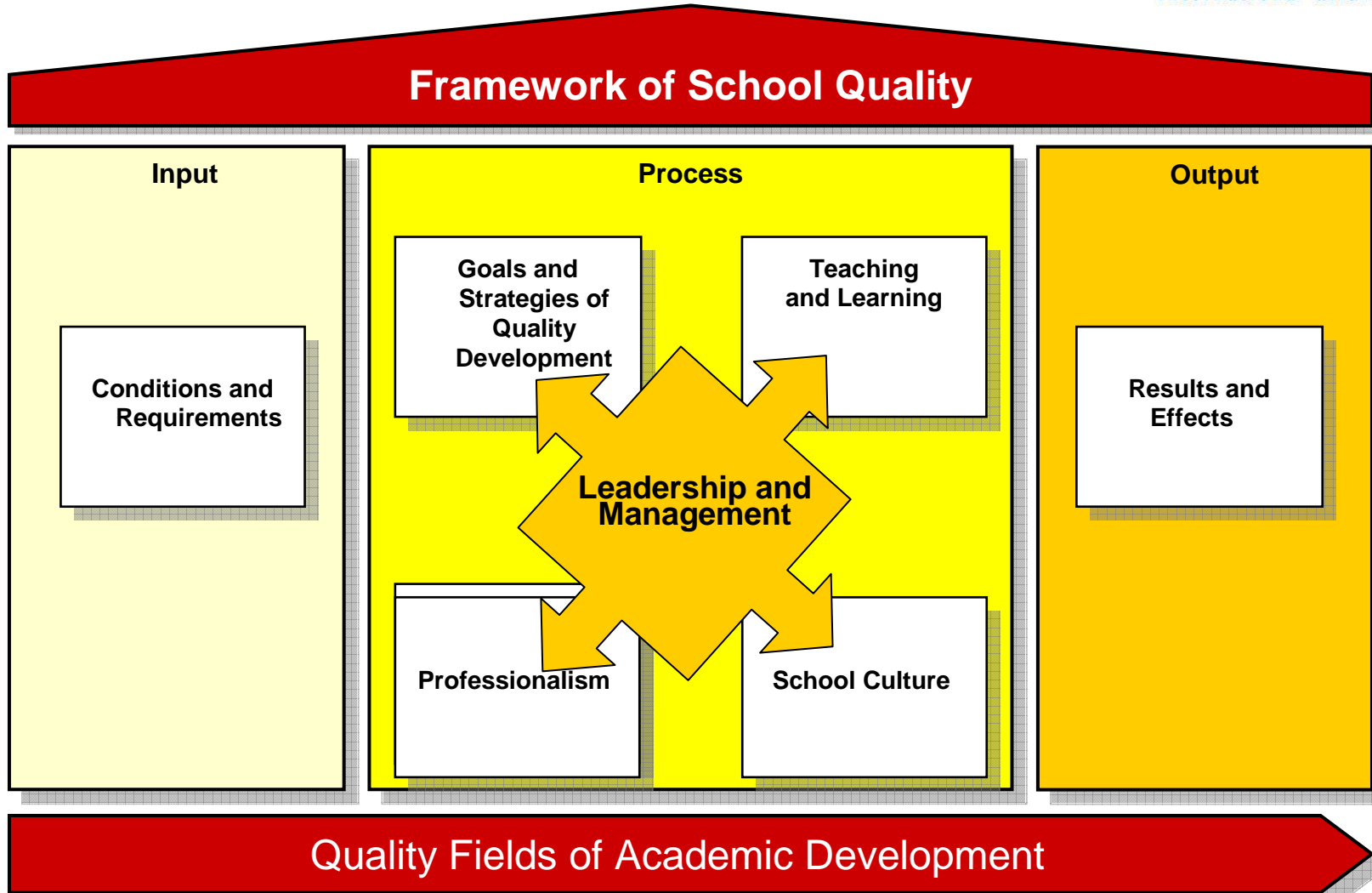
Constanze Creutzburg  
Belgrade, October 14th



# Introduction: Leadership-Management

- Aim: Transformation of resources (e.g., knowledge) into account/results (system theory):
- Totality of all constitutive, steering, and developing functions of an organisation
- Key function of an organisation
- Challenges:
  - Leading of people in organisations
  - Designing of organisations





# Management tasks

- To arrange goals
- To organize
- To decide
- To control
- To develop and support personnel



# Operational tasks

-  Research and Development
-  Marketing
-  Production
-  Budget
-  Personnel



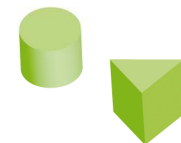
# Transfer to school context (Hesse)

- Combination of management tasks with school development processes as specification of operational tasks:
  - Goals and strategies of quality development
  - Professionalism
  - School culture
  - Learning and Teaching



# Transfer to school context (Serbia)

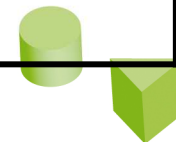
- Combination of management tasks with school development processes as specification of operational tasks
  - Curriculum
  - Learning and teaching
  - Pupil's attainment
  - Support for pupils
  - Ethos
  - Resources



# Transfer to school context (HRS)

		Operational tasks			
		Goals and strategies	Professionalism	School culture	Learning and teaching
Management	To arrange goals				
	To organize				
	To decide				
	To control				
	To develop personnel				

The school administration acts according to a personnel development concept for the professional furthering of educational staff.





# Transfer to school context (HRS)

		Operational tasks			
		Goals and Strategy	Professional	School culture	Learning and teaching
<b>Management</b>					
	To arrange goals				
	To organize				
	To decide				
	To control				
	To develop personnel				

The school administration cooperates with school supervision, school board, other educational institutions and further reference groups in the school environment and runs active public relations



# Transfer to school context

		Operational tasks			
		Curriculum	Learning and teaching	Support for pupils	Ethos
Management	To arrange goals				
	To organize				
	To decide				
	To control				
	To develop personnel				



# Group Assignment

- Regard the Serbian framework for self-evaluation and there the key area (quality domain) *leadership and management* (see copy)
- Break this concept of “management and leadership” down into standards regarding
  - the content of the table before
  - the criteria for standard formulation
- Formulate such standards which represent on the one hand the management task and on the other hand the operational tasks
- Try to fill these standards in the cells of the table (see worksheet)

