

DECISION MAKING OF THE MANAGER IN THE DEVELOPMENT OF THE COMPULSORY EDUCATION

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UDK: 37.07:005.311.6

Abstract

The education represents strategic sector in the development of any society, one that deals with the management in the education one that has to make it very clear, what is the basis for understanding of the two terms - *management and education*.

The decision process, (Decision making) is a complex and responsible function, no matter whether the decision-making is practiced by the manager as an individual or by the Management Board, as a collective body. The ability for *decision making* is one of the most important features every manager should possess, it represents a modern managerial ability for selection of current activities, with an intention to solve either specific or different problems.

The Decision making process also includes several stages in the educational process: *Clear definition of the problem, Information gathering, Integration of the information, Formulation of solutions, Selection of the best practical solution, Application of the solutions, Evaluation of the usefulness from the solutions*.

Management decisions in the compulsory education is a serious and comprehensive process in which the manager implements the decisions of the Ministry of Education, the decisions of central level, internal decisions and thereby directly affects the development of the educational system of the Republic of Macedonia.

Keywords: *education, compulsory, management, function decision.*

Introduction

*. . . Nothing is more difficult and more precious,
than the human ability
to make a decision . .*

The necessity for good governance and management with decisions in the education are a necessity and a modern need, since management is a separate process of planning, organizing, encouraging and controlling the realization of the objectives with human help and other resources.

The elements of the decision making process in the educational process are different and relate to: defining the problem, formulation of alternative ways for the course of the activities, evaluation of the alternatives, selection of the best course of the activity, execution of the decision and of the control.

The decision making process and the policy making in an organization are numerous and complex. With emphasis on the management process the structure of the organization represents a primary factor. *Decisions are not made in a vacuum*. Usually there are strong influences from

the collective experience of the organization from the past, then the current problems the organization is facing with, anticipated or existing. The decision making process is influenced by the personal characteristics of the decision-makers.

The decision making process is a lifeblood of any organization and the essence of the management. Usually the head manager is faced with making decisions about hiring and firing of the employees, with the product specifications and the return of the investment, for everyone in the organization. Although many managers use the terms *choice-making*, *decision making* and *problem solving* these three activities are different.⁵

➤ *Selection of decisions* (refers to a narrow circle of related activities by choosing one opinion from a set of already identified alternatives)

➤ *Decision-making* (is an average size of a set of activities that starts with identifying the problems and making choices)

➤ *Problem Solving* (applies to a wide range of activities which include finding and implementing course of an action to remedy the unsatisfactory situation, to profit or an opportunity)

Decision making in the development of the compulsory education

Decision making is as old as the humanity itself. Every human every day adopts variety of decisions which are part of his daily life. In that context decision-making for the managers in the educational institutions is a skill which is being improved with time and with the experience it is of paramount importance for successful implementation and improvement of the educational processes in the educational institutions.

According to a growing number of authors the decision is being defined as an *intellectual instrument for regulation of the functioning of the enterprise*, while the decision-making is a kind of a process whose aim is the act itself for the decision-making⁶

The effect of any decision should be considered regarding the time placement of the desired change or an action plan which is being implemented. Combining the concept of the management of processes with the decision-making process results in creating two major categories:⁷

- The first one is establishment of a method or mechanism for dealing with everyday decisions or decisions that can be predicted.

- The second one is decision-making for unusual questions.

These two categories can be called *programmed and unprogrammed decision making*.

Decision making continuously moves from certainty through risk to uncertainty and from the perspective of the managers in the organization from high to low level of control.

Sometimes decisions have to be made locally and urgently regardless of the structure, while the lessons learned from the decision represent a retrospective of the process.

⁵ Pierce L.Jon (University of Minnesota -Duluth), Dunham B. Randal (University of Wisconsin-Madison), Managing, Library of Congress Cataloging in Publication Data, USA, 1990, 123 p.

⁶ Gocevski Trajan, Educational Management, University of Ss Cyril and Methodius -Skopje, Faculty of Philosophy, Skopje, 2010, p. 321

⁷ Keramitchieva -Panovska Afrodita, Development of managerial skills, Business Start-up center, Bitola, 2009, p.30, 31

This challenge should at least be recognized representing part of the training in the area of management.

n the focus of this paper is the research of different types and ways for managing of the decisions in the education, where a special review for the decision-making in education is being made as well as an analysis for the decision-making in function of the development of the compulsory education in the Republic of Macedonia.

More than ever before, the education has become indispensable. The main task of the educational systems in Europe is preparation of the young people to successfully cope with the challenges of the information society and to fully exploit the opportunities which are at their disposal⁸

This encourages true understanding of the events which goes through highly simplified and sometimes widespread presentation of the media and through the influence of everyday social events because of which it is largely notable and influential the good management in the educational process and the proper administration and implementation of the decisions on local or central level.

Decision making may be popular, but not easy, the decision may be pleasant or unpleasant, useful or harmful, but for any kind of decision you have to show a specific reason, thinking, risk and courage.

ANALYSIS AND INTERPRETATION OF THE SURVEY RESULTS

The results from the survey for the importance of the decision-making and the management of the managers, for development of the compulsory education in the Republic of Macedonia, were obtained based on analysis of the answered questions from questionnaires that were conducted with principals from primary and secondary schools.

Namely, for this purpose a total of 50 respondents were surveyed, of which 35 are principals in 35 primary schools and 15 principals from secondary schools in the Republic of Macedonia. All of them have different levels of education, different work experience, different age and gender.

1. Tabular view of the respondents (principals) by sex, age and education from primary and secondary education

principals	men	women	MA	Univerity Degree	Higher Education	Up to 35 years of age	From 36 to 50 of age years	Over 50 years of age
primary 35	18	17	3	32	/	5	17	13
secondary 15	11	4	5	10	/	2	4	9
total 50	29	21	8	42	/	7	21	22

⁸ European Commission (2003) ICT in education and training, Education and Training 2010, Brussels p.11, taken from www.see-educoop.net/education_in/pdf/it-technologies_mkd.htm

	Questions for the decision making as a function of the managers	4	3	2	1	number of respondents	Coefficient - rank of importance (mean value)	Degree of deviation
1	How much knowledge do you have in the field of educational management?	25	22	3	0	50	3,44	12,82
2	How important is the management for the development of an effective school?	50	0	0	0	50	4,00	25,00
3	How important the decision-making is as a managerial function?	48	2	0	0	50	3,96	23,69
4	How much time do managers devote to the decision making as a managerial function?	33	14	3	0	50	3,60	14,93
5	How independently are managers involved in the decision making?	42	7	1	0	50	3,82	19,91
6	How much do managers apply the corrective decisions in decision making?	36	7	4	3	50	3,52	15,76
7	How much do managers independently make staffing decisions?	21	21	3	5	50	3,16	
8	How independently do managers make financial decisions?	27	16	2	5	50	3,30	11,39
9	How much the decision making by managers depends on the decisions at central level?	27	12	0	1	40	3,63	12,57
10	How much the decision making by managers depends on the decisions at local level?	31	18	0	1	50	3,58	14,84
11	How much do managers consult teachers when making decisions?	24	22	3	1	50	3,38	12,18
12	How much do managers consult the pedagogical-psychological service in the school when making decisions?	49	1	0	0	50	3,98	24,34
13	How much do the decisions of the managers correspond to the strategic goals of the school?	48	2	0	0	50	3,96	23,69
14	How much do managers have opportunities to be creative when making decisions?	34	13	1	2	50	3,58	15,33
15	How much do managers implement the decisions taken at central and local level?	47	3	0	0	50	3,94	23,04
16	How much do managers communicate and negotiate when making decisions?	31	14	4	1	50	3,50	13,53
17	How much do the decisions of the managers affect the development of the compulsory education?	32	17	1	0	50	3,62	15,15
18	How much do you participate in the decision making process?	32	17	1	0	50	3,62	15,15
19	How much do you want to join and give your contribution in the process of adopting and implementing various types of decisions?	28	12	7	3	50	3,30	10,97
20	How satisfied are you with the way decisions are made by the manager in your school?	40	9	1	0	50	3,78	18,77
21	How much a good management of the managers develops confidence, takes into account different opinions and provides a good communication?	50	0	0	0	50	4,00	25,00

22	How much through good management the managers outperform the conflicting communications in the school?	42	8	0	0	50	3,84	20,02
23	How much work discipline and responsibility is being required from the employees with good management ?	48	2	0	0	50	3,96	23,69
24	How much the employees with good management are notified accurately and on time?	46	3	1	0	50	3,90	22,37
25	How much a good manager through his management serves as an example for the employees and affirms the school?	49	1	0	0	50	3,98	24,34
26	How much the employees with good management are notified accurately and on time?	41	8	1	0	50	3,80	19,33
27	How much a good manager through his management serves as an example for the employees and affirms the school?	40	10	0	0	50	3,80	18,93

Quantitative analysis from the surveys and presentation of the results

Through the quantitative analysis there is a possibility to see the results obtained from the thoughts and attitudes of the principals from primary and secondary education about the necessity of good management and decision-making by them as managers in their schools, their implementation and importance for the modern educational process and the strategic development of the compulsory education in the Republic of Macedonia. Differences have been observed in a small number of the offered answers regarding the questions of the principals in primary and secondary education.

Conclusions and recommendations from the survey

The focus of the survey for this paper is to determine whether and to what extent the adoption and the implementation of the decisions by the principals-managers have influenced the development of the compulsory education in the Republic of Macedonia.

From the surveys made through questionnaires, conducted in a total of 50 respondents, 35 principals from elementary schools and 15 principals from secondary school enough data have been obtained providing indications for the importance of the management and the adoption, implementation of the decisions and their influence on the development of the compulsory education in our educational school system.

The results obtained from the surveys made through questionnaires with the principals of primary and secondary education, made for this purpose in the majority of the respondents point to the facts that good management is very important for the development of an effective school, where of particular importance in carrying out of this function is the decision making process.

Namely, the decision making process is a complex process, which is continuously implemented in the schools and in some cases carried out independently, while in certain cases depends from the needs on local or central level, which in turn means that the development of the school during the whole educational process depends from its successful implementation.

Through this survey it is concluded that all types of decisions in the schools should be conducted seriously with consultations and in accordance with the strategic goals of the school and in the interest of the overall educational process for the good of all!

Recommendations for application of the results from the survey

Based on the conclusions for the application of the results from the survey the following recommendations can be given in practice from the implementation of the results from the survey:

- 1) Decision making is an important managerial function and therefore it is necessary continuously to be in correspondence with the strategic goals of the school and the strategic development of the compulsory education
- 2) When making decisions managers are more likely to consult back offices and the school employees and to inform them about the real and actual conditions in the school as well as about the novelties and changes in the educational process.
- 3) Decision-making by the managers to be supported with strong arguments and to comply with the legal and financial decisions.
- 4) Decisions by the managers to be independent, creative and supported with appropriate and realistic facts and arguments.
- 5) Decision making by the managers to comply with the decisions, requirements and changes made on central and local level.
- 6) The adoption of human, financial, corrective and other decisions have to be careful not to harm the employees, the rating and the image of the school.
- 7) Managers through their behavior and working should give positive example and motivation for successful and dedicated working for the interests of the school and the students.

Through the above mentioned recommendations for the adoption of the results from the survey for this work, with the realistic presentation of the current situation in primary and secondary schools of the compulsory education in relation to decision making of the managers, *the recommendations are expected to be applied in everyday educational system in the Republic of Macedonia and through that to increase the accountability and the importance of the process for adoption of important and right decisions in the compulsory education in the Republic of Macedonia and its proper and sustainable development.*

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