
UNIT 14 INSTRUCTIONAL MANAGEMENT

RELATED ACTIVITIES-I

Structure

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14.1 INTRODUCTION

As students you have seen your teacher performing certain functions like teaching, taking attendance, checking assignments, giving report cards etc. For most of the time you see your teachers teaching. Role of a teacher is manifold. He/she is a counsellor, a guide, a facilitator and also imparts instruction.

Can a teacher enter a classroom and start teaching without deciding what is to be taught, when it is to be taught and how it is to be taught? Can the entire course be covered in a few months and students be allowed to go home? Or can a few topics be covered in detail and the rest of the course be left for students to cover on their own? Should more importance be given to some subjects or equal weightage to all subjects?

The questions given above are impractical and unimaginable. The entire schedule for instruction or various other activities (CCA) to be carried out in one academic year has to be planned properly for effective instructional management so that the organisation works smoothly. Then we should know, what is an organisation. A good organisation is an arrangement of persons wherein its members may work effectively, economically and harmoniously together to achieve a common purpose. Besides, it includes organisation of concepts and material e.g. organisation of records, managing library and laboratory, conducting parent teacher association meetings, students, preparing profile etc.

What is required to make an organisation successful?

1. Proper coordination of all the activities going on round the year,
2. Proper coordination amongst parents, teachers and the management, and
3. Proper and timely utilization of resources or we can say optimum use of resources.

For all the above given points one person cannot be made responsible. It requires a collective effort. And this collective work has to be charted out properly, so that there is no wastage of resources. Can you tell when is this possible? This is possible if there is an effective leader (principal) and capable teachers. The principal and teachers will have to come together to form a plan at macro and micro levels for effective instructional management related activities.

What are the objectives of instructional management activities? What does this instructional management activity contain and what will you learn at the end of the unit?

14.2 OBJECTIVES

Having gone through this unit, you will be able to:

- discuss the importance of instructional management related activities;
- explain the principles of framing time table;
- develop skill in conducting examinations;
- describe the role of a teacher in conducting parent-teacher association;
- develop the skill of maintaining records;
- discuss the importance of library;
- develop the technique of maintaining a laboratory; and
- describe the role of a teacher in managing instructional activities.

14.3 NEED FOR TIME MANAGEMENT AT MACRO AND MICRO LEVEL

Time management today has become every body's problem. You are in a queue hurrying to your school, you have just managed to eat some snacks and packed some for lunch. You go to school, come back, check homework of children, cook or help in cooking. Every task is time bound. Every body seems to be running behind time and trying to manage time. Managing any programme requires time management. Without this there will be chaos, duplication of work, no coordination, thus wastage of resources. At times it may lead to a flop of the programme. To avoid duplication of work, chaos and lack of coordination, time management is needed.

Time management has to be at two levels, macro and micro. Macro level would mean broad outline and micro level would mean at ground level with attention to details. For example, macro level time management would include management of school calendar. Micro level management would include management of school time table.

Let us first discuss the school calendar.

14.3.1 School Calendar

Is a school calendar something like a desk calendar or calendar showing days and date? It is something more than a date calendar. In a date calendar all the dates are given, and holidays are marked in red. But in a school calendar there need not be all dates. In addition to the dates a programme is charted against dates. e.g.

17th Jan. to 25th Jan. : Sports festival will be celebrated.

6th Jan : Prize distribution ceremony.

Now, the question is, what are the steps to be kept in mind for preparing a school calendar?

The steps are:

- i) Number of working days in a year is calculated.
- ii) Number of holidays and Sundays is excluded from a year.
- iii) Number of days required to conduct examinations is calculated.
- iv) Circumstances probably going to disturb the school schedule, e.g. Board Examination Centre, or Election booth or community programmes are indicated.
- v) After excluding the above days the working days in every month are calculated.
- vi) Dates for probable examinations are mentioned.
- vii) Dates for special lectures, workshops, seminars, funfairs, sports festivals, cultural activities, parent teacher association meeting, vacating classes, picnic, tours, camps,

staff meetings, science fair, exhibition, projects to be taken up during the year etc. are also mentioned.

- viii) All the activities given in point number seven have to be interspersed through out the year in such a way that teaching-learning does not become monotonous and it remains enjoyable.

Do you think it is necessary to chalk out such a programme for all the activities to be carried out? Why?

Yes, it is necessary. If we plan the activities and work out the plan, we can plan in advance for the forthcoming activities. Thus we have a detailed programme in front of us and we can allot work to students and teachers in a better way, which ultimately assures the success of the programme. Parents also come to know the programme schedule of the school.

In a school calendar, curricular and co-curricular activities of the year are mentioned, which help teachers as well as students to preplan the activities in advance.

For various activities different committees have to be formed, and these committees should be given the responsibility to chalk out a detailed programme each and act accordingly, so that various committees get enough time to prepare for the event. Also the activities will become educational in the real sense.

Before making a school calendar, there should be a meeting of the principal, teachers and parent teacher association members, wherein stock should be taken of the previous year's activities. Feedback should be taken regarding the problems and disturbances that took place in the last academic session. After the meeting there should be small group meetings wherein points discussed in the meeting should be consolidated. After consolidation along with the modification, datewise and monthwise calendar is to be prepared, which would act as a guideline for school programme.

14.3.2 School Time Table

Have you ever thought of how a school runs smoothly? How does a teacher know which class he has to go for teaching? How do students come to know that a teacher is engaged in the class? Is there any framework to know all these things? Yes, this framework is known as the time table. It occupies a very important place from the point of view of administration because it determines how the whole programme of the school is carried out.

Time table an very important framework and the school authorities should devise it very carefully so that the time of students and teachers is utilized to the maximum and they derive the greatest advantages from the resources of the school.

What is a Time Table?

The school time table is a chart which indicates all the activities undertaken in a school. It shows:

- hours of work
- teacher at work and at rest
- rooms being used in certain periods
- recreational time
- time of morning assembly
- time of roll call
- time of co-curricular activities
- class engaged in games
- playground being used

In short, time table is a schedule which tells what work is being done during which period, by whom it is being done, where it is being done and when it is being done.

Importance of the Time Table

As we have discussed that time table is a necessary tool for efficient working of a school.

The question is how does time table help to make functioning of a school smooth? The importance of time table is presented in Fig. 14.1.

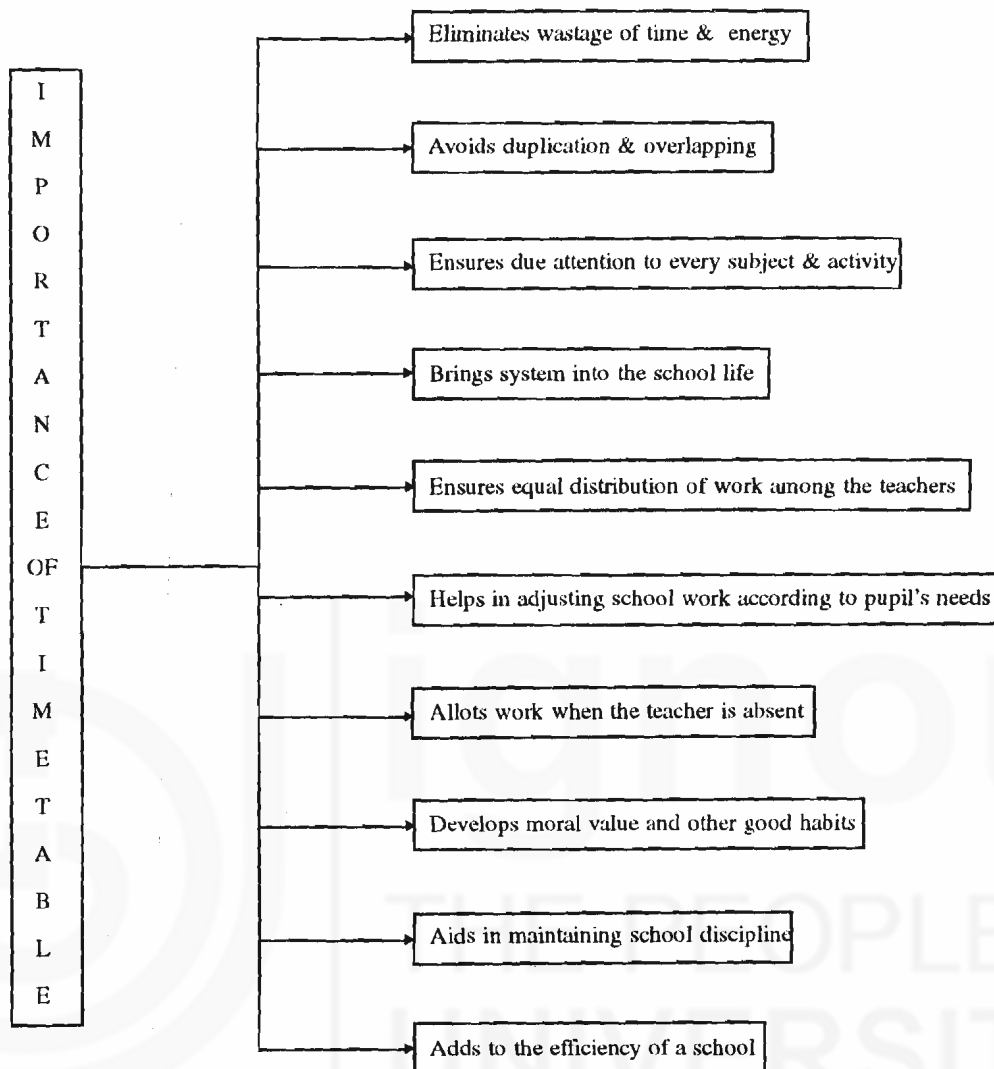


Fig. 14.1 : Importance of Time Table

The functions that a time table performs are listed below:

i) It eliminates wastage of time and energy

Time table shows exactly what is to be done at a particular time. It thus directs both teachers' and pupils' energy and attention to one thing at a time by placing proper persons at their proper places at the proper time.

ii) It presents duplication and overlapping

A time table, showing various activities to be undertaken by various classes and under whose supervision, is essential to avoid duplication and overlapping.

iii) It ensures due attention to every subject and activity

By framing a time table, due attention is given to every subject. Periods are allotted to difficult subjects according to their importance, difficult of value and their fatiguing nature.

iv) It brings system into school life

Every activity of a school is planned in advance. It ensures smooth and orderly working of school. Let us for a moment think what would happen if there was no time table in a school? In the absence of a time table there would be confusion and chaos. No teacher would know which class to take. No student would know which class to go to. Now would it be possible to determine what activity should be undertaken at what time and under whose charge.

v) It ensures equal distribution of work among teachers

Time table indicates in a summary form the work allotted to each teacher. It shows the amount of work that has been allotted to each teacher. Thus, it prevents allotment of too much work or too little work to any one of the teachers.

vi) It helps in adjusting school work according to the needs of pupils

School authorities can adjust school work according to the psychological needs of the pupils. Fatigue, interest, freshness of mind and body are taken into consideration while adjusting school work in the time table.

vii) It helps in arrangement of proxy periods

Time table shows vacant or free periods of all teachers. This is helpful in allotting work when some teacher is absent.

viii) It develops moral values and other good habits

Time table helps to develop qualities like punctuality and regularity both in teacher and the taught by placing before them a set programme of activities. It develops methodical attitude towards work among pupils and teachers.

ix) It promotes school discipline

School time table directly promotes discipline in a school to a great extent. By keeping students busy in desirable activities, and with everyone minding his own business, discipline is maintained in the school.

x) It adds to the efficiency of the school by maximum utilisation of existing resources

The time table can be framed in such a way that science laboratory, library, art room, assembly hall, play ground etc. are used to the maximum extent and help attain the goals of an institution.

From the above discussion, we can say that time table not only facilitates work, but it also adds to the efficiency in various spheres.

We have discussed that nature of a time table, and its importance. We would like to know that how many types of time tables are to be prepared to make the function smooth.

Types of Time Tables

We have discussed that how time table is an effective instrument and how it promotes efficiency in a school. Now we will see, what are the different types of time table to be prepared in a school.

When you visit any school and meet the headmaster you must have seen a comprehensive time table lying under the glass of his table. It is known as master time table or general time table. We can also name it as a consolidated time table.

On the basis of the master time table, a class teacher prepares the time table for his class and it is put in every classroom. This is known as the class time table.

A teacher, for his own record, prepares a time table.

From this discussion, we can say that there are at least three types of time tables available in the school as indicated below:

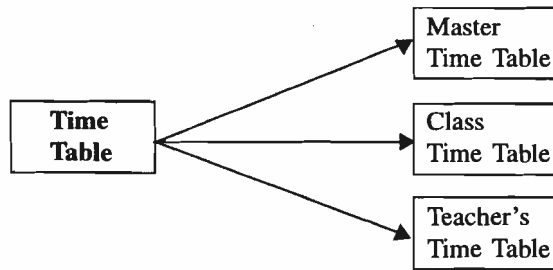


Fig. 14.2 : Types of Time Table

Let us discuss in brief each of these time tables.

Master Time Table

This time table gives a complete, correct and comprehensive picture of the entire school programme. It is a consolidated form of class time tables and teacher's time tables. This time table is generally meant to be used by the headmaster.

Class Time Table

This time table shows the daily programme of a class i.e. distribution of subject with teacher for each class. It also indicates the breaks and the periods for games and other co-curricular activities. Each class follows its time table and a copy of its time table is to be hung in each classroom.

Teacher's Time Table

Every teacher has a copy of his own programme showing details of his academic and non-academic work.

There are three types of time tables. For preparing Master Time Table, one requires certain skills and a person should know some basic principles. A person should have knowledge of how to overcome the defects of Master Time Table. Now let us discuss the basic principle of time table construction.

14.3.3 Principles of Time Table Construction

We have already studied that time table is an important instrument, which gives clear and comprehensive picture of school activities i.e. what work is being done during which period, where, by whom and when. It is really a complicated task because it is determined by a number of factors and conditions which change from place to place and from school to school.

Again, framing of a time table is a time consuming task, which also requires specific skills. One has to keep in mind that available resources are used to the maximum, because the purpose of a school is to function effectively and systematically.

The basic principles for making a time table are indicated in the Fig. 14.3.

The question arises of how to construct the Master Time Table? What are the factors to be kept in mind while framing the Time Table? Are there any principles to be followed? What are those principles?

The following principles have to be kept in mind for preparing a Time Table.

i) Type of School

The type of the school i.e. boys or girls or mixed school, urban or rural school, secondary or higher secondary school or both, determine the nature of activities of a school and accordingly a time table is framed.

One more point that is to be kept in mind is that specific needs of a school are to be taken into consideration while framing time table.

ii) Departmental Regulations

Generally, the State Department of Education fixes length of the school year, and its terms

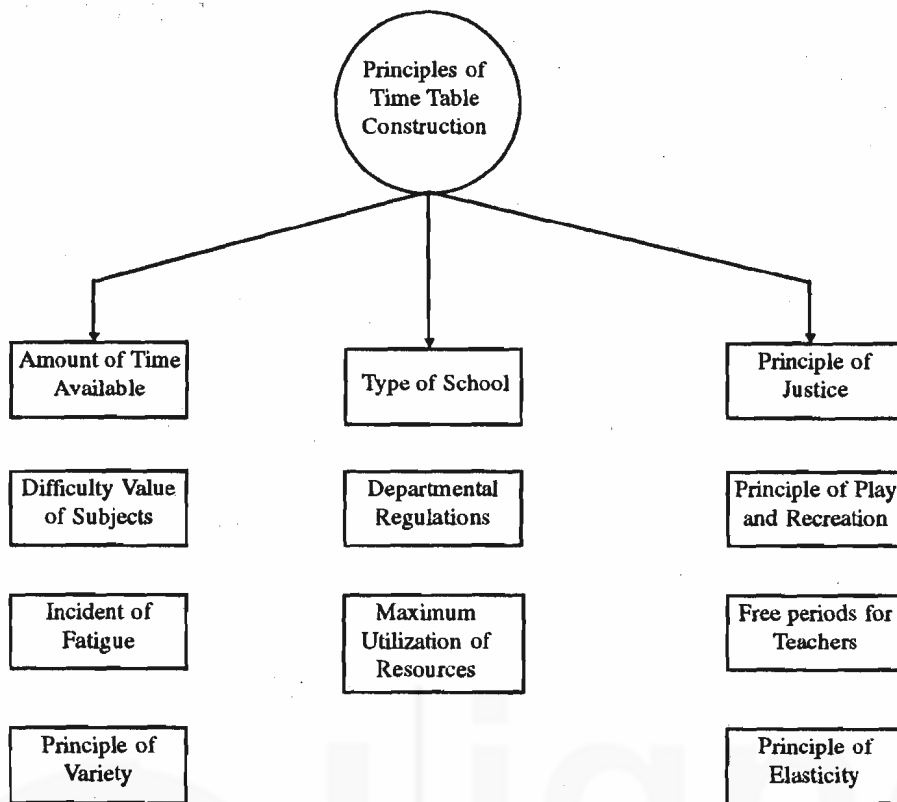


Fig. 14.3 : Principles of Time Table Construction

i.e. when an academic year starts and when it ends, the duration of the school day and even the number of periods for each subject. It is essential that the school time table is in agreement with Government regulations.

iii) Amount of Time Available

A time table is to be framed keeping in view the available time i.e. length of the school year and total number of holidays. For example, in a double shift schools, the duration of the school day is naturally shorter.

iv) Principle of Justice

In assigning work, care has to be taken that:

- a) each teacher is assigned those subjects which he/she feels he/she is best qualified to teach,
- b) he/she does not teach in more than two departments,
- c) teaching load for every teacher is about equal to that of others.

v) Relative Importance and Difficulty Value of Subjects

Time has to be provided to each subject according to its importance and its difficulty value. For example, more time is required for Mathematics and English, not because they are more important but because they are more difficult.

Besides, there are certain social and economic considerations that determine the importance of a subject in the school curriculum and accordingly, time is allotted to them in the time table, for example, in rural schools more time is required or devoted for practicals.

vi) Incidence of Fatigue

The element of fatigue influences the construction of school time table in a number of ways. Children are fatigued at certain periods or on certain days. Fatigue is not only physical but it is also psychological in nature, which results in a definite weakening of attention and diminishing interest and affects learning.

- a) **Work Rate:** In school some subjects are more fatiguing than others. They involve more mental strain and effort. Such subjects are to be taught during early hours when the students' minds are fresh.
- b) It is a common feeling to think that mental freshness is the greatest in the morning. This is also true just after recess. The order of subjects causing strain is as follows:

(1) Mathematics (2) English (3) Other languages (4) Sciences (5) Social Studies/ Humanities (6) Science practicals (7) Drawing.

However, this needs not be true for all students. Some might find learning of Languages more difficult than Mathematics. Some find Sciences more difficult to learn.

- c) The fatigue principle is true for days of the week also. Tuesdays and Wednesdays are considered to be the best days in which maximum work could be done. Towards the end of the week fatigue is the greatest.
- d) Younger children are more quickly fatigued. The duration of a class period for them does not generally exceed 30 to 35 minutes. Psychologically also, their minds are likely distracted to some other activities.
- e) Certain seasons too cause fatigue. In summer due to heat, we do not like to work. So the duration of the period needs to be reduced. If it is possible, change timings and keep the school in the morning during summer season.

vii) Principle of Variety

Time table has to be constructed in a manner so that it allows frequent change of places and postures for pupils. It has been seen experimentally that change of room, seat and posture usually is an antidote against weariness. This applies to both, students and teachers. Variety can be introduced in the following manner.

- a) No subject except Science practicals should be kept for two consecutive periods, as it will cause monotony.
- b) The same class should not, as far as possible, sit in the same room for the whole day.
- c) The same teacher should not have two consecutive periods in the same class, as far as possible except in primary classes.
- d) If a subject is taught only 2/3 times a week, periods should follow at intervals.
- e) The physical training periods, science practical and drawing work allow a change.

viii) Free Periods for Teachers

Free periods for teachers need to be provided so as to increase their efficiency and also to provide time for their correction work. e.g.

1. Language teachers need more free periods as they have to do more correction work.
2. In the periods immediately preceding science and other practical periods, a teacher should be kept free to enable him/her to make necessary preparations.

ix) Principle of Play and Recreation

Careful attention needs to be given to provide for rest and recreation and provision for various co-curricular activities should also be made in the time table, to avoid monotony.

x) Maximum Utilization of Resources

While constructing a time table, number of teachers, their qualifications and experience, number and size of classrooms and material resources available, should always be kept in

mind, so as to make the maximum use of all the resources and avoid wastage or under utilization of resources.

xi) Principle of Elasticity

We know that time table is an instrument to help school carry on its work smoothly and efficiently. It should not be fixed or rigid, but should provide scope for adjustment and changes to meet specific needs of students as well as of teachers.

The above principles provide bases in framing a time table. The difficult task of framing the time table becomes easier, if one knows the basic principles and tries to implement them. It is not everybody's cup of tea. One should possess the skill of framing a time table.

14.3.4 Role of a Teacher

Teachers should also have a role in the preparation of the time table, because after all it has to be implemented by them. It so happens, some of the days, a teacher has so much of work that he/she hardly gets an opportunity to rest. Whereas there might be days when teachers are totally free. What can you expect from an exhausted teacher? Not only is the quality of teaching affected, there is lack of enthusiasm and lack of any innovative idea as well.

If teachers are taken into confidence and then according to the principles of time table making, a time table is prepared, its implementation will be smooth.

A teacher should take care that they do not waste time of another teacher while teaching in a class after the period is over. Nor should teacher leave a class before the period is over. The incoming teachers should also come on time. After all, teachers are role models. Students learn punctuality from their teachers. Teachers who have been assigned extra duties, should get some relaxation in the time table. All teachers should cooperate to make a time table functional.

Check Your Progress

Notes: a) Write your answers in the space given below.

b) Compare your answers with those given at the end of the unit.

1. Read the following statements and check whether it is true or false and put a tick mark (✓) on it.
 - a) A teacher requires much more skills in acquiring mastery in techniques of teaching. (T/F)
 - b) Time table ensures due attention to subjects and activities. (T/F)
 - c) School calendar is just like an ordinary calendar. (T/F)
 - d) School calendar helps in work allocation to different committees. (T/F)
2. Read the following statements and mention the type of time table against each of the statements.
 - a) It is a consolidated form of class time table and teacher's time table.
.....
 - b) It shows the daily programme of a particular class.
.....
3. Read the following statements carefully and mention the principle to be applied while framing time table.
 - a) The teaching load for every teacher is about equal to that of other. (principle of))
 - b) Specific needs are to be kept in mind while constructing a time table. (principle of))
 - c) More time is required for Mathematics. (principle of))
 - d) The same class should not sit in the same room for the whole day. (principle of))

14.4 CONDUCTING EXAMINATIONS

It is not enough to just 'teach'. A teacher has also to check the performance of his/her students which in a way is a check on his/her performance. This is done by devising and administering appropriate tests to measure the level and quality of student learning. There are many ways to test students' learning. Students may be evaluated through recitations, home work, unit tests or other types of assignments.

Again, it is not enough just to evaluate students. A teacher must interpret test results and relate the findings to students progress or lack of it in order to improve teaching-learning process. These findings provide a very meaningful feedback to a teacher on the effectiveness of teaching-learning process and on the basis of it he/she must cooperate and enlist the cooperation of supervisors and senior teachers both in the process of student evaluation and in improving his/her own teaching wherever required.

A teacher must report student achievement and progress to parents by means of report cards and conferences regularly. This would enlist the cooperation of parents in promoting the education of their children.

The question is how to conduct examinations? What are the points to be kept in mind while conducting an examination? How to plan for an examination in advance?

14.4.1 How to Conduct Examinations?

In the school calendar examination dates are fixed. They are announced on the notice board.

Examination Dates

S.No.	Date	Subject	Time

Signature of Headmaster

- After due notice to students, teachers should be asked to set question papers.
- Question papers have to be typed and cyclostyled.
- After cyclostyling, bundles are made depending on the seating arrangements e.g. blockwise and classwise.
- In a classroom roll numbers have to be written on the desks just before the date of commencement of examination.
- Each classroom is given a block number in Roman letters.
- Roll number or examination numbers included in each block have to be placed on blackboard in respective classroom.
- The blocks and roll numbers are displayed together on the blackboard near the school office or entrance.

S.No.	Block No.	Roll Nos.	Class

- Fifteen minutes before commencement of the exam carry the bundles containing attendance sheet, question papers, answer sheets and thread.
- When students settle down, proper instruction should be given to them.
- Any correction required in question paper has to be announced just before students begin to write.
- Invigilators should be vigilant throughout the examination.
- Each answer sheet has to be signed by an invigilator.
- Attendance of students has to be recorded properly.
- All extra sheets given have to be recorded.
- 10 minutes before the time is up, a warning bell has to be given and students are asked to tie up their supplementary sheets with the main answer book.
- After the last bell, collect answer sheets roll numberwise.
- Arrange the supplementary sheets classwise and submit them to concerned subject teachers.
- Keep a record of those who have not appeared for the examination. Ask them to bring medical certificate if they have been ill.

Conducting examination is not an easy task and requires detailed planning. The points to be considered are: Who will do what? What will he/she do? How will he/she do it? It is not an individual effort but collective effort of all teachers to make examination procedure systematic. Again, paper setting and duplicating are confidential matters. In a separate room, these can be arranged.

14.4.2 Role of a Teacher

- Teachers should set the question paper well in time, get them typed and proof read them to avoid typographical errors.
- Teachers should respect invigilation schedule and abide by it.
- In case of an emergency they should inform examination incharge to avoid last minute hassles.
- Proper instructions have to be typed on question paper to avoid any confusion.
- Concerned teacher should take a round when the examination is going on.
- A teacher should check papers on time and give the feedback promptly.

Here, we have discussed the most predominant evaluating technique i.e. a written test.

There can be an oral test, practicals, projects, unit test and assignments for evaluating performance of students.

Depending on the nature of a project, assignment or oral test, criteria for evaluation should be fixed. They should be objective in nature. According to the set criteria, marks or grades have to be allotted, and are to be added to the concerned subject. At the end, result card is to be prepared and given to students for parents' signature.

14.4.3 Parent Teacher Association : Its Importance

Parents send their children to school for education. School educates children. Both are interested in children's progress and both are answerable to each other but we have experienced that illiterate and uneducated parents do not understand the importance of education, so they do not provide a good educational environment for their children. In a village, few children complete primary education and the problem of absentecism from school is more rampant. Parents are busy in agricultural and other activities. They do not keep contact with the school.

On the other hand, educated parents are often busy in their professional work. They might not find time to keep contact with school. It, thus, becomes the responsibility of the school to ensure the growth and development of children.

One-fourth of a child's time is spent in school. Once a child is admitted to a school, parents start thinking that their responsibility is over. Teachers think that parents do not take interest

in child's education. On the other hand, parents think that teachers do not teach well in the school. Both are blaming each other. But both are equally responsible for child's progress, so both have to take interest in the child's growth and development.

In such a situation the Parent Teacher Association is a necessity. Apart from getting an opportunity to know the progress of their children it gives a chance to parents to understand needs and ideals of the school and also helps parents to participate in some of the school activities. Thus it helps in developing social aspect of school life.

14.4.4 Establishment and Objectives of Parent Teacher Association (PTA)

Only home visits by a teacher are not enough. Parents should take interest in child's education. They should also know problems academics as well as personal problems, that the children facing and with the help of teachers, try to solve them. They should know when the child comes to school, what he/she does in the school? What are his/her interest/attitude and aptitude towards study? What is his/her progress? Whether he/she takes part in other activities of the school? What should be done to improve growth and development of the child? In such a situation PTA helps in developing all-round personality of the child. Every school should have a PTA.

For establishment of PTA the following steps need to be taken:

- Invite parents to school
- Explain to them the objectives of PTA
- Give them brief idea about the activities of PTA
- Make membership of PTA voluntary
- All parents should be invited
- Teachers have to take up the responsibility to conduct PTA meetings
- Try to involve more parents in activities

How does Parent Teacher Association help?

A parent teacher association helps teachers and parents in many ways. Some of these include:

- The relationship between parents and teachers will improve if both of them try to know each other.
- Parents and teachers try to give respect to each other and have trust in one another.
- Instead of blaming each other, both should have positive outlook.
- PTA solves the problem of student indiscipline.
- Parents come to know the habits, hidden talents and progress of their children.
- It improves school performance.
- It helps in reducing wastage and stagnation.
- Both realise the responsibility towards the children.
- It helps in developing personality of children.
- It proves that school is a miniature form of the society.

We have discussed the importance of Parent Teacher Association. Now, we will understand the objectives of Parent Teacher Association.

Objective of Parent Teacher Association

The objectives of Parent Teacher Association are the following:

- i) To bring home and the school in close contact.

These days teacher and parents do not come in contact with each other. Parents also do not know the teacher. Both should meet each other on some occasions.

- ii) To promote the welfare of the children in home and community.

Parents are busy in their professions. They do not find time to visit the school and take interest in child's progress. Once a year, the school invites parents, which helps them to

know about the child's performance and the problems of the child. Parents come to know the behaviour of the child. Parents and teacher may cooperate with each other intelligently in the training of a child.

Somehow both complain about each other. In some cases, parents blame teachers and teachers blame parents for not taking interest. If both of them come together, know each other, understand each other, it helps in growth and development of child's progress.

Parent Teacher Association also helps school to inform the community of what it is doing and the problems it is facing. The involvement of parents and the community might help a school to raise resources for its various activities.

The importance of PTA is clear and the objectives are also understood. Can you suggest what are the activities to be organised for a PTA?

14.4.5 Activities to be Organised

The following activities are to be organised in a PTA:

- The performance of a child is discussed.
- The personal as well as academic problems of a child can be discussed jointly and effort made to solve these problems.
- Celebration of festivals can be organised. Invite parents and community members and accept their viewpoints.
- Activities can be taken up with the help of the community e.g. cleanliness of the city or village, shram yagnya, eye camp, tours, funfair, cultural programme etc.

When to keep PTA meeting

Generally middle of the second term is the appropriate time to organise a PTA meeting. During this time, performance of the child in various subjects is announced so that parents and teachers get an idea of a child's progress.

In PTA meeting, invite an educationist as a chief guest, who will motivate students and give guidance to parents. In a PTA meeting students will narrate their experiences of the school, teacher will express their view points and parents will give their reactions.

In this way, PTA meeting is to be organised once in a year. It gives good results. The value of such organisation has been fully realised in our country.

The entire programme of PTA should be chalked out by an executive committee, set up by the association itself. Advance planning, showing dates of major meetings and broad goals of the year's programme proves beneficial.

Check Your Progress

Notes: a) Write your answers in the space given below.

b) Compare your answers with those given at the end of the unit.

4. Read the following statements and state whether it is True/False

- a) A Parent Teacher Association helps in developing social aspect of school life. (True/False)
- b) In a Parent Teacher Association, activities can be taken up with the help of the community. (True/False)
- c) Beginning of the first term is an appropriate time to keep PTA meeting. (True/False)

5. Complete the sentence.

- a) Students may be evaluated through recitation homework
- b) Teacher must report pupil achievement and progress to parents by means of

14.5 LET US SUM UP

In this unit, we have discussed management of instruction related resources, namely man, money, material and finance. We began the discussion with the functions of a teacher. Effective functioning is required for effective organisation and effective organisation can be achieved by proper planning and coordination of resources which help in the instructional process. Time has to be managed properly both at macro and micro levels. Schools maintain school calendar for macro time management. Time tables should be based on principles and rules of time table making. As a teacher, one has to conduct examinations from to time and also has to organise parent teacher associations. Conducting examinations and organising PTAs require managerial skills on the part of a teacher.

14.6 UNIT-END ACTIVITIES

1. Construct the following time tables.
 - a) Master time table
 - b) Class time table
 - c) Teacher's time table
2. Organise a meeting of the Parent Teacher Association and prepare a report on the outcome of such a meeting.

14.7 POINTS FOR DISCUSSION

1. Proper management of time makes instructional activity effective and efficient.
2. Smooth conduct of examinations is not possible without prior management of examination related activities.
3. Parent teachers associations are indispensable for a school's functioning.

14.8 ANSWERS TO CHECK YOUR PROGRESS

1. a) T, b) T, c) F, d) T
2. a) Master time table
b) Class time table
3. a) Justice
b) Type of school
c) Difficulty value of a subject
d) Variety
4. a) T, b) T, c) F
5. a) Unit test, assignments
b) Report cards

14.9 SUGGESTED READINGS

Aggarwal, J.C. (1994): *Educational Administration, Management and Supervision: Principles and Practices*, New Delhi.

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