

## A P P E N D I X

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APPENDIX I

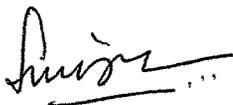
DEPARTMENT OF EDUCATION  
FACULTY OF EDUCATION AND PSYCHOLOGY  
THE M.S. UNIVERSITY OF BARODA  
BARODA - 390 002

Dear Sir/Madam,

I have taken up a research study on managerial competencies of secondary school principals. This Managerial Effectiveness Scale has been designed to assess the level of your managerial competencies in your different functional areas. This scale has competency statements related to eight areas namely pupil Development, Personnel Management, School-community interface, Financial Management, Curriculum Implementation and Management of Instruction, School Plant and Infrastructure, School Climate and School Improvement and Administrative Methods and Procedures.

While assessing yourself, feel free and be sure that this would be totally confidential and will be used only for research purpose. Your co-operation will be highly appreciated.

Thanking you,



(S.M. JOSHI)  
Guide & Dean,  
Faculty of Edu & Psy.  
The M.S. University,  
BARODA.

Yours Sincerely,



(SUJATA SRIVASTAVA)  
Lecturer,  
Dept. of Education  
The M.S. University,  
BARODA.

**MANAGERIAL EFFECTIVENESS SCALE (MES)**

A) The following statements indicate the managerial competencies of a secondary school principal in his different functional areas. You are required to carefully read each statement and assess the extent to which you believe you are manifesting the skill by encircling on that level.

	NEVER	RARELY	SOME- TIMES	OFTEN	VERY OFTEN
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- I provide leadership to students.	1	(2)	3	4	5

In this case the respondent believes that he rarely provides leadership to students.

	NEVER	RARELY	SOME- TIMES	OFTEN	VERY OFTEN
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1. I provide leadership to students	1	2	3	4	5
2. I counsel students.	1	2	3	4	5
3. I effectively develop school guide lines for student conduct.	1	2	3	4	5
4. I effectively communicate the prepared guide lines to students.	1	2	3	4	5
5. I ensure that school rules are followed by all students.	1	2	3	4	5
6. I ensure that cases of student indiscipline are dealt with impartiality.	1	2	3	4	5
7. I help students secure high standards of neat and clean environment.	1	2	3	4	5

8.	I involve pupils in every aspect of school activity particularly regarding their own achievement.	1	2	3	4	5
9.	I ensure that all classes are engaged.	1	2	3	4	5
10.	I motivate students for better learning.	1	2	3	4	5
11.	I arrange remedial measures for needy students.	1	2	3	4	5
12.	I develop job-description for positions.	1	2	3	4	5
13.	I follow fair recruitment procedures.	1	2	3	4	5
14.	I prepare a balanced time-table.	1	2	3	4	5
15.	I assign tasks while keeping the individual's interest in mind.	1	2	3	4	5
16.	I give opportunities to teachers for participation in decision-making.	1	2	3	4	5
17.	I ensure that staff understands administrative decisions.	1	2	3	4	5
18.	I provide adequate recognition to teachers for services well performed.	1	2	3	4	5
19.	I ensure that staff is thanked/appreciated for their special efforts.	1	2	3	4	5
20.	I encourage teachers for participation in-service education programmes.	1	2	3	4	5

21. I provide opportunities to the teachers for career advancements.	1	2	3	4	5
22. I utilize the services of teacher's organizations.	1	2	3	4	5
23. I encourage teachers to take membership of different academic organizations.	1	2	3	4	5
24. I conduct induction programmes for the new teachers.	1	2	3	4	5
25. I organise in-service training programme for the staff.	1	2	3	4	5
26. I advise staff on their special problems.	1	2	3	4	5
27. I assess on-going programme in the school.	1	2	3	4	5
28. I redesign and up-date the programmes on the basis of feed-back.	1	2	3	4	5
29. I evaluate the staff regularly.	1	2	3	4	5
30. I work with staff in formulating plans for evaluating and reporting student progress.	1	2	3	4	5
31. I extend courtcies to the staff	1	2	3	4	5
32. I communicate with clarity and specificity.	1	2	3	4	5
33. I ensure that records of all teaching and non-teaching staff are maintained.	1	2	3	4	5
34. I ensure that records of students are maintained.	1	2	3	4	5

35. I promote self-initiated professional development activities of the staff.	1	2	3	4	5
36. I conduct staff-meetings at regular intervals.	1	2	3	4	5
37. I conduct PTA meetings effectively.	1	2	3	4	5
38. I share all relevant information with the staff.	1	2	3	4	5
39. I encourage team spirit.	1	2	3	4	5
40. I am aware of the needs of the community.	1	2	3	4	5
41. I initiate activities to meet community needs.	1	2	3	4	5
42. I establish linkages with other government and private organizations.	1	2	3	4	5
43. I emphasize and nurture two-way relationship between school and community.	1	2	3	4	5
44. I effectively handle socio-political problems.	1	2	3	4	5
45. I ask parents for feedback and suggestions for development of schools.	1	2	3	4	5
46. I consider parent's views for the improvement of the school.	1	2	3	4	5
47. I exhibit patience and perseverance with parents regarding their various problems.	1	2	3	4	5

48.	I make parents feel welcomed and valued.	1	2	3	4	5
49.	I involve industries in school activities.	1	2	3	4	5
50.	I arrange timely meetings with community leaders and community members.	1	2	3	4	5
51.	I harness all available resources for effective management of school-plant.	1	2	3	4	5
52.	I withstand pressures from community for admission of students.	1	2	3	4	5
53.	I make judicious use of financial resources.	1	2	3	4	5
54.	I have knowledge of different kinds of budgetary procedures.	1	2	3	4	5
55.	I ensure that budgets are prepared for each school activity.	1	2	3	4	5
56.	I do planning for purchase and payment of staff well in advance.	1	2	3	4	5
57.	I ensure proper utilization of pupil's fund and maintain separate account.	1	2	3	4	5
58.	I maintain records of students so that correct numbers of unit grant allocation can be claimed.	1	2	3	4	5
59.	I mobilize resources from the community.	1	2	3	4	5
60.	I identify possible ways of savings.	1	2	3	4	5
61.	I organize traditional fund-raising activities.	1	2	3	4	5

62.	I encourage continuous modification of curricular and instructional procedures.	1	2	3	4	5
63.	I provide instructional resource and materials to support teaching staff in accomplishing instructional goals.	1	2	3	4	5
64.	I monitor systematically and continuously instructional process to ensure that activities are related to their outcomes.	1	2	3	4	5
65.	I know methods and techniques of teaching of different subjects.	1	2	3	4	5
66.	I provide feedback to the teachers for instructional improvements.	1	2	3	4	5
67.	I discuss new syllabus with subject teachers.	1	2	3	4	5
68.	I conduct periodical get-togethers with staff in order to sort out problems in teaching.	1	2	3	4	5
69.	I emphasize on student centred learning approaches where ever possible.	1	2	3	4	5
70.	I ensure that assessment and correction of pupil's written work is carried out effectively.	1	2	3	4	5
71.	I organize educational excursions periodically with proper planning.	1	2	3	4	5
72.	I ensure that different co-curricular	1	2	3	4	5

activities are organized for students.

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| 73. I appraise continuously the existing facilities in the school.  | 1 | 2 | 3 | 4 | 5 |
| 74. I supervise the maintenance of the school complex.  | 1 | 2 | 3 | 4 | 5 |
| 75. I take stock of school property from time to time.  | 1 | 2 | 3 | 4 | 5 |
| 76. I ensure that the libraries and laboratories are adequately equipped.   | 1 | 2 | 3 | 4 | 5 |
| 77. I provide sports facilities.  | 1 | 2 | 3 | 4 | 5 |
| 78. I formulate and submit proposals to the management for purchase of furniture, laboratory equipments, teaching aid before the commencement of the academic year. | 1 | 2 | 3 | 4 | 5 |
| 79. I ensure that equipments and materials are supplied to all staff members.   | 1 | 2 | 3 | 4 | 5 |
| 80. I monitor the use, care and replacement of capital equipments.  | 1 | 2 | 3 | 4 | 5 |
| 81. I emphasize on the effective and economic use of equipments and materials by staff members.   | 1 | 2 | 3 | 4 | 5 |
| 82. I develop library resources in school and ensure that pupils and teachers have access to use books and journals.  | 1 | 2 | 3 | 4 | 5 |
| 83. I resolve conflicts of any nature any time.   | 1 | 2 | 3 | 4 | 5 |

84. I know the goals of the school and I actively involve the staff and students in achieving these goals.	1	2	3	4	5
85. I initiate various programmes for facilitating a positive, caring climate for learning.	1	2	3	4	5
86. I support any programme that facilitates a good healthy climate.	1	2	3	4	5
87. I have a clear vision for the future of the school.	1	2	3	4	5
88. I take expert's opinion for school improvement.	1	2	3	4	5
89. I take decision for the interest of the school.	1	2	3	4	5
90. I am committed to my duties and I can overcome problems.	1	2	3	4	5
91. I follow the laid down procedures for selection, promotion and termination of the teaching and non-teaching staff.	1	2	3	4	5
92. I am aware of recruitment procedures for Scheduled Caste and Scheduled Tribe.	1	2	3	4	5
93. I am aware of the procedures for opening up of higher standards or additional divisions according to the Central/State Education Act.	1	2	3	4	5
94. I follow the rules for admission of regular and private candidates to the Secondary School Certificate Examination.	1	2	3	4	5

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|--|---|---|---|---|---|
| 95. I possess the ability of replying to the queries of the government from time to time.      | 1 | 2 | 3 | 4 | 5 |
| 96. I am aware of the rules and regulations regarding admission criteria of different classes. | 1 | 2 | 3 | 4 | 5 |