

## **THE IMPLEMENTATION OF EDUCATIONAL MANAGEMENT FUNCTIONS AND SUBSTANCES IN MAKING A SUPERIOR SCHOOL BASED ON ENTREPRENEURSHIP**

**Syunu Trihantoyo<sup>1</sup>**

The State University of Surabaya (UNESA)

**E-mail:** aboutsyunu@gmail.com

### **ABSTRACT**

*A Globalization becomes a provision which has happened in all countries in the world. Moreover, many ASEAN's countries have made an agreement to unify societies in all of life aspects. Many countries will apply this agreement in 2015. Indonesian has prepared to encounter the ASEAN Economic Societies (AES). One of life aspects is education. An education in Indonesia needs to respond this phenomenon by building up strong competitiveness, it is necessary to many schools which have superior competitiveness.*

*An effective management school is required to make a superior school. This management can be based on two studies. These are functions and substances of educational management. Every School needs to implement functions and substances of educational management in teaching and learning process.*

*One way which we can do is implementing an entrepreneurship education in every action. This encourages stakeholders in institutions to think creatively and innovatively in doing many activities in the education sector. So, every school can give responses quickly and know about many society's needs and many demands in education globally.*

*This article discusses about implementing functions and substances of educational management to make a superior school which is based on entrepreneurship. A Supporting study is analyzing functions and substances of educational management in order to realize superior schools and entrepreneurial principles as the basis of school growing competitiveness.*

**Keywords:** Educational Management, Superior School, Entrepreneurship.

## **INTRODUCTION**

The unity of ASEAN's societies will be realized. ASEAN Economic Society will be implemented on 01 January 2015. Basically, there are 10 visions to realize ASEAN Community, those are *outward looking, economic integration, harmonious environment, prosperity, caring societies, common regional identity, living in peace, stability, democratic, and shared cultural heritage* (Ministry of Foreign Affairs, 2014). Indonesia as one of the countries which has affiliated in ASEAN needs to prepare itself with improving the competitiveness of its nations. One of important aspects that we have to prepare is education.

Most of people believe that education can construct a human civilization. Education is one of manifestation in determining the development of the nation aim. Based on United Nation Development Program about Human Development Report in 2014, it showed that Indonesia gets rank 108 from 187 countries (hdr.undp.org, 2014). It means that the quality of human resources in Indonesia should be increased. Education as an institution which creates human resources needs to improve its educational qualities.

Indonesia has focused to improve the quality in education with implementing superior schools to encounter ASEAN Economic Societies. In Cheng's opinion (1996), a superior school or an effective school is "*...as the capability of the school to maximize school functions or the degree to which the school can perform school functions, when given a fixed amount of school inputs*". To make a superior school, it is necessary to work hard in using abilities of school to maximize its function. A superior school can't be separated from educational management activities which can give implication to the quality of educational institutions.

To realize a superior school, it needs to manage educational management functions and substances effectively. That management will give implication to whole studying and teaching process in the school. To implement management effectively, the school needs to apply a principal entrepreneurship. McDonald's can produce their same products since they have founded their business at the first time until now. At first, McDonal's was just a small business. But, they have a worldwide business now. McDonal's has made many innovations, those are changing management concept and implementing processing techniques which is based on product standardization to make same product qualities in the world (Bhattacharyya, 2006). An example above is one of entrepreneurship which can implement in education. A stakeholder in educational institutions should interpret entrepreneurship principles in doing every educational activity.

Entrepreneurship principles can increase human creativities and innovations in their action. This can encourage them to make a breakthrough in education which can produce competitiveness, especially to encounter globalization like ASEAN Economic Societies. Entrepreneurship principles need to cultivate in education to make every school respond contextual needs of our society. Therefore, schools can make a creative idea and an innovative thought. At least, entrepreneurship in education includes *be the first, be the different, and be the best*. Based on the explanation above, educational management activities can give an impact to found a superior school with applying entrepreneurship principles. Educational institutions which have resources and competitiveness with another country in ASEAN can prepare it to encounter ASEAN Economic Society.

## **ANALYZING EDUCATIONAL MANAGEMENT FUNCTIONS AND SUBSTANCES IN THE SUPERIOR SCHOOL**

### **Educational Management Functions**

Many educational experts give their opinion about educational management functions. George Terry as a father of management gives his idea which has become a basic idea for many management experts in the world. Educational management functions consist of planning, organizing, actuating, evaluating (George Terry). These educational management functions relate to each other like a system which support and depend on each other. To realize a superior school, stakeholders in educational institutions need to observe these functions to work effectively. All school community need to understand about educational management functions and implement these in every programme or policy which they do in the school. Applying educational management functions is a duty for a principal as an educational manager. Managerial abilities of a principal can be identified as:

1. Establishing strategic fit of targets, including industry, market, customer, financial analyses
2. Assessing organizational fit – including culture, structure and human capital
3. Managing integration and/or transition
4. Assimilating and exploiting new knowledge and capabilities.



**Figure 1.** Educational Management Functions (Geogre Terry)

The first function is planning. A good planning can determine the success rate of the programme or activities which people do. So, a strategic planning needs to implement in every school. A strategic planning has been developed to determine and anticipate change (Schmitt, 1996), so it can determine the position of organization in the future. This activity is begun by identifying discrepancy between expectation and reality. Totally, it is analyzed by using SWOT Analysis (strength, weakness, opportunity, threat) based on internal and external conditions in the education institution. The next stage is determining organization's goals. Organization's goals is as a compass which has a function as a direction for making decision and doing activities in education. The formulation of organization's goals must be made clearly and it must be quantitative. While the formulation of organization's goals which is qualitative tends to make people misunderstanding in interpreting it. So that it can give an impression to easy to break in achieving organization's goals.

The second function is organizing. To organize structural works in the school needs to observe personnel who a stakeholder chooses. This is a determination in organizing job description, so we often know it as the right man/woman in the right place. This determination in classifying job description can give impact to performance which people get. To realize a superior school, a stakeholder needs to organize school's personnel to make it effective and efficient. Basic things which a stakeholder has to consider in organizing are (1) determining organization's goals; (2) analyzing workload for each organizational unit; (3) making job description; and (4) determining personnel based on deciding goals, workload, and job description from each organizational unit.

The third function is actuating. Actuating is an effort to actuate school personnel to give them motivation to achieve educational institution's goals. This is related to the role of leadership. The effective role of principals is able to give guidance, motivation, support, and reinforcement to all school's societies. Actuating is an effort which a stakeholder does to give explanations and guidance to his members before, during, and after doing their duties. Therefore, the function of actuating before doing duties is related to priorities, work procedures, and other things to achieve activity's goals effectively and efficiently. The function of actuating during doing duties is related to accompany his members to achieve organization's goals in order to run well (Arikunto and Yuliana, 2009).

The last function is evaluating. This context is a compatibility programme or activity based on planning which people made. So, in making a superior school, achievement standards need to be made in controlling. We can know achievement level based on measurement result which has been compared with the first planning. Based on this activity, a school can determine what program can run effectively or not. To achieve an effective evaluating, it is needed some stages: (1)

determining implementation standards; (2) determining the measurement of activities; (3) comparing activities with implementation standards; and (4) taking corrective action if needed.

Regularity in doing management functions can impact to reach a superior school. Management functions can become cycles when evaluation results is not shown goals which is planned. Evaluation results can be a substance in making plans to improve the next programme.

### **Educational Management Substances**

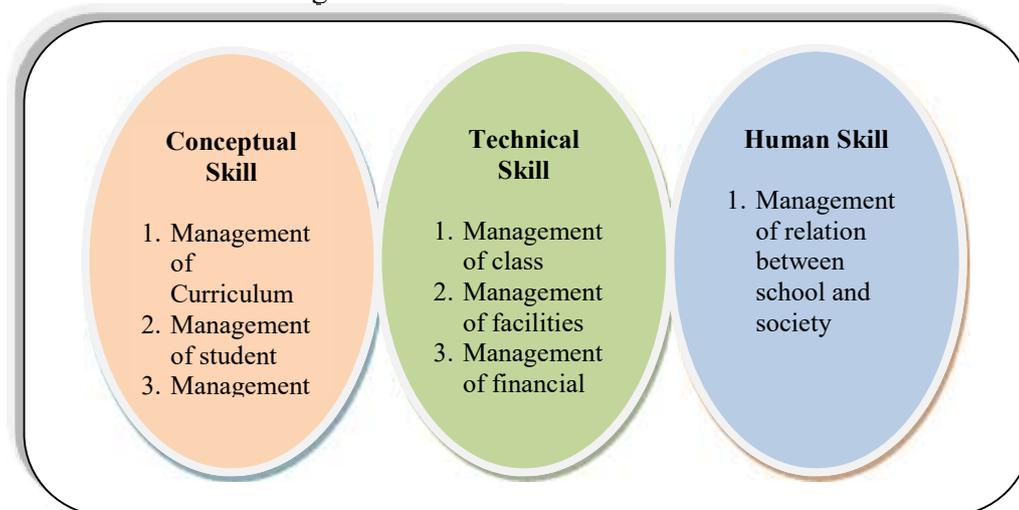
Substances can be called as scope, cultivated fields, coverage, and contents. Substances in managing educational institutions have 7 points. These are (1) management of curriculum; (2) Management of class; (3) Management of students (4) Management of facilities; (5) Management of human; (6) Management of financial; (7) Management of relation between school and societies. All of these substances are jobs in every school. To make a superior school, every school needs to carry out 7 points. This becomes a provision which schools have to do to implement teaching and learning activities.

Burhanuddin et.al. (2003) classify 2 educational management substances, namely (1) essential management substances; and (2) extension management substances. Essential management substances are related to seven management substances above. The second group is extension management substances, this appears because of the development and demand from societies to education. Extension management substances are related to educational behaviour including culture management and school climate, communication management and group dynamics, management changes. From the explanation above, management is politics: the creating, organizing, managing, monitoring and resolving of value conflicts, where values are defined as concepts of the desirable (Begley, P. dan Leonard, P., 2005).

The role of principals can determine a success of school in achieving 7 substances in educational management. So, the principal must have 3 basic skills, including conceptual skill, technical skill, and human skill. Yoznab, E. et al (2013) show that

*there is a significant relationship between the triple managerial skills, including technical, conceptual skills and human quality of work life. Results of stepwise regression showed that the best predictor of quality of working life in the first case among three skills was the technical skills. But the relationship between human perceptual skills and quality of work life is not meaningful.*

Conceptual ability can be applied in management of curriculum, management of students, and management of human. A principal needs to apply the design in increasing or reconstructing those management substances. Technical skills can implement to a management of class, management of facilities, and management of financial. A principal also needs to know about everything which is technique to have accuracy in implementation. The human ability can be implemented in Management of relation between school and societies. Societies are as school customers who need to get the best service.



**Figure 2.** Grouping of Education Management Substances

### **IMPLEMENTING EDUCATIONAL MANAGEMENT FUNCTIONS AND SUBSTANCES IN CREATING A SUPERIOR SCHOOL BASED ON ENTREPRENEURSHIP**

Growing Phenomenon in societies is the superior school is a school that can produce the best graduates. They felt as if locked in this paradigm, regardless of the characteristics and values that built the school. More learning activities on instantaneous results (output) rather than the learning process. Not surprisingly, graduates from school run into dehumanization today. This is released of government efforts in applying the 2013 curriculum which has learning outcomes including faith and piety, knowledge, attitudes, and skills.

Furthermore, from evaluation of the community paradigms, in order to produce the best graduates, we require an effective school management. An Educational institution can be regarded as a superior school if the school is able to maximize all the resources and potential of quality. The school quality can be defined in two aspects: (a) cognitive, creative and emotional development of learners; and (b) the role of school in promoting values and attitudes for the holistic development of personality (Vaidya, 2014).

Some descriptions of the various management functions and substances have been studied in the discussion above. The optimization of the management role, the management function, and the management substance needs to be based on entrepreneurship principles. Understanding entrepreneurship is not always on the activity of buying and selling or trading. Entrepreneur is known as ... renewing or making a revolution ... exploiting an invention and technological possibilities which has not been made ... it is made by the old way or the new way (Harefa and Siadari, 2013). Based on this article, entrepreneurship's principles have been identified between the innovative and creative entrepreneurs. This is the same as a Ciputra's thought, that there are three principles that must be owned by entrepreneurs, these are creating opportunities, becoming innovators, braving to take no measurable risks (Ciputra, 2009).

In educational management context, principals need to understand the principles of entrepreneurship in carrying out their duties. Roomi, M., and Harrison, P. (2011) show ...entrepreneurship education touch on the integral role of leadership in entrepreneurship... a principle as a leader in the educational institution can stimulate his member to do and act with entrepreneurship thoughts. Similarly, implementing management functions and substances needs to know about entrepreneurship principle. Entrepreneurship principle can lead to creativity, innovation, and satisfaction. Creativity can be defined as passion to do. Efforts to achieve superior schools need reinforcements of the principal in adapting the changing of education system with the principle of creativity. Similarly, the application of the seven substances of management education, all of school communities in implementing require to be creative.

Innovation is known as the ability to create something new or something old in a new way that is certainly more efficient. Perspectives from the whole school communities to respond each action will determine the realization of a superior school. Management function according to George Terry is always within the framework of planning, organizing, actuating, and controlling. The principle of innovation must be included in each stage by producing new things innovative. Satisfaction is defined as the provision of related customer satisfaction on service/graduate students.

From the description above, entrepreneurship principles should be used as a reference in managing educational institutions and included in every aspects of management. Overall, some principles which schools must have in realizing a superior school including (a) always optimistic and not easily discouraged; (b) continuously can see the opportunities that can't be seen by others; (c) never feel satisfied and can exploit existing change; (d) is always committed to win; (e) have sharp intuition; (f) is an action-oriented people; and (g) can exploit weaknesses into strengths and threats as opportunities.

## CONCLUSION

A competition in all life aspects is a consequence from the globalization era. Indonesia will encounter a globalization era with applying ASEAN Economic Societies. One of life aspects is education. Indonesia should increase the quality of human resources with education to compete with other ASEAN countries. The high quality of education will create excellent human resources. Therefore educational institutions need to apply educational management functions and substances.

Educational management functions based on George Terry thoughts are planning, organizing, actuating, and evaluating. Whereas, educational management substances are related to (1) management of curriculum; (2) Management of class; (3) Management of students (4) Management of facilities; (5) Management of human; (6) Management of financial; (7) Management of relation between school and societies. Those functions and substances must be managed well, so that they can give positive effects in the excellent school performance. It is necessary to apply entrepreneurship principles in schools to achieve superior schools. The motivation of a stakeholder and all school communities will feel entrepreneurship with the spirit of innovation in action.

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