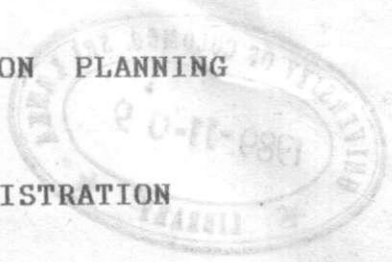


ANNUAL IMPLEMENTATION PLANNING
FOR
SYSTEMATIC ADMINISTRATION
AND
SCHOOL DEVELOPMENT



C₂-47

A THESIS PRESENTED TO
THE FACULTY OF EDUCATION
THE UNIVERSITY OF COLOMBO

UCLIB



417001

IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF
M.PHIL IN EDUCATION

BY

H L I L RATNAPALA

B.Sc., Dip.Ed., Dip.Ed.Mgt

April, 1988

BOOK STOCK	
ACQUISITION	
CLASSIFICATION	
INDEXING	
RECORDS	
LIBRARY	
UNIVERSITY OF COLOMBO	

417001

CR



TABLE OF CONTENTS

	Page
TITLE PAGE	i
TABLE OF CONTENTS	ii
LIST OF TABLES	vi
LIST OF FIGURES	ix
ABSTRACT	x
DECLARATION	xiii
ACKNOWLEDGEMENTS	xiv
 Chapter	
1. STATEMENT OF THE PROBLEM	1
Introduction	1
Background to the Study	4
Statement of the Problem	8
Statement of Sub Problems	8
Methodology of the Study	9
Limitations and Delimitations	9
Definition of Terms	10
Importance of the Study	13
Organisation of the Thesis	15
Summary	16
 Chapter	
2. REVIEW OF RELATED LITERATURE	18
Introduction	18
Educational Planning: a conceptual orientation	18
Planning at the Micro Level	34

Approaches to Planning at School Level	41
The Role of the School Principal as a Planner	51
Assessing Planning Practices at School Level	59
Summary	62
Chapter	
3. THE RESEARCH METHODOLOGY	65
The Method of Research	65
The Sample	65
Collection of Data	69
Validation of Data	81
Analysis of Data	82
Some Limitations in the Methodology Adopted	85
Summary	88
Chapter	
4. DATA ANALYSIS AND PRESENTATION	90
Introduction	90
Planning Practices at School Level	90
Involvement of Principals in Plan Formulation for Systematic Administration and School Development	143
An Assessment of Plans Formulated for Routine Administration and School Development	167
Knowledge, Skills and Attitudes Borne by School Principals in Planning at School Level	177
Problems Faced and Solutions Recommended by Principals of Schools with regard to Planning at School Level	180
Summary	196

Chapter		
5. DISCUSSION OF FINDINGS		199
Approaches and Practices Adopted by Principals of Schools in the Process of Planning		199
Involvement of Principals in Plan Formulation for Systematic Administration and School Development		224
An Assessment of Plan Formulation for Routine Administration and School Development		230
Knowledge, Skills and Attitudes Borne by School Principals in Planning at School Level		236
Problems Encountered and Solutions Recommended by Principals of Schools with regard to Planning at School Level		240
Summary		248
Chapter		
6. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS		251
The Summary		251
The Conclusions		255
Recommendations		261
APPENDICES		264
Appendix 1 - The Interview Schedule used to collect information from Principals of Schools		264
Appendix 2 - A Checklist to assess plan formulation for Part 1 of the School Plan		269
Appendix 3 - A Checklist to assess plan formulation for Part 2 of the School Plan		271
Appendix 4 - An Inventory to assess Knowledge, Skills and Attitudes borne by Principles of Schools with regard to Planning at School Level		273

Appendix 5 - A Copy of the Letter posted to Interviewees to make arrangements for the Interviews	277
Appendix 6 - A few selected Case Stories	279
Appendix 7 - Projects Introduced by Ministry of Education for Part 1 of the School Plan	299
Appendix 8 - Projects Introduced by the Ministry of Education for Part 2 of the School Plan	301
Appendix 9 - Background Information pertaining to the Selected Principals	304
Appendix 10 - Background Information pertaining to the Selected Schools	306
BIBLIOGRAPHY	309

1. Types of Staff Involved in Planning

2. Level of Staff Competence in Planning

3. General Objectives Identified for Planning Purposes

4. Specific Objectives Identified for Planning Purposes

5. Data Bases Established by Principals of Schools

6. Provision and Maintenance of Information Systems

7. Short-term Needs of Schools

8. Long-term Needs of Schools

9. Types of Personnel Assisting in the Preparation of School Budgets

10. Qualities of Services Fulfilling Resource Needs of Schools

11. Existing Concerns on which Policy has been Formulated