

## BIBLIOGRAPHY

ANC

see

AFRICAN NATIONAL CONGRESS.

AFRICAN NATIONAL CONGRESS (ANC). 1994. A policy framework for education and training: draft for discussion purposes only. Johannesburg : A.N.C. Education Department.

ALLUTO, J.A. & BELASCO, J.A. 1972. A typology for participation in organizational decision making. **Administrative Science quarterly**, 17(1):117-125.

ANDERSON, G. 1990. Fundamentals of educational research. London : The Falmer Press.

ANDERSON, R. & ANDERSON, K. 1982. HRD in "Z" type companies. **Training and development journal**, 35(3):16-23.

AQUILA, F.D. 1982. Japanese management practices: the educational hula-hoop of the '80s. **NASSP-bulletin**, 66(457):91-96.

AQUILA, F.D. 1983. Japanese management in schools: boon or boondoggie? **The clearing house**, 57(4):180-186.

ARY, D., JACOBS, L.C. & RAZAVIEH, A. 1990. Introduction to research in education. New York : Holt, Rinehart & Winston.

BACHARACH, S.B., BAMBERGER, P., CONLEY, S.C. & BAUER, S. 1990. The dimensionality of decision participation in educational organizations: the value of a multi-domain evaluative approach. **Educational administration quarterly**, 26(2):127-167

BARNARD, S.S. 1995. The relation between educational management and school community relationships. (In Van der Westhuizen, P.C. ed. Effective educational management. Pretoria : HAUM p.405-442.)

BARTH, R.S. 1988. Principals, teachers, and school leadership. **Phi delta kappan**, 69(9):639-642.

BARTOL, K.M. & MARTIN, D.C. 1991. Management. New York : McGraw-Hill.

BARTUNEK, J.M. 1980. Participation training, agreement and teacher participation in decision making. **Group and organization studies**, 5(4):491-503.

BASSON, C.J.J. 1995. Management of administration affairs. (In Van der Westhuizen, P.C. ed. **Effective educational management**. Pretoria : HAUM. p 445-487.)

BASSON, C.J.J., VAN DER WESTHUIZEN, P.C. & NIEMANN, G.S. 1995. Organisational theory (In Van der Westhuizen, P.C. ed. **Effective educational management**. Pretoria : HAUM, p.593-659.)

BELL, L. 1992. Managing teams in secondary schools. London : Routledge.

BENSON, M. & MALONE, P. 1987. Teacher's belief about shared decision making and work alienation. **Education**, 107(3):244-251.

BERGMAN, A.B. 1992. Lessons for principals from site-based management. **Educational leadership**, 50(1):48-51.

BERND, M. 1992. Shared decision making requires effective instructional leadership . an essential partnership. **NASSP bulletin**, 76(540):48-64.

BINEDEL, N. 1988. Latest trends in management and their implications for the educational manager. (An abbreviated account of a paper presented at the inaugural meeting of the Association of Educational Managers held on 17 September 1988.) Pretoria.

BISHOP, T. 1987. Staff development: a collaborative planning model. **Thrust for educational leadership**, 16(4):46-48.

BLECKE, A.E. 1982. Encouraging teacher support for teacher evaluations. **NASSP-bulletin**, 66(458):16-21.

BOLIN, F.S. 1989. Empowering leadership. **Teacher's college record**, 91(1):81-94.

BOLMAN, L.G. & DEAL, T.E. 1991. Reframing organizations: artistry, choice and leadership. San Francisco : Jossey-Bass.

- BONDESIO, M.J. & DE WITT, T.J. 1995. Personnel management. (In: van der Westhuizen, P.C. ed. *Effective educational management*. Pretoria : HAUM. p.239-344).
- BOONE, L.E. & KURTZ, D.L. 1992. *Management*. New York : McGraw-Hill.
- BORG, W.R. & CALL, M.D. 1989. *Educational research: an introduction*. New York : Longman.
- BOWMAN, M.L. 1986. Allocating money for priority items - easier with participative budgeting. **NASSP-bulletin**, 70(493):5-9.
- CANTER, L. & CANTER, M. 1992. Involving families in the middle school: middle grade state policy initiative. **Principal**, 71(4):48-50.
- CAVANAUGH, D.P. & YODER, C.L. 1984. Team management and merit pay - effective leadership: from theory to practical application. **NASSP bulletin**, 68(469):93-94.
- CELLIERS, A.S. 1988. 'n Deelnemende bestuursbenadering aan 'n onderwyskollege. Johannesburg. (Skripsie (M.Ed.) - RAU.)
- CERTO, S.C. 1983. *Principles of modern management: functions and systems*. Dubuque, Iowa : Wm. C. Brown.
- CHAMLEY, J.D., MCFARLANE, F.R., YOUN, R.C. & CAPRIO, E.M. 1992. Overcoming the superprincipal complex: shared and informed decision making. **NASSP-bulletin**, 76(540):1-8).
- CHANDLER, T.A. 1984. Can Theory Z be applied to the public schools? **Education**, 104(4):343-345.
- CHAPEY, G. 1983. Can we learn a lesson from Japan? **The clearing house**, 56(9):394-396.
- CHAPMAN, J.D. 1988. Decentralization, devolution and the teacher: participation by teachers in the decision making of schools. **The journal of educational administration**, 26(1):39-71.
- CLEGG, S.R. 1990. *Modern organizations: organization studies in the postmodern world*. London : Sage Publications.

- COHEN, J. 1988. Statistical power analysis for behavioral sciences. Hillsdale, N J: Lawrence Erlbaum.
- CONLEY, S.C. 1988. Reforming paper pushers and avoiding free agents: the teacher as a constrained decision maker. **Educational administration quarterly**, 24(4):393-404.
- CONLEY, S.C. 1989. "Who's on first?" School reform, teacher participation and the decision making process. **Education and urban society**, 21(4):366-379.
- CONLEY, S.C. 1991. Review of research on teacher participation in school decision making. (In Grant, G. ed. Review of research in education. Washington: American Research Association, p.225-266.)
- CONLEY, S.C., SCHMIDLE, E. & SHEDD, J.B. 1988. Teacher participation in the management of school systems. **Teachers college record**, 90(2):259-279.
- CONWAY, J.A. 1984. The myth, mystery, and mastery of participative decision making in education. **Educational administration quarterly**, 20(3):11-40.
- COVEY, S.R. 1992. Principle-centered leadership. London: Simon & Schuster.
- COZBY, P.C. 1993. Methods in behavioural research. London: Mayfield.
- CROUS, M.J. 1990. Besluitneming. (In Kroon, J. ed. Algemene bestuur. Pretoria: HAUM, p.189-209.)
- DAFT, R.L. 1991. Management. Chicago: Dryden Press.
- DAWSON, J.A. 1984. The principal's role in facilitating teacher participation: mediating the influence of the school context. (Paper presented at the Annual Meeting of the American Educational Research Association, New Orleans, April, 1984.)
- DE BEER, A.S. 1994. Demokrasie en die media: voorwaardes en geleentheid vir 'n nuwe Suid-Afrika. **Tydskrif vir geesteswetenskappe**, 34(2):126-137.
- DE  
see  
SOUTH AFRICA. Department of Education.

DET

see

SOUTH AFRICA. Department of Education and Training.

DE VRIES, C.G. 1993. Antropologiese verantwoordings en pedagogiese verantwoordings van die demokratiese beginsel in skoolonderwys. **Suid-Afrikaanse tydskrif vir opvoedkunde**, 13(1):4-8.

DE WEE, K. 1994. Teacher participation in the management of schools **Educamus**, 40(2):10-13.

DE WET, J.J., MONTEITH, J.L. DE K., VENTER, P.A. & STEYN, H.S. 1981. Navorsingsmetodes in die opvoedkunde: 'n inleiding tot empiriese navorsing. Durban : Butterworths.

DE WITT, J.T. 1995. The role of women in educational management. (In Van der Westhuizen, P.C. ed. Effective educational management. Pretoria : HAUM, p 515-590.)

DONALDSON, A.R. 1990. A political economy of people's education. (Paper delivered at the National Education Coordinating Committee conference held on 1-2 July 1990.)

DONNELLY, J.H. (Jr.), GIBSON, J.L. & IVANCEVICH, J.M. 1992. Fundamentals of management.. Homewood, Ill : Richard D. Irwin.

DOYLE, R. & TETZLOFF, P. 1992. Waivers provide relief, allow improvements. **The school administrator**, 49(1):10-11.

DREYER, R P.M. 1989. 'n Spanbestuurbenadering. Potchefstroom. (Skripsie (M.Ed.) - PU vir CHO.)

DRYDEN, B.J. 1984. They don't have to be futile. **Principal**, 63(3):36-39.

DUKE, D.L., SHOWERS, B.K. & IMBER, M. 1980. Teachers and shared decision making : the costs and benefits of involvement. **Educational administration quarterly**, 16(1):93-106.

DUNNE, T.O. & MAURER, R. 1982. Improving your school through quality circles. **NASSP bulletin**, 66(457):87-90.

- DUTTWEILER, P.C. 1989. Changing the old ways. **Journal of research and development in education**, 22(2):7-12.
- ESTERHUYSE, W. 1994. Wat is demokrasie? **Tydskrif vir geesteswetenskappe**, 34(1):1-12.
- FERRARA, D.L. & REPA, J.T. 1993. Measuring shared decision making. **Educational leadership**, 51(2):71-72.
- FERRARA, D.L. 1993. Shared education decision survey. New York : SEDS.
- FRAENKEL, J.R. & WALLIN, N.E. 1990. How to design and evaluate research in education. New York : McGraw-Hill
- FRASE, I.E. & MELTON, R.G. 1992. Manager or participatory leader? what does it take? **NASSP-bulletin**, 76(540):17-24.
- FREE, R. 1982. A method for the selection of department chairmen. **NASSP bulletin**, 66(455):123-125.
- FUHR, D. 1989. Elements of good administrative leadership. **NASSP bulletin**, 73(512):53-54.
- GARCIA, A. 1986. Consensus decision making promotes involvement, ownership, satisfaction. **NASSP bulletin**, 70(493):50-52.
- GARTEN, T. & VALENTINE, J. 1989. Strategies for faculty involvement in effective school. **NASSP-bulletin**, 73(515):1-6.
- GDE  
see  
SOUTH AFRICA. Gauteng Department of Education.
- GEORGE, P.S. 1984. Theory Z and schools: what can we learn from Toyota? **NASSP-bulletin**, 68(472):76-81.
- GIBSON, J.L., IVANCEVICH, J.M. & DONNELLY, J.H. (Jr.). 1994. Fundamentals of management. Homewood, Ill. : Richard D. Irwin.
- GOLDMAN, J.P. 1992. When participatory management attracts no buyers. **The school administrator**, 49(1):15.

- GOODLAD, J.I. 1983. A study of schooling: some implications for school improvement. **Phi delta kappan**, 64(8):552-558
- GRAHAM, K. 1986. The battle of democracy: conflict, consensus and the individual. Sussex : Wheatsheaf Books.
- GRIFFIN, R.W. 1990. Management. Boston : Houghton Mifflin.
- GROSSNICKLE, D.R. 1983. An administrator's guide to effective committee work. **NASSP-bulletin**, 67 (1),78-80.
- GUTHRIE, J.W. 1986. School-based management: the next needed education reform **Phi delta kappan**, 68(4):305-309.
- HALLER, E.J. & STRIKE, K.A. 1986. An introduction to educational administration: social, legal and ethical perspectives. New York : Longman.
- HALLINGER, P.R.D. 1988. Models of shared leadership: evolving structures and relationships. (Paper presented at the Annual Meeting of the American Educational Research Association, New Orleans, Los Angeles, 5-9 April 1988.)
- HAMMON, S.B. 1983. Teaming: a concept that works. **Phi delta kappan**, 64(5):366-367.
- HANSEN, M.J. 1990. Site-based management and quality circles: a natural combination **NASSP bulletin**, 74(528):100-103.
- HARBER, C. 1993. Democratic management and school effectiveness in Africa: learning from Tanzania. **Compare**, 23(3):289-300.
- HATTON, N. & SINCLAIR, K. 1992. The motivating role. (In Turney, C., Hatton, N., Laws, K., Sinclair, K. and Smith, D. The school manager. Sydney : Allen & Unwin, p.210-237)
- HERRICK, N. 1991. Joint management and employee participation. Boston : Allyn and Bacon.
- HOINVILLE, R., JOWELL, R. et al. 1994. Bias in surveys caused by non-response. (In Johnson, D. ed. Research methods in educational management. Essex : Longman, p.135-140.)

- HOWES, N.J. & MACCARTHY, H. 1982. Participative management: a practice for meeting the demands of the eighties. (Paper presented at the Annual Meeting of the American Research Association, New York, 19-20 March, 1982.)
- HOY, W.K. & MISKEL, C.G. 1991. Educational administration: theory, research and practice. New York : Random House.
- HOY, W.K. & SOUSA, D.A. 1984. Delegation: the neglected aspect of participation in decision making. **The Alberta journal of educational research**, 30(4):320-331
- HOY, W.K. & TARTER, C.J. 1993. A normative theory of participative decision making in schools. **Journal of educational administration**, 31(3):4-19.
- HUDIBERG, B.A. & KLINGSTEDT, J.L. 1986. Teacher effectiveness : clue to educational reform **NASSP bulletin**, 70(490):87-90.
- IMBER, M., NEIDT, W.A. & REYES, P. 1990. Factors contributing to teacher satisfaction with participative decision making. **Journal of research and development in education**, 23(4):216-225.
- JAOUES, E. 1991. A dissenting view: in praise of hierarchy (In Harvard Business Review, Participative management. Boston : Harvard College, p.57-63.)
- JOHNSTONE, G.S. & GERMINARIO, V. 1985. Relationship between teacher decisional status and loyalty. **The journal of educational administration**, 23(1):91-105.
- JONKER, M.P. 1994. 'n Bestuursinligtingstelsel vir 'n staatsondersteunde skool. Potchefstroom. (Proefskrif (Ph.D.) - PU vir CHO.)
- KEEVES, J.P. 1988. Models and model building. (In Keeses, J.P. ed. Educational research, methodology and measurement : an international handbook p.559-566.)
- KEITH, S. & GIRLING, R.N. 1991. Education, management and participation : new directions in educational administration. Boston : Allyn and Bacon.
- KESSLER, R. 1992. Shared decision making works. **Educational leadership**, 50(1):34-38
- KIRBY, P.C., WIMPELBERG, R. & KEASTER, R. 1992. Teacher empowerment depends on needs, expectations of principals, schools, districts. **NASSP-bulletin**, 76(540):89-95.



- KNOOP, R. 1985. Should you delegate or invite participation? **Education Canada**, Fall.
- KROON, J. 1990. Bestuur en bestuurder. (In Kroon, J. red. Algemene Bestuur Pretoria : HAUM, p.3-24.)
- KROON, J. & VAN ZYL, J.H.. 1990. Beplanning en planne. (In Kroon, J. red. Algemene Bestuur. Pretoria : HAUM, p.125-146.)
- LANDMAN W. 1980. Introduction to research in education. Durban : Butterworth.
- LANNON, M. & OTJEN, D. 1991. What do we do right in smaller secondary schools **NASSP bulletin**, 75(533):34-36.
- LATEGAN, M M. 1992. Raikane's article; "The necessity for a course in educational law in teacher training programmes" : a refutation. **Educamus**, 38(6):5-6.
- LAWS, K. 1992. The organising role. (In Turney, C., Hatton, M., Laws, K., Sinclair, K. and Smith, D. The school manager Sydney : Allen & Unwin, p.182-208.)
- LAWS, K. & SMITH, D. 1992. The communication role. (In Turney, C., Hatton, N., Laws, K., Sinclair, K. and Smith, D. The school manager. Sydney : Allen & Unwin, p.147-179.)
- LAWS, K., SMITH, D. & SINCLAIR, K. 1992. Leadership style, skills and technology. (In Turney, C., Hatton, M., Laws, K., Sinclair, K. and Smith, D. The school manager, Sydney : Allen & Unwin,44-89.)
- LEBOWITZ, A.J. 1992. Staff buys in through shared decision making. **The school administrator**, 49(1):12-13.
- LIFTON, F.B. 1992. The legal tangle of shared governance. **The school administrator**, 49(1):12-13.
- LINDELOW, J., COURSEN, D., MAZZARELIA \, HEYNDERICKZ, J.J. & SMITH, S.C. 1989. Participative decision making. (In School leadership : handbook of excellence, Eric Clearinghouse on educational management, Eugene : Oregon, p.152-157.)
- LORTIE, D.C. 1986. Teacher status in Dade County : a case of structural strain? **Phi delta kappan**, 67(8):568-575.

- MAEROFF, G.I. 1988. Teacher empowerment : a step toward professionalization  
**NASSP bulletin**, 75(511):53-60
- MAKHOKOLO, K.J. 1989. Management development of principals of Black schools with special reference to top-downs. Potchefstroom. (Dissertation (M Ed.) PU vir CHO.)
- MATABOGE, S.M. 1993. Team management : a dynamic problem solving approach Soweto. (Thesis (Ph.D.) - Vista University.)
- MCCARTHY, R.B. 1985. Technology, time and participation. **Education and urban society**, 17(3):324-331.
- MCGINLEY, M.J. 1992. The implementation of school-based management/shared decision making (SBM/SDM) in elementary and middle schools in the school district of Philadelphia. (Paper presented at the annual meeting of American Educational Research Association, San Francisco, California, April 22-24, 1992.)
- MCGURK, N. 1990. The practical implications for educational management in a changing South Africa, seen in the light of a rationalised system of education. (Paper presented at the conference of Educational Managers on 21-09-1990.) Pretoria.
- MCWALTERS, P. 1992. Handling accountability and authority to schools. **The school administrator**, 49(1):9-10.
- MENTZ, P.J. & VAN DER WESTHUIZEN, P.C. 1992. The school as a societal relationship vis à vis organisation. **Tydskrif vir Christelike wetenskap**, 28(2):26-41.
- MERBOLDT, G. 1990. Enkele unieke bestuursprobleme wat deur die onderwysbestuurder in die Departement Onderwys en Opleiding ervaar word. (Referaat gelewer gedurende die Eerste Vergadering van die Vereniging van Onderwysbestuurders op 01-09-1990.) Pretoria.
- MERTENS, S. & YARGER, S.J. 1988. Teaching as a profession: leadership, empowerment and involvement. **Journal of teacher education**, 39(1):32-37.
- MESCON, M.H., ALBERT, M. & KHEDOURI, F. 1981. Management: individual and organizational effectiveness. New York : Harper & Row.

- MIDGLEY, C. & WOOD, S. 1993. Beyond school based management: empowering teachers to reform schools. **Phi delta kappan**, 75(3):245-252
- MILLER, W.C. & SPARKS, D. 1984. Theory Z: the promise for U.S. schools. **The educational forum**, 49(1):47-54
- MINER, J.B., SINGLETON, T.M. & LUCHSINGER, V.P. 1985. The practice of management. Columbia : Charles E. Merrill.
- MOFFAT, A. 1991. Deelnemende besluitneming in skoolbestuur. Johannesburg. (Skripsie (M.Ed.) - RAU.)
- MORROW, W.E. 1988. Democratic schooling and the continental nuisance. **South African journal of education**, 8(3):247-254.
- MOSOGGE, M.J. 1989. Conflict management as a task of the school principal in the D.E.T. with special reference to the Vaal Triangle Area. Potchefstroom. (Dissertation (M.Ed.) - PU for CHE.)
- MOSOGGE, M.J. 1991. Participative management: a strategy for educational managers in a changing educational scenario. (Paper presented at the meeting of Qwaqwa inspectors Association, Qwaqwa, August 2, 1991.)
- MOSOGGE, M.J. 1993. Teachers in management: some misconceptions. **Educamus**, 39(1):20-21.
- MOUTON, J. & MARAIS, H.C. 1989. Basiese begrippe: metodologie van die geesteswetenskappe. Pretoria : RGN.
- MUCZYK, J.P. & REIMANN, B.C. 1987. Has participative management been oversold? **Personnel**, 64:52-56.
- MURGATROYD, S. & MORGAN, C. 1993. Total quality management and the school. Buckingham : Open University.
- NAUDE, C. 1994. Islam en demokrasie. **Tydskrif vir geesteswetenskappe**, 34(2):118-125.
- NEL, P.S. & VAN ROOYEN, P.H. 1985. Worker representation in practice in South Africa. Pretoria : Academica.

- NHUNDU, T.J. 1992. The relationship between self- and supervisor appraisals with role clarity and job satisfaction. **Journal of educational administration**, 30(1):29-41.
- NIEMANN, G.S. 1995. School business management. (In Van der Westhuizen, P.C. ed. **Effective educational management**. Pretoria : HAUM, p.371-403.)
- NUPEN, C. 1990. Collective bargaining realities in South Africa: problems and potentials. (In Ansley, C. ed. **Worker participation: South African options and experiences**. Kenwyn : Juta, p.35-47.)
- OBRADOVIC, J. 1985. Participation as a method of conflict resolution. (In Cangen, J.P., Kowalski, C.J. & Claypool, J.C. eds. **Participative management: a practical approach**. New York : Philosophical Library, p.119-134.)
- OOSTHUIZEN, J.J. 1994. Personnel management. (In Oosthuizen, J.J. ed. **Aspects of educational law for educational management**. Pretoria : Van Schaik, p.119-134)
- ORLOSKY, D.E., MCCLEARLY, L.E., SHAPIRO, A. & WEBB, L.D. 1984. **Educational administration today**. Columbia : Charles E. Merrill.
- OUCHI, W.G. 1981. **Theory Z: How American business can meet the Japanese challenge**. Sydney : Addison-Wesley.
- OWENS, R.G. 1991. **Organizational behaviour in education**. Boston : Allyn & Bacon.
- PAISEY, A. 1981. **Organization and management in schools: perspectives for practising teachers**. London : Longman.
- PALARDY, M.J. 1988. Institutional structure: an impediment to professionalism? **NASSP-bulletin**, 72(508):82-84.
- PARKER, G.M. 1991. **Team players and teamwork: the new competitive business strategy**. San Francisco : Jossey-Bass Publishers.
- PASHIARDIS, P. 1994. Teacher participation in decision making. **International journal of educational management**, 8(5):14-17.
- PERRY, C.M., BROWN, D.W., MCINTIRE, W.G. 1994. Teachers respond to the shared decision making opportunity. **Education**, 4(114):605-608.

- POOLE, M. 1988. Towards a new industrial democracy: worker's participation in industry. London : Routledge and Kegan Paul.
- PRINSLOO, N.P. & VAN ROOYEN, J.W. 1995. The management of pupil activities. (In Van der Westhuizen, P.C. ed. Effective educational management. Pretoria : HAUM, p.347-368.)
- PRINSLOO, N.P. n.d. Besluitneming in onderwysbestuur. Pretoria : University of Pretoria.
- POTCHEFSTROOM UNIVERSITEIT VIR CHRISTELIKE HOËR ONDERWYS. 1991. Praktiese statistiek vir die geesteswetenskappe. Potchefstroom : Statistiese konsultasiediens
- RAIKANE, N.E. 1992. The necessity for a course in educational law in teacher training programmes. **Educamus**, 38(5):10-11.
- RAINES, S.E. 1983. Goal setting for teacher motivation and improvement. **NASSP bulletin**, 67(466):111-114.
- RENWICK, A. & SWINBURNE, I. 1982. Basic political concepts. London : Hutchinson.
- RETIEF, F.P. 1994. Die demokratisering van onderwys en opleiding. **Tydskrif vir geesteswetenskappe**, 34(2):138-148.
- REYNOLDS, A.M. 1989. Implikasies van deelnemende bestuur in sy moderne gewaad. (Referaat gelewer gedurende die Eerste Algemene Jaarvergadering van die Vereniging van Onderwysbestuurders op 21 Oktober 1989 te Pretoria.)
- RICE, E.L. & SCHNEIDER, G.T. 1994. A decade of teacher empowerment: an empirical analysis of teacher involvement in decision making, 1980-1991. **Journal of educational administration**, 32(1):43-58.
- RILEY, D. 1984. Teacher utilization of avenues for participatory decision making. **The journal of educational administration**, 23(1):35-45.
- RIZVI, F. 1990. Efficiency, utopia and making democratic hopes practical. (Paper presented at a symposium on "critical perspectives in educational leadership" held at the AERA meeting in Boston, April 1990.)

ROBINSON, S. & BARKLEY, R. 1992. Nine principles guide decentralizing efforts. **The school administrator**, 49(1):13-14.

RUSSELL, J.J., COOPER, B.S. & GREENBLATT, R.B. 1992. Teacher involvement and participation scale. Version 2. New York : RBG Associates.

RUSSELL, R.V. 1982. The disparity of information between administrators and teachers **Education**, 102(4) 354-358

RSA

see

SOUTH AFRICA

SAS INSTITUTE INC. 1985 SAS user's guide: statistics. Version 5 Cary, N.C. : SAS Institute

SCHLECHTY, P.C. 1993. Shared decisions that count. **The school administrator**, 10(50):20-23.

SCHNEIDER, G.T. 1984. Teacher involvement in decision making: zones of acceptance, decision conditions, and job satisfaction. **Journal of research and development in education**, 18(1):25-32.

SCHROENN, M.B. 1994. Democracy in the school. **Res Curriculi**, 31(1):33-34.

SERGIOVANNI, T.J. 1993. Organizations or communities? Changing the metaphor changes the theory. (Paper presented at the Annual Meeting of the American Educational Research Association, Atlanta, Georgia, April 13, 1993.)

SHARMA, T. 1982. Inservicing the teachers. **Phi delta kappan**, 63(6):403

SHORT, P.M. 1994a. Defining teacher empowerment. **Education**, 4(114):493-502

SHORT, P.M. 1994b. School empowerment through self-managing teams: leader behaviour in developing self-managing work groups in schools. **Education**, 4(114):493-502.

SMITH, D. & TURNEY, C. 1992 The planning role. (In Turney, C., Hatton, N., Laws, K., Sinclair, K. and Smith, D. The school manager. Sydney : Allen & Unwin, p.109-144.)

SMITH, S.C. & SCOTT, J.J. 1990. The collaborative school: a work environment for effective instruction. Reston : NASSP.

SOUTH AFRICA. 1988. Wysigings van die regulasie betreffende die samestelling, pligte, bevoegdhede, voorregte en werksaamhede van die Bestuurskomitee. Government gazette, Vol. 281 No. 11591. Pretoria : Government Printer.

SOUTH AFRICA. 1993a. Constitution of the Republic of South Africa. Act No. 200 of 1993. Cape Town.

SOUTH AFRICA. 1993b. Education and Labour Relations Act. Act No. 146 of 1993. Cape Town.

SOUTH AFRICA. Department of Education and Training. 1985. Top-down management training. Pretoria : Government Printer.

SOUTH AFRICA. Department of Education and Training. 1990. Reply to demands submitted to the Department by teachers between 5 February and 23 March 1990. Information bulletin. Pretoria.

SOUTH AFRICA. Department of Education and Training. 1991. Manual for principals of secondary schools. Pretoria : Government Printer.

SOUTH AFRICA. Department of Education. 1996. Organisation, governance and funding of schools. Education White Paper 2. Pretoria : Government Printer.

SOUTH AFRICA. Gauteng Department of Education. 1995a. School Renovation Project. Circular No. 2 of 1995. Johannesburg : RDPP-Unit.

SOUTH AFRICA. Gauteng Department of Education. 1995b. Filling-in of promotion posts. Circular No. PR. 1.95. Johannesburg.

STARRATT, R.J. 1996. Transforming educational administration: meaning, community and excellence. New York: McGraw-Hill.

STEIN, R. & KING, B. 1992. Is restructuring a threat to principal's power? **NASSP-bulletin**, 76(540):26-32.

STIMSON, T.D. & APPLEBAUM, R.P. 1988. Empowering teachers: do principals have the power? **Phi delta kappan**, 70(4):313-316.

- TELEKI, C.J. 1994. Management of over-politicized secondary schools for blacks Potchefstroom. (Mini-dissertation (M.Ed.) PU for CHO.)
- TEWEL, K.J. 1988. The best child I ever had: teacher influence on the decision making of three urban high school principals. **Urban education**, 23(1):24-41.
- THONON, P.F. & BOTHMA, J.H. 1990. Guidelines for the headmaster. Pretoria : Van Schaik.
- THOMAS, W.P. & EDGEWORTH, A.W. 1984. Renewing participatory management: an action research program for secondary schools. **NASSP bulletin**, 68(476):49-55.
- TORRES, H. 1992. Wrestling with what to include in SBM. **The school administrator**, 49(1):14.
- TUBBS, M.P. & BEANE, J.A. 1982. Decision making in today's schools : who is involved? **NASSP-bulletin**, 66(456):49-52.
- TURNER, C. 1992a. Conceptualising the management process. (In Turner, C., Hatton, N., Laws, K., Sinclair, K. and Smith, D. The school manager. Sydney : Allen & Unwin, p.92-106.)
- TURNER, C. 1992b. The controlling role. (In Turner, C., Hatton, N., Laws, K., Sinclair, K. and Smith, D. The school manager. Sydney : Allen & Unwin, p.240-259.)
- VAN DER WESTHUIZEN, P.C. 1995a. Perspectives on educational management and explanation of terms. (In Van der Westhuizen, P.C. ed. Effective educational management, Pretoria : HAUM, p.11-16.)
- VAN DER WESTHUIZEN, P.C. 1995b. The development of scientific management thought and some developments in the field of educational management. (In Van der Westhuizen, P.C. ed. Effective educational management, Pretoria : HAUM, p.63-161.)
- VAN DER WESTHUIZEN, P.C. 1995c. Educational management tasks. (In Van der Westhuizen, P.C. ed. Effective educational management. Pretoria : HAUM, p.135-235.)



- VAN DER WESTHUIZEN, P.C. & THERON, A.M.C. 1994. Human resources management in education: an integrated and holistic approach. **South African Journal of education**, 14(2):69-73.
- VAN DER WESTHUIZEN, P.C., STEYN, H.J. & MOSOGE, M.J. 1991. Conflict management techniques for unrest situations in schools. **South African journal of education**, 11(1):31-36.
- VAN ROOYEN, J.W. 1984. Effektiewe spanbestuur op sekondêre skoolvlak. Pretoria. (Skripsie (M.Ed.) - Universiteit van Pretoria.)
- WALKER, P.A. & RODER, L. 1993. Reflections on the practical and legal implications of school-based management and teacher empowerment. **Journal of law and education**, 22(2):159-175.
- WALLING, D.R. 1984. How to build staff involvement in school management. Englewood-Cliffs : Prentice-Hall.
- WEISS, C.H. 1992. Shared decision making about what? (Paper prepared for annual meeting of the American Educational Research Association, San Francisco, April 21, 1992.)
- WHITAKER, S. & FOWLER, K. 1988. Consensus decision making. New Iberia : Eric.
- WILLIAMSON, R. & JOHNSTON, H.J. 1991. Planning for success: successful implementation of middle level reorganization. Reston : NASPP.
- WOOD, C.J. 1984. Participatory decision making: why doesn't it seem to work? **Educational Forum**, 49(1):55-64.
- WYNN, R. & GUDITIS, C.W. 1984. Team management: leadership by consensus. Columbus : Charles E. Merrill.
- YOUNG, J.H. 1989. Teacher interest in curriculum committees: what factors are involved? **Journal of curriculum studies**, 21(4):363-376.
- YSELDYKE, J.E., ALGOZINNE, B. & ALLEN, D. 1981. Participation of regular education teachers in special education team decision making: a naturalistic investigation. **The elementary school journal**, 82(2):160-165.

## APPENDIX I

## QUESTIONNAIRE ON TEACHER PARTICIPATION

## INSTRUCTIONS :

1. This Questionnaire is confidential. Do not give your name or the name of your school.
2. Please respond to all questions and statements.
3. There are no wrong or right answers. Honest and frank answers will be appreciated.
4. Please follow the instructions given under each section.

For office use only

QUESTIONNAIRE NUMBER					(1 - 3)
CARD No.		1	(4)		
<b>SECTION 1</b>					
Place "X" on <b>one</b> response in each category.					
<b>1.1 GENDER</b>					
Male	1				
Female	2				
<b>1.2 AGE</b>					
20 - 30	1				
31 - 40	2				
41 - 50	3				
50 +	4				
<b>1.3 TEACHING EXPERIENCE</b>					
Less than 2 years	1				
2 - 5 years	2				
5 - 8 years	3				
9 + years	4				
<b>1.4 PROFESSIONAL QUALIFICATIONS</b>					
PTC/HPTC/PTD	1				
SEC/SED	2				
STD	3				
UED/HED	4				

For office use only

## 1.5 ACADEMIC QUALIFICATIONS

St 10	1
B.A./B.Com./B.Sc. degree	2
B.A./B.Com./B.Sc. Ed.	3
B.A. (Honns.) /B.Ed.	4
Masters	5
Doctorate	6

(9)

## 1.6 CURRENT POSITION IN THE SCHOOL

Teacher	1
Head of Department	2
Guidance Counsellor	3
Deputy Principal	4
Other (specify) .....	5

(10)

## 1.7 AFFILIATION

Teachers Association	1
Teachers Union	2
None	3

(11)

## 1.8 SIZE OF THE SCHOOL

Less than 500	1
501 - 1000	2
1000 +	3

(12)

## 1.9 SIZE OF DEPARTMENTS/TEAMS/COMMITTEES IN THE SCHOOL

0 - 5	1
5 - 10	2
10 +	3

(13)

## SECTION 2

Indicate with "X" the number that closely reflects **your** actual participation (left hand side column) **and** desired participation (right hand column) in each of the following management activities :

- \* Actual participation means the extent to which **you presently** participate in the mentioned activity.
- \* Desire participation means the extent to which **you wish** to participate in the mentioned activity.

**Key:** 1 = Never                      3 = Usually  
2 = Seldom                      4 = Always

ACTUAL				DESIRED					
Never	Seldom	Usually	Always			Never	Seldom	Usually	Always
1	2	3	4	2.1	Determining school goals and objectives	1	2	3	4
1	2	3	4	2.2	Determining plans to meet school goals	1	2	3	4
1	2	3	4	2.3	Drawing up a year programme of school activities	1	2	3	4
1	2	3	4	2.4	Setting conduct rules for teachers	1	2	3	4
1	2	3	4	2.5	Effecting changes in the school policy	1	2	3	4
1	2	3	4	2.6	Setting standards for amount of written work and tests	1	2	3	4
1	2	3	4	2.7	Drawing up the school budget	1	2	3	4
1	2	3	4	2.8	Determining school needs and the needs of your department/committee/team	1	2	3	4
1	2	3	4	2.9	Setting standards for teacher evaluation	1	2	3	4
1	2	3	4	2.10	Allocating subjects to teachers	1	2	3	4
1	2	3	4	2.11	Assigning teachers to committees/teams/task forces/classes	1	2	3	4
1	2	3	4	2.12	Admitting and assigning pupils to classes	1	2	3	4
1	2	3	4	2.13	Co-ordinating the work of teachers sharing the same subject/grade/standard/committee/team	1	2	3	4
1	2	3	4	2.14	Setting agenda items for meetings	1	2	3	4
1	2	3	4	2.15	Liaising with parents, civic and outside bodies	1	2	3	4
1	2	3	4	2.16	Recruiting new teachers	1	2	3	4
1	2	3	4	2.17	Inducting new teachers	1	2	3	4
1	2	3	4	2.18	Orientating new pupils	1	2	3	4
1	2	3	4	2.19	Determining in-service needs of teachers sharing your subject/department/team	1	2	3	4

ACTUAL						DESIRED			
1	2	3	4	2.20	Guiding pupils concerning their academic performance	1	2	3	4
1	2	3	4	2.21	Guiding teachers sharing your subject-department/team	1	2	3	4
1	2	3	4	2.22	Disseminating information concerning the school to parents, civic and other bodies	1	2	3	4
1	2	3	4	2.23	Motivating teachers and pupils to carry out school objectives and plans	1	2	3	4
1	2	3	4	2.24	Determining how well the school goals and objectives are being met	1	2	3	4
1	2	3	4	2.25	Evaluating your teaching performance with your principal/Head of Department/leader	1	2	3	4
1	2	3	4	2.26	Evaluating the teaching performance of your colleagues	1	2	3	4
1	2	3	4	2.27	Evaluating the classroom practices of your colleagues	1	2	3	4
1	2	3	4	2.28	Dealing with and resolving unrest situations	1	2	3	4
1	2	3	4	2.29	Ensuring that school rules are obeyed	1	2	3	4

## SECTION 3

Indicate by means of "X" on the number that closely reflects your opinion concerning the extent to which each of the following occurs in your school:

Key: 1 = No extent                      3 = Some extent  
2 = Little extent                    4 = Great extent

3.1	Teachers have developed a shared vision for the school	1	2	3	4	(2)
3.2	Teachers working together arrive at decisions on the basis of majority rule	1	2	3	4	(3)
3.3	Decisions are only made when almost everyone is in agreement	1	2	3	4	(4)
3.4	Decisions are only made when almost everyone can accept the proposal to some extent	1	2	3	4	(5)
3.5	Decisions made in meetings are followed up and implemented	1	2	3	4	(6)
3.6	Teachers are accountable for decisions they helped to make	1	2	3	4	(7)
3.7	Teachers accept decisions when these are made or supported by the principal	1	2	3	4	(8)
3.8	Teachers participate in decision making only when invited or instructed by the principal	1	2	3	4	(9)
3.9	Sufficient information is supplied for teachers to arrive at quality decisions	1	2	3	4	(10)
3.10	Teachers freely exchange suggestions, opinions and ideas in meetings	1	2	3	4	(11)
3.11	Teachers work collaboratively in teams/committees	1	2	3	4	(12)
3.12	Meetings are held regularly by teams/committees	1	2	3	4	(13)
3.13	Sufficient teams/committees are established to allow teachers to participate effectively	1	2	3	4	(14)
3.14	Problems are resolved by teachers working in quality circles	1	2	3	4	(15)
3.15	Team/committee leaders chair some of the meetings	1	2	3	4	(16)
3.16	Teachers perceive agenda items supplied by the principal as unimportant and irrelevant	1	2	3	4	(17)
3.17	Agenda items are made available to teachers a few days before the meeting	1	2	3	4	(18)
3.18	Teachers provide agenda items of their own	1	2	3	4	(19)
3.19	Teachers prepare themselves thoroughly for the meetings	1	2	3	4	(20)
3.20	Meetings are characterised by conflicts and bickerings and no substantive decisions are made	1	2	3	4	(21)

## SECTION 4

Indicate your level of agreement or disagreement to each of the following results of participation by placing an "X" on the number that closely reflects your opinion.

Key: 1 = Strongly disagree    3 = Agree  
       2 = Disagree                4 = Strongly agree

## PARTICIPATION OF TEACHERS IN SCHOOL MANAGEMENT :

4.1	Leads to improvement in the quality of decisions	1	2	3	4 (22)
4.2	Improves the pass rate of pupils	1	2	3	4 (23)
4.3	Leads to better communication between principals, teachers and parents	1	2	3	4 (24)
4.4	Increases the loyalty of teachers to the principal	1	2	3	4 (25)
4.5	Leads to activities whereby teachers sabotage school goals	1	2	3	4 (26)
4.6	Increases the professional growth of teachers	1	2	3	4 (27)
4.7	Improves the morale of teachers	1	2	3	4 (28)
4.8	Leads to lack of effective leadership	1	2	3	4 (29)

APPROVAL TO CONDUCT RESEARCH  
APPENDIX 11 - APPROVAL TO CONDUCT RESEARCH

GO ET 230

DEPARTEMENT VAN  
ONDERWYS EN OPLEIDING



DEPARTMENT OF  
EDUCATION AND TRAINING

Privaatsak x212  
Private Bag  
0001 PRETORIA

Navraefoon 312-5080  
G D THERON

Fax

Magister Building - gebou  
123 Smeets Street - straat 123  
PRETORIA  
IMFUNDU

Verw  
Ref

15/1

Mr M J Mosoge  
10 Cobalt Street  
Steelpark  
VEREENIGING  
1939

Dear Mr Mosoge

APPLICATION FOR CONDUCTING A RESEARCH PROJECT IN THE DEPARTMENT  
OF EDUCATION AND TRAINING

1. Your request to conduct research in the Department of Education and Training has been evaluated and approved.
2. Your application and relevant documentation have been referred to the Regional Chief Director: Orange Vaal Region, Private Bag X054, Vereeniging, 1930. Telephone (016) 21 3045.
3. You are advised to contact the above Regional Chief Director to finalise the arrangements for your research.
4. You may also contact Me L de Lange at (012) 312 5037 at Head Office for assistance.

Kind regards

ACTING DIRECTOR-GENERAL: EDUCATION AND TRAINING

W10M1835/em



## APPENDIX III - INTRODUCTORY LETTER TO PRINCIPALS

10 Cobalt Street

STEELPARK

Vereeniging

1939

11 October 1994

The Principal

.....  
.....

Dear Colleague

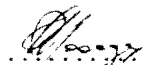
I am presently conducting a research on the topic "Teacher participation in school management" with the aim of placing the democratisation of schools on a more scientific footing. In view of the fact that our country is entering a democratic era, the necessity of this research is self evident.

You and your staff can greatly assist in achieving the above objective by taking part in this research. Only you, as principal, and about ten teachers, whom I will select randomly from your staff list, will be required to complete the enclosed research questionnaires. I will collect the completed questionnaires two days after distributing them among your staff members. I will also spend an afternoon at your school in order to answer questions which you and your staff may wish to ask in connection with the questionnaire.

I guarantee the anonymity of all participants and will, therefore, not name any individual or school in any reports pertaining to this research.

Thank you for your cooperation and assistance.

Yours faithfully


 .....

M.J. MOSOGE