

**ROLE OF LEADERSHIP IN MANAGING CHANGE IN
SCHOOLS AT SECONDARY LEVEL**



Deeba Khalid

ID # 101088009

DEPARTMENT OF EDUCATION

SCHOOL OF SOCIAL SCIENCES AND HUMANITIES

UNIVERSITY OF MANAGEMENT AND TECHNOLOGY

LAHORE

2013

**ROLE OF LEADERSHIP IN MANAGING CHANGE IN SCHOOLS AT
SECONDARY LEVEL**



Deeba Khalid

ID # 101088009

**A thesis submitted in partial fulfillment of the requirements for the
degree of MPhil in Education**

in the

Department of Education

School of Social Sciences and Humanities

University of Management and Technology

Lahore

Certificate of Approval

Accepted by the Faculty of the Department of Education, School of Social Sciences and Humanities University of Management and Technology Lahore in partial fulfillment of the requirements for the degree of MPhil in Education

Dr.Usman Khalil

Supervisor

Prof. Dr. -----.

External Examiner

Prof. Dr. -----,

Chairman

Prof. Dr. AbdulHameed

Dean, SSS&H

Date: _____

DEDICATION

Dedicated to the Holy Prophet (SAW) who is the greatest blessing of Allah for the whole universe, my beloved parents and my elder brother whose infinite love, prayers and encouragement have been my greatest strength and inspiration in life

ACKNOWLEDGEMENT

I would like to take this opportunity to acknowledge the contributions of several people. First, I would like to pay special thanks to Dr. Usman Khalil, my thesis supervisor for his guidance, assistance, patience, and support throughout my entire scholarly experience. Another special thanks needs to be given to Dr. Abdul Hameed Dean School of Social Sciences and Humanities, University of Management and Technology, Johar Town, Lahore, Pakistan. A very special thanks needs to be given to Dr. Mohammad Zafer Iqbal, Chairman Department of Education, School of Social Sciences and Humanities, University of Management and Technology, Johar Town, Lahore, Pakistan. Another very special thanks needs to be given to Dr. Khalid Rashid, Department of Education, School of Social Sciences and Humanities, University of Management and Technology, Johar Town, Lahore, Pakistan for his kind nature and loving behavior to facilitate and encourage me during my MPhil program. Next, I would like to pay special thanks to Sir Khuram Shehzad assistant professor at University of Management and Technology for providing me great help in data analysis. Finally, I must admit that I would not have been able to complete this journey of MPhil without the love, support, guidance, and encouragement of my family and friends. Thank you all.

Deeba Khalid

ABSTRACT

This research study was designed to explore the role of leadership in managing change in schools at secondary level. The mixed research approach was used to complete this study. For the purpose of data collection sixteen government secondary schools, were selected by using probability (systematic) sampling technique and from these schools two hundred teachers and eight secondary school principals were selected by using non probability (convenient) sampling technique. A questionnaire was used to collect data from teachers and interviews of eight principals were also taken. Data were analysed by using the Statistical Package for Social Sciences (SPSS). A self-made questionnaire was developed by the researcher in close ended Likert scale form. A second type of instrument was used as an interview. The validity of the instruments was ensured by the expert opinion along with pilot testing and reliability was ensured through Cronbach Alpha. Reliability of the questionnaire was (.82). Findings indicated that if principals have good personal skills and qualities for managing change than change could easily be infused in the system. The study recommended that before introducing any change proper training like refresher courses and workshops should be provided to teachers for successful change implementation. Principals should be motivated and they have skills to handle the challenging situation in the school. A principal should be a role model for the whole school staff. At the end useful suggestions and recommendations were presented for upcoming research studies.

Table of Contents

DEDICATION.....	7
ACKNOWLEDGEMENT	8
ABSTRACT.....	9
Table of Contents.....	10
CHAPTER I.....	Error! Bookmark not defined.
Introduction.....	Error! Bookmark not defined.
Background.....	Error! Bookmark not defined.
1.1 Concept of change management in education	Error! Bookmark not defined.
1.2 Rationale of the study	Error! Bookmark not defined.
1.3 Statement of the problem.....	Error! Bookmark not defined.
1.4 Objectives of the Study.....	Error! Bookmark not defined.
1.5 Research Questions.....	Error! Bookmark not defined.
1.6 Limitations of the study	Error! Bookmark not defined.
1.7 Significance of the study.....	Error! Bookmark not defined.
1.8 Justification of the study	Error! Bookmark not defined.
1.9 Basic assumptions.....	Error! Bookmark not defined.
1.10 Definition of the key terms	Error! Bookmark not defined.
CHAPTER II.....	Error! Bookmark not defined.
Literature review.....	Error! Bookmark not defined.
2.1 Defining change.....	Error! Bookmark not defined.
2.2 Concept of educational change	Error! Bookmark not defined.
2.3 Leadership	Error! Bookmark not defined.
2.4 Importance of leadership for a new century	Error! Bookmark not defined.
2.5 Leadership theories	Error! Bookmark not defined.
2.5.1 "Great Man" Theories	Error! Bookmark not defined.
2.5.2 Early trait theory	Error! Bookmark not defined.
2.5.3 Trait Theories.....	Error! Bookmark not defined.
2.5.4 Situational theory	Error! Bookmark not defined.
2.5.5 Behavioral Theories	Error! Bookmark not defined.
2.5.6 Participative Theories	Error! Bookmark not defined.
2.5.7 Contingency theory.....	Error! Bookmark not defined.
2.5.8 Transformational leadership theory	Error! Bookmark not defined.
2.6 Models of Leadership	Error! Bookmark not defined.
2.7 Leadership as catalyst for change	Error! Bookmark not defined.
2.8 Change management.....	Error! Bookmark not defined.
2.9 Strategies and models of change management	Error! Bookmark not defined.

2.9.1 Empirical-rational and Bureaucratic model	Error! Bookmark not defined.
2.9.2 Normative re-educative or collegial model.....	Error! Bookmark not defined.
2.9.3 Power-coercive or political model	Error! Bookmark not defined.
2.9.4 The center-periphery model	Error! Bookmark not defined.
2.9.5 Proliferation of centers model.....	Error! Bookmark not defined.
2.9.6 The learning system network model	Error! Bookmark not defined.
2.9.7 The research, development and diffusion model	Error! Bookmark not defined.
2.9.8 The social interaction model	Error! Bookmark not defined.
2.9.9 The problem-solving model	Error! Bookmark not defined.
2.10 Steps in managing change.....	Error! Bookmark not defined.
2.10.1 Recognize the powers for change	Error! Bookmark not defined.
2.10.2 Identify the need for change	Error! Bookmark not defined.
2.10.3 Find obstacles.....	Error! Bookmark not defined.
2.10.4 Categorize alternatives for improvement of the institution	Error! Bookmark not defined.
defined.	
2.10.5 Select an alternative	Error! Bookmark not defined.
2.10.6 Investigate restricting factors	Error! Bookmark not defined.
2.10.7 Overcome resistance	Error! Bookmark not defined.
2.10.8 Implement and monitor.....	Error! Bookmark not defined.
2.11 Stages in the process of change management	Error! Bookmark not defined.
2.12 The stages of change management as described by different writers	Error! Bookmark not defined.
not defined.	
2.13 Educational change and teaching.....	Error! Bookmark not defined.
2.14 Teacher involvement in the change process	Error! Bookmark not defined.
2.14.1 Framing educational change in the backdrop of different theories of teaching	Error! Bookmark not defined.
Bookmark not defined.	
2.15 The principal and change	Error! Bookmark not defined.
2.16 Role of head teacher in change	Error! Bookmark not defined.
2.17 Qualities of effective principal	Error! Bookmark not defined.
2.18 Relationship between a leader and change	Error! Bookmark not defined.
2.19 The role of principals in managing change.....	Error! Bookmark not defined.
2.19.1 Observing and creating support	Error! Bookmark not defined.
2.19.2 Motivating staff and the public	Error! Bookmark not defined.
2.19.3 Creating a clear culture of commitment.....	Error! Bookmark not defined.
2.19.4 Understanding and cultivating roles	Error! Bookmark not defined.
2.20 Factors affecting change	Error! Bookmark not defined.
2.21 Problems of change.....	Error! Bookmark not defined.
2.22 Why our feelings matter in change process	Error! Bookmark not defined.

2.22.1 Feelings about change based on experience:	Error! Bookmark not defined.
2.22.2 More open to change than the general population is	Error! Bookmark not defined.
2.22.3 Leaders are people too	Error! Bookmark not defined.
2.23 Rules for change	Error! Bookmark not defined.
2.25 Leadership for change management	Error! Bookmark not defined.
2.26 Reaction to the change	Error! Bookmark not defined.
2.27 Some pitfalls of large scale change in education...	Error! Bookmark not defined.
2.28 The present challenges for Pakistani education system	Error! Bookmark not defined.
CHAPTER III	Error! Bookmark not defined.
Methodology	Error! Bookmark not defined.
3.1 Population of the Study.....	Error! Bookmark not defined.
3.2 Sample of the Study	Error! Bookmark not defined.
3.2.1 Sampling Technique	Error! Bookmark not defined.
3.2.3 Sample of the Study	Error! Bookmark not defined.
3.3 Research Design	Error! Bookmark not defined.
The research design was descriptive in nature, while on the other side it was a mix design study which includes quantitative as well as qualitative aspects of research, because both procedures of data collection i.e. qualitative as well as quantitative were used. ...	Error! Bookmark not defined.
	Bookmark not defined.
3.4 Instrumentation	Error! Bookmark not defined.
3.6 Validity and Reliability of the instruments.....	Error! Bookmark not defined.
3.7 Data collection	Error! Bookmark not defined.
3.9 Data analysis	Error! Bookmark not defined.
CHAPTER IV	Error! Bookmark not defined.
Analysis of Data.....	Error! Bookmark not defined.
4.1 Reliability of the Questionnaire.....	Error! Bookmark not defined.
4.2 Analysis of quantitative data.....	Error! Bookmark not defined.
4.3 Analysis of the qualitative data.....	Error! Bookmark not defined.
CHAPTER V	Error! Bookmark not defined.
Summary, Findings, Conclusion and Recommendations ..	Error! Bookmark not defined.
5.1 Summary.....	Error! Bookmark not defined.
5.2 Findings	Error! Bookmark not defined.
5.2.1 Findings of quantitative data.....	Error! Bookmark not defined.
5.2.2 Findings of qualitative data.....	Error! Bookmark not defined.
5.3 Conclusions.....	Error! Bookmark not defined.
5.4 Recommendations.....	Error! Bookmark not defined.
5.5 Further researches	Error! Bookmark not defined.
APPENDIX 1.....	Error! Bookmark not defined.
APPENDIX 2.....	Error! Bookmark not defined.
APPENDIX 3.....	Error! Bookmark not defined.