



# Theories and Innovations in Educational Administration

*Translated from the Thai Version by Phanu, S.*

## **Suitable for :**

- Teachers
- School Administrators
- Educational Administrators
- Educational Supervisors
- Lecturers and Students at the Master's and Doctoral Levels in Educational Administration
- General Public



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Suwit Phanujaree

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## Preface

This book, “Theories and Innovations in Educational Administration”, was written with the objectives of allowing teachers, school administrators, educational administrators, educational supervisors, lecturers and master’s and doctoral students in educational administration, and interested persons in general, to study, learn, and apply them to their educational careers.

This book contains essential topics for educational professionals, divided into 12 chapters: (1) Theories, Principles, Processes and Functions (2) Knowledge Management (3) Risk and Conflict Management (4) Change Management (5) Innovation and Curriculum Development (6) Learner-Centered Education (7) Academic Administration, Learning Resource, and Environment Management (8) Professional Learning Communities (9) Virtues, Ethics, and Professional Ethics (10) Developing Professional Leaders with a Vision (11) School administration based on the Royal Science Principles and the Philosophy of Sufficiency Economy, and (12) Education Management Trends in the Digital Age.

The study of "Theories and Innovations in Educational Administration" and applying them to the educational profession is considered very important, because it will be beneficial to the practice of the educational profession and maintain the dignity of the profession.

The author sincerely hopes that this book will be a source of knowledge or information for understanding educational administration theories and innovations, which will be useful for educational professionals and the general public.

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## Table of Contents

	Page
<b>Preface</b>	III
<b>Table of Contents</b>	IV
 <b>Chapter 1 Theories, Principles, Processes and Functions in Educational Administration</b>	<b>1</b>
1.1 Introduction	1
1.2 Educational Administration Theory	2
1.2.1 Meaning and Importance	2
1.2.2 Examples of Important Educational Administration Theories	2
1.2.3 Essence, Components and Guidelines for Applying Important Educational Administration Theories	5
1.3 Principles of Educational Administration	37
1.3.1 Meaning and Importance	37
1.3.2 Examples of Important Educational Administration Principles	37
1.3.3 Guidelines for Applying Administration Principles	40
1.4 Educational Administration Process	44
1.4.1 Meaning and Importance	44
1.4.2 Examples of Important Educational Administration Processes	45
1.5 Duties in Educational Administration	47
1.5.1 Meaning and Importance	48
1.5.2 Examples of Important Educational Administration Functions	48
1.5.3 Differences between Educational Administration Processes and Educational Administration Functions	50
1.6 Theories, Principles and Processes in Educational Administration That Are Consistent with the Macro-Social Context and Political, Economic, Social and Technological	52
1.6.1 The Meaning of Macro Context, Social Context, and Political, Economic, Social, and Technological Changes	52
1.6.2 The Relationship between Macro-Context, Social Context and PEST Changes	55

1.6.3	Theories, Principles, and Processes in Educational Administration That Are Consistent with the Macro-Context, the Social Context, and PEST Changes That Affect Educational Management	56
1.7	Conclusion	58
<b>Chapter 2</b>	<b>Knowledge Management on School Administration, Educational Administration, and Educational Supervision</b>	<b>59</b>
2.1	Introduction	59
2.2	Concept of Knowledge Management	59
2.2.1	Meaning	60
2.2.2	Types of Knowledge	60
2.2.3	Initiator and Time Period	61
2.2.4	Comparing Knowledge to an Iceberg	61
2.2.5	Reasons for Using the Iceberg Comparison	62
2.2.6	Benefits of Comparing with an Iceberg	62
2.2.7	Important Concepts of Knowledge Management	62
2.2.8	The Owners of Famous Knowledge Management Concepts	63
2.2.9	Knowledge Management Strategy	63
2.3	Importance and Necessity of Knowledge Management	68
2.3.1	Developing the Quality of Education	68
2.3.2	Promoting Effective Administration	68
2.3.3	Supporting Educational Supervision	69
2.3.4	Creating a Learning Network	69
2.3.5	Saving Time and Resources	69
2.4	Examples of Knowledge Management	70
2.4.1	Knowledge Database Creation	70
2.4.2	Establishing a Learning Community	70
2.4.3	Using of Information Technology	71
2.4.4	Promoting the Presentation of Work	71
2.4.5	Creating a Learning Organizational Culture	71
2.4.6	Concrete Examples	71
2.4.7	Benefits of Knowledge Management in School	72
2.4.8	Knowledge Management is the Foundation of Learning Organization	72

2.5	Examples of Problems When Knowledge Management is Lacking	76
2.5.1	School Administrators and Teachers Lack Information and Knowledge about School Administration and Teaching Management, Which Leads to Problems and Obstacles	76
2.5.2	Learners Do Not Receive Effective Teaching and Learning, Substandard Learning Outcomes	76
2.5.3	Institutions Are Ineffective and Do Not Achieve Their Goals	77
2.6	Expected Results	77
2.6.1	School Administrators, Teachers, and Learners Have Sufficient Information and Knowledge to Work and Learn	77
2.6.2	Improved Quality of Education	78
2.6.3	School Administrators and Teachers Are More Effective in Their Work	78
2.6.4	Learners can Learn and Develop Effectively.	78
2.7	Conclusion	76
<b>Chapter 3</b>	<b>Risk and Conflict Management in Schools and Educational agencies</b>	<b>80</b>
3.1	Introduction	80
3.2	Risk Management	80
3.2.1	Definition of Risk	80
3.2.2	Objectives of Risk Management	81
3.2.3	Principles of Risk Management	81
3.2.4	Examples of Risk Management	81
3.2.5	Importance of Risk Management	82
3.2.6	Types of Risks	82
3.2.7	Impact of Risks	83
3.2.8	Examples of Situations Indicating Risks	84
3.2.9	Risk Management Process	84
3.3	Conflict Management	86
3.3.1	Definition of Conflict	86
3.3.2	Theories Related to Conflict	86
3.3.3	Causes of Conflict	88



3.3.4	Impact of Conflict	89
3.3.5	Examples of Conflict Situations in Schools and Educational agencies	89
3.3.6	Importance of Conflict Management	90
3.3.7	Examples of Situations Showing Importance	91
3.3.8	Types of Conflict	92
3.3.9	Conflict Management Process	92
3.3.10	Important Things to Remember	93
3.4	Conclusion	94
<b>Chapter 4</b>	<b>Change Management in Schools and Educational Agencies</b>	<b>95</b>
4.1	Introduction	95
4.2	Meaning and Importance	95
4.2.1	Meaning of Change Management	95
4.2.2	Importance of Change Management	95
4.3	Administrative Theory	96
4.3.1	Administrative Change Theory	96
4.3.2	Organization Development Theory	97
4.3.3	Leadership Theory	97
4.3.4	Communication Theory	97
4.4	Application of Administration Theory	98
4.4.1	Guidelines for Application of Theory	98
4.4.2	Examples of Application of Theories in Schools	105
4.5	Conclusion	107
<b>Chapter 5</b>	<b>Innovation and Curriculum Development in Educational Administration</b>	<b>108</b>
5.1	Introduction	108
5.2	Innovation Development	108
5.2.1	Meaning of Innovation Development	109
5.2.2	Focussing Points for Developing Innovations in Education Management	109
5.2.3	Examples of Innovations in Education Management	110
5.2.4	Importance of Innovation Development	111
5.2.5	Types of Innovation	111
5.2.6	Strategy for Innovation Development	111

5.3	Innovation and Information Technology	112
5.3.1	Important Role in Educational Development	112
5.3.2	Application of Innovation and Information Technology	120
5.4	Innovation in Educational Supervision	123
5.4.1	Meaning and Importance	123
5.4.2	Principles of Educational Supervision Innovation	123
5.4.3	Examples of Educational Supervision Innovations	125
5.5	Curriculum Development	127
5.5.1	Meaning and Importance	127
5.5.2	Focussing of Curriculum Development	128
5.5.3	Curriculum Development Guidelines	128
5.6	Conclusion	139
<b>Chapter 6</b>	<b>Learner-Centered Education</b>	<b>141</b>
6.1	Introduction	141
6.2	Meaning and Principles	141
6.2.1	Meaning	141
6.2.2	Key Principles	142
6.3	Learning Management Methods	142
6.3.1	Active Learning	142
6.3.2	Project-Based Learning	143
6.3.3	Blended Learning	144
6.3.4	Using Digital Technology	146
6.3.5	Problem-Based Learning	148
6.3.6	Collaborative Learning	149
6.4	Importance of learner-centered approach	151
6.5	Conclusion	152
<b>Chapter 7</b>	<b>Academic Administration, Learning Resource, and Environment Management</b>	<b>154</b>
7.1	Introduction	154
7.2	Academic Administration	154
7.2.1	Meaning	155
7.2.2	Key Components	155
7.2.3	Focussing of the Management Process	155
7.2.4	Importance of Academic Administration	157

7.3	Learning Resource Management	159
7.3.1	Meaning	159
7.3.2	Objectives of Learning Resource Management	159
7.3.3	Focussing Points of Learning Resource Management	159
7.3.4	Importance of Learning Resource Management	161
7.4	Environmental Management	163
7.4.1	Meaning	163
7.4.2	Important Components of Environmental Management	163
7.4.3	Importance of Environmental Management	163
7.4.4	Focussing Points of the Managerial Process	164
7.5	Conclusion	165
<b>Chapter 8</b>	<b>Professional Learning Communities Creating to Improve the Quality of Education</b>	<b>167</b>
8.1	Introduction	167
8.2	Meaning	167
8.3	Goals	168
8.4	Key Principles of PLC	168
8.5	Key Components of PLC	169
8.6	PLC Creation Process	169
8.6.1	Creating a Vision and Mission	170
8.6.2	Goal Identification	170
8.6.3	Strategy Development	171
8.6.4	Strategy Implementation	175
8.6.5	Evaluation	176
8.7	Importance of Creating a PLC	177
8.7.1	Developing learners	177
8.7.2	Teacher Development	177
8.7.3	School Development	178
8.7.4	Social Development	178
8.8	Examples of PLC Activities	179
8.9	Conclusion	180
<b>Chapter 9</b>	<b>Virtues, Ethics, and Professional Ethics of School and Educational Administrators</b>	<b>181</b>
9.1	Introduction	181

9.2	Administrators' Virtue	181
9.2.1	Meaning of Virtue	182
9.2.2	Importance of Virtue	182
9.2.3	Examples of important Virtues for school administrators and educational administrators	183
9.2.4	Guidelines for Cultivating Virtues	184
9.2.5	Related Organizations	184
9.3	Administrators' Ethics	185
9.3.1	Meaning of Ethics	185
9.3.2	Importance of Ethics	185
9.3.3	Ethical Examples for Educational Professionals	186
9.3.4	Ethical Examples in Practice	186
9.3.5	Guidelines for the Development of Ethics	187
9.3.6	Related Organizations	187
9.4	Professional ethics	188
9.4.1	Meaning	188
9.4.2	Importance of Professional Ethics	188
9.4.3	Examples of Professional Ethics	188
9.5	Virtues and Ethics Promoting Professional Ethics	190
9.6	Importance of Virtue, Ethics and Professional Ethics	199
9.6.1	Impact on the Organization	199
9.6.2	Impact on Individuals	200
9.6.3	Impact on Society	200
9.7	Conclusion	201
<b>Chapter 10</b>	<b>Developing Professional Leaders with a Vision for Educational Administration</b>	<b>202</b>
10.1	Introduction	202
10.2	Development of Professional Leaders with Vision	202
10.2.1	Definition	203
10.2.2	Key Qualities of a Visionary Professional Leader in Educational Administration	203
10.2.3	Guidelines for Developing Professional Leaders with a Vision in Educational Administration	204
10.3	Reasons for Developing Visionary Leaders	206
10.4	Problems Arising from Lack of Visionary Leaders	207
10.5	Importance of Developing Professional Leaders	208

10.5.1	Impact on the Organization	208
10.5.2	Impact on Individuals	209
10.5.3	Impact on Society	209
10.6	Advantages of Having a Visionary Leader	210
10.7	Disadvantages of Lacking Visionary Leaders	211
10.7.1	Effects on Organizations	211
10.7.2	Effects on Individuals	211
10.7.3	Impact on Society	211
10.8	Conclusion	212
<b>Chapter 11</b>	<b>School administration based on the Royal Science Principles and the Philosophy of Sufficiency Economy</b>	<b>213</b>
11.1	Introduction	213
11.2	The King's Science	213
11.2.1	Meaning	214
11.2.2	Principles	214
11.3	Philosophy of Sufficiency Economy	220
11.3.1	Meaning	221
11.3.2	Important Principles	221
11.3.3	Components	221
11.3.4	Examples of Application	222
11.3.5	Outcome	222
11.4	Importance to Educational Administration	222
11.4.1	Developing Learners to Be Good People	223
11.4.2	Developing Learners to Have Knowledge along with Virtue	223
11.4.3	Developing Learners to Be Sustainable	223
11.4.4	Developing Schools to Be Efficient	223
11.4.5	Developing Strong Communities	224
11.5	Application of the Sufficiency Economy Philosophy	224
11.5.1	Meaning	224
11.5.2	Guidelines for Application in Administration	225
11.5.3	Examples of Applying the Sufficiency Economy Philosophy	226
11.5.4	Expected Outcomes	227
11.6	Conclusion	227

<b>Chapter 12 Education Management Trends in the Digital Age</b>	<b>228</b>
12.1 Introduction	228
12.2 Educational Management in the Digital Age	228
12.2.2 Determining the Starting Point of the Digital Era	229
12.2.2 Determining the Starting Point of the Digital Era	229
12.2.3 Key Characteristics of the Digital Age	230
12.2.4 Impacts of the Digital Age	230
12.2.5 Dealing with the Digital Age	231
12.2.6 Essential Digital Skills in the Digital Age	231
12.2.7 Digital Education Management	232
12.2.8 Importance of Education in the Digital Age	233
12.2.9 Examples of Educational Management Approaches in the Digital Age	241
12.3 Educational Management Trends in the Digital Age	242
12.3.1 The Meaning of Educational Management Trends in the Digital Age	243
12.3.2 Importance of Educational Management Trends in the Digital Age	243
12.3.3 Examples of Education Management Trends in the Digital Age	244
12.3.4 Examples of Education Management in the Current Digital Age	244
12.3.5 Challenges of Education Management in the Digital Age	245
12.3.6 Approaches to Addressing the Challenges	246
12.4 Pre-Digital and Digital Education Management	246
12.5 Conclusion	248
<b>Bibliography</b>	<b>249</b>
<b>Author's biography</b>	<b>261</b>

# Chapter 1

## Theories, Principles, Processes and Functions in Educational Administration

ทฤษฎี หลักการ กระบวนการ  
และหน้าที่ในการบริหารการศึกษา

### 1.1 Introduction

Educational administration<sup>1</sup> in the modern era requires school administrators to apply theories, principles, processes, and duties in educational administration by using theories, principles, and administrative processes that are consistent with the macro context, socio-geographical factors, and changes in politics, economics, society, and technology that affect educational administration. Therefore, this chapter presents the essential contents of theories, principles, processes, and duties in educational administration in 5 issues: (1) Educational Administration Theory (2) Educational Administration Principles (3) Educational Administration Process (4) Educational Administration Duties and (5) Theories, Principles, and Processes in Educational Administration that are consistent with the macro-social context and political, economic, social, and technological changes. The details are as follows:

---

<sup>1</sup> The terms “Administration” and “Management” are often used interchangeably in many contexts, but they have some slight differences:

**Administration** refers to the overall management or operation of an organization or unit, with a focus on planning, policy-making, and supervision to ensure that activities are carried out in accordance with specified goals (a strategic, high-level, planning and decision-making task). As for **Management**, it refers to the organization, implementation, and control of an organization’s resources to achieve specified goals, with a focus on the efficient operation or use of available resources (a practical, implementation, and team management task). In summary, we use Administration when referring to policy-making or high-level management, and we use Management when referring to the practical management and implementation of operations to achieve success.

## 1.2 Educational Administration Theory

Educational administration theory is like a compass that points the way for educational administration to go in the right direction and be more efficient, enabling educational administration to achieve its goals effectively. This section presents the meaning, examples of important theories, essentials, components, and application guidelines, with details as follows:

### 1.2.1 Meaning and Importance

Educational administration theory means concepts, beliefs, or principles that systematically explain various phenomena related to education and can be applied in actual educational administration, with the goal of achieving the intended educational administration (Sunthorn, S., 2023; Smith, 2023).

From the above meaning, we can see that educational administration theory is like a map that points the way for school administrators to apply in making decisions and solving various problems that occur in schools, such as teaching and learning planning, personnel administration, budget management, and schools quality development, etc.

*Importance:* Educational administration theory is therefore important because it can help school administrators and educational administrators apply it as a guideline to systematically solve problems, develop personnel appropriately, use it as a tool for quality assurance to meet standards, and use it as a guideline for developing the organization to be strong and sustainable.

### 1.2.2 Examples of Important Educational Administration Theories

*1. Classical Theory:* The owner of the theory is many, such as Henri Fayol, Frederick Winslow Taylor, Max Weber. The year this theory was born is around the end of the 19th century - the beginning of the 20th century.



**2. Behavioral Theory:** The owner of the theory is many, such as Elton Mayo, Chester I. Barnard, Robert F. Bales. The year the theory was born around the middle of the 20th century.

**3. Systems Theory:** The theory was developed by many people, such as Ludwig von Bertalanffy, Chester I. Barnard, Herbert A. Simon. The year the theory was born around the middle of the 20th century.

**4. Contingency Theory:** The theory was developed by many people, such as Fred Fiedler, Victor Vroom, Jay Galbraith. The year the theory was born around the middle of the 20th century.

**5. Traditional Theory:** The theory was developed by many people, such as Plato, Aristotle, Thomas Aquinas. The year the theory was born around the ancient era - the Middle Ages.

**6. Scientific Management Theory:** The owner of the theory is Frederick Winslow Taylor. The year the theory was born around the end of the 19th century - the beginning of the 20th century.

**7. Participative Governance Theory:** The owner of the theory is many people, such as John Dewey, Robert Owen, James Mill. The year the theory was born around the 19th century - the beginning of the 20th century.

**Note:** The names of these theories may have slightly different translations, depending on the context in which they are used. However, the main principles of each theory remain the same. Therefore, the names presented below are just examples of commonly used names.

## 1. Classical Theory

1.1 "Traditional theory" or "classical theory" is a commonly used name.

1.2 It is sometimes called "scientific theory in management" because it emphasizes the application of scientific principles in management.

## 2. Behavioral Theory

2.1 "Behavioral Science Theory" or "Human Relations Theory" is a commonly used name.

2.2 It is sometimes called "Industrial Psychology Theory" because it emphasizes the psychological factors of humans in work.

### 3. Systems Theory

3.1 "Systems Theory" is a commonly used name.

3.2 It is sometimes called "Systems Organization Theory" because it sees organizations as systems that interact with their environment.

### 4. Contingency Theory

4.1 "Situation Theory" or "Variability Theory" is a commonly used name.

4.2 It is sometimes called "Context theory" because it emphasizes the importance of context or situation in choosing a management approach.

### 5. Traditional Governance Theory

5.1 "Traditional Governance Theory" is a commonly used name.

5.2 It may be called by the name of a thinker, such as "Plato's Theory" or "Aristotle's theory".

### 6. Scientific Management Theory

"The scientific theory in management" or "the scientific management theory" is a commonly used name.

### 7. Participative Governance Theory

"The theory of participation" or "the theory of democracy in organizations" is a commonly used name.



### 1.2.3 Essence, Components and Guidelines for Applying Important Educational Administration Theories

#### 1.2.3.1 Classical Theory

Classical Theory is considered an important foundation of modern management. Although there are many new theories, classical theory still exists and is widely accepted. It has the following essence, components and guidelines for application in management and research:

##### 1. Essence

*(1) Emphasis on hierarchical management:* An organization with a clear hierarchical structure, meaning there is a clear division of responsibilities and authority from the highest level to the operational level. Each level of supervisor has the authority to command and control subordinates.

*(2) Emphasis on efficiency and unity of command:* This theory emphasizes working efficiently, which means working to achieve the set goals using the least amount of resources. It also emphasizes unity of work, meaning that each employee must receive orders from only one supervisor to prevent confusion in working.

*(3) Administrators play a role in setting goals, planning, commanding, controlling, and evaluating:* Administrators play an important role in setting the organization's direction and goals, planning operations, ordering employees to follow the plan, controlling work to be in accordance with the plan, and evaluating work results to improve future work.

##### 2. Components

*(1) Emphasis on structure and hierarchy:* This theory focuses on designing an effective organizational structure, clearly dividing responsibilities, and having a strict control system.

*(2) Emphasis on administrative principles:* This theory determines the principles of administration that should be used, such as planning principles, organization principles, control principles, motivation principles, etc.

*(3) Emphasis on command-and-control leadership:* This theory focuses on leaders who play a role in commanding, controlling, and directing the organization.

### 3. Classical Theory Group

*(1) Traditional Administrative Theory:* This theory emphasizes the experience and intuition of administrators. Administrators use their personal experience and intuition to make decisions and manage the organization. No systematic administrative theory or principle has been developed.

*(2) Scientific Administrative Theory:* This theory emphasizes the use of scientific principles in studying and analyzing work in order to find ways to increase work efficiency.

*(3) General Administrative Theory:* This theory focuses on developing universal administration theories and principles, emphasizing the design of an appropriate organizational structure, and developing various administration principles, such as the principle of division of labor. Principle of centralization.

### 4. Application Guidelines for Administration

(1) Appropriately applying to large schools, with a clear organizational structure and an emphasis on efficiency.

(2) Administrators have vision, leadership, and good management skills.

(3) Personnel are responsible, disciplined, and work as a team.

### 5. Examples of Application for Administration

*(1) Hierarchical organizational structure:* The organization will be divided into sub-units according to their responsibilities, with a clear chain of command. Each position will have clear responsibilities and decision-making powers at different levels, and an organizational chart will be created to provide an overview of the organizational structure and the relationships between different units.

*(2) Setting work standards:* Establishing clear work procedures for each task so that all employees can follow them correctly and consistently. Set work or service quality standards and determine the amount of work that each employee must complete within a specified time.

*(3) Using a reward and punishment system:* When employees achieve their goals or perform well, they will receive rewards, such as salary adjustments, bonuses, promotions, etc., to motivate them to work efficiently. However, when employees make mistakes or do not follow the rules, they will receive punishments, such as warnings, salary deductions, etc., to prevent repeated incidents.

*(4) Close supervision of work:* Establishing clear goals for each unit and employee. Monitoring performance to regularly check and follow up on employee performance and reporting performance results to senior administrators for use in making decisions to improve performance.

## 6. Research Application Guidelines

Classical Theory is an important foundation of management that focuses on organizational structure, division of labor, and clear authority. Although it has been around for a long time, some principles are still relevant and can be effectively applied in research.

### 6.1 Studying of Organizational Structure

*(1) Analyzing the organization chart:* The study of the relationship between different departments within the organization to understand the work process and communication channels.

*(2) Analyzing the chain of command:* The study of the authority and responsibility of each position to find strengths, weaknesses, and potential problems.

*(3) Analyzing the scope of authority:* The study of the scope of authority of each department to prevent conflicts and problems in work.

### 6.2 Study of Administration Principles

*(1) Principle of Work Division:* The study of the division of labor according to the abilities and expertise of personnel to increase work efficiency.

*(2) Principle of centralization:* The study of the centralization of decision-making power to create responsibility for the results.

*(3) Principle of single command:* The study of clear command to prevent confusion in work.

### 6.3 Study of Personnel Behavior

*(1) Motivation:* The study of the factors that motivate personnel to work efficiently, such as salary, welfare, and recognition.

*(2) Job satisfaction:* The study of the factors that affect job satisfaction, such as work environment, relationships with coworkers.

*(3) Leadership:* The study of the behavior of leaders that affect the team's performance.

## 7. Examples of Research Applications

*(1) Research on organizational performance:* The study of organizational structure and administrative principles to find factors that affect organizational performance.

*(2) Research on job satisfaction:* The study of the relationship between organizational structure and employee job satisfaction.

*(3) Research on organizational change:* The study of the impact of organizational structure changes on personnel behavior.

## 8. Precautions for Application

*(1) Classical theory is only one part:* It should be used in conjunction with other modern theories to obtain a comprehensive picture.

*(2) The organizational environment has changed:* Some principles may not be applicable in all situations.

*(3) Humans are diverse:* One principle cannot be applied to everyone.

In summary, classical theory is an important foundation of management. Applying various principles in research will help to better understand organizations and personnel behavior. However, the limitations and appropriateness of application in each situation should be considered.

### 1.2.3.2 Behavioral Theory

Behavioral theory is very important for understanding human behavior, both in daily life and in the organizational context. Especially in the areas of human resource management, education and clinical psychology, there are essences, components and guidelines for application in management and research as follows:

#### 1. Essences

*(1) Emphasizing administration, considering human psychological and social factors:* This theory sees that each employee has different needs, feelings and opinions. They do not work just because they want money, but also because they want to feel part of the team, achieve and be recognized. It is a theory that emphasizes the importance of interpersonal interactions in the organization that greatly affects work efficiency. Creating a friendly and communicative work atmosphere will help increase employee morale and motivation. It also emphasizes human psychological needs, such as the need to be recognized and the need to achieve success, which are important factors affecting work motivation.

*(2) Focussing on creating motivation, developing relationships and working as a team:* This theory emphasizes creating motivation for employees, such as giving rewards, praising, assigning challenging tasks, etc., so that employees feel involved and happy at work. It emphasizes creating good relationships between administrators and employees and between employees, which will help create cooperation and teamwork, and emphasizes teamwork. This will help to exchange ideas, solve problems and create new innovations.

#### 2. Components

*(1) Emphasis on psychological and social factors:* This theory focuses on psychological factors, motivation and human behavior towards work.

*(2) Emphasis on human relationships:* This theory emphasizes the relationship between individuals, groups and organizations.

*(3) Emphasis on democratic leadership:* This theory focuses on leaders who play a role in supporting, promoting and motivating subordinates to work with participation.

### 3. Behavioral Theory Group

*(1) Human Relations Theory:* This theory emphasizes the relationship between administrators and subordinates and between employees themselves, believing that good relationships will affect morale and motivation at work.

*(2) Organizational Behavior Theory:* This theory studies the behavior of individuals in the context of organizations, such as decision-making, problem-solving, teamwork.

*(3) Human Resource Development Theory:* This theory focuses on developing the potential of personnel to be higher in order to be able to work effectively.

### 4. Approaches to Administration

(1) Applying to schools with a good working atmosphere, happy staff, and efficient work.

(2) Administrators have communication, negotiation, problem-solving, and teamwork skills.

(3) Personnel are independent in their work, participate in decision-making, and are responsible for their work.

### 5. Examples of Applications for Administration

*(1) Organizing activities to promote relationships between personnel:* Building good relationships between personnel will help increase the sense of being part of the team, making employees happy at work and ready to help each other.

*(2) Creating an effective communication system:* Good communication is the foundation of collaboration. Having a clear and open communication system will help employees understand their roles and responsibilities and enable them to work together effectively.



*(3) Assigning challenging and commensurate tasks:* Assigning challenging tasks will help employees develop their potential and feel that they are valuable to the organization.

*(4) Rewarding and praising performance:* Rewarding and praising performance is a way to show appreciation and reinforce good behavior.

## 6. Approaches for Research Application

Behavioral theory is a powerful tool that can be effectively applied in educational administration research, especially in the study of student learning behavior, teacher behavior, and organizational behavior in schools.

### 6.1 Study of Student Learning Behavior

This topic is a study to understand how various factors affect student learning behavior, focusing on 4 main areas as follows:

*(1) Reinforcement:* The study of the effects of rewards or positive feedback on behaviors that need to be promoted, such as giving scores, praising.

*(2) Punishment:* The study of the effects of punishment on undesirable behaviors, such as deducting points, giving additional activities.

*(3) Creating a learning environment:* The study of the effects of the learning environment on learning behavior, such as classroom organization, activity design.

*(4) Motivation:* The study of the factors that stimulate students to be enthusiastic about learning, such as goal setting, competition.

### 6.2 Study of Teacher Behavior

This topic focuses on studying teacher behavior and actions, which have a direct effect on student learning efficiency. It is divided into 4 main areas as follows:

(1) *Teaching*: The study of teaching techniques that affect the efficiency of learning of students, such as using teaching media, asking and answering questions.

(2) *Classroom management*: The study of classroom management techniques that help achieve learning goals, such as grouping students, setting rules.

(3) *Counseling*: The study of the effects of counseling students with learning problems.

(4) *Self-development*: The study of teachers' behavior in continuous self-development.

### 6.3 Study of Organizational Behavior in Schools

This topic will delve into the study of the behavior of individuals within schools as an organization, looking at the factors that influence those behaviors, as follows:

(1) *Organizational culture*: The study of the impact of organizational culture on the behavior of personnel in schools.

(2) *Decision making*: The study of the decision-making process of administrators and teachers.

(3) *Organizational change*: The study of the impact of changes in policies or organizational structures on the behavior of personnel.

### 6.4 Examples of Research Applications

(1) The study of the impact of using a reinforcement program on reading behavior of elementary school students.

(2) The study of the relationship between teachers' teaching styles and students' academic achievement.

(3) The study of the impact of participatory classroom management on students' participation behavior.

### 6.5 Precautions for Application

(1) *Behavior is complex*: Human behavior is not caused by a single factor, but by many factors.

*(2) Individuals are different:* Each person responds differently to stimuli.

*(3) Environment affects behavior:* Social, cultural, and economic environments affect individual behavior.

In summary, behavioral theory is a powerful tool for studying and developing education. Applying this theory to research will help us better understand the behavior of students, teachers, and organizations in schools, and lead to the development of appropriate teaching and educational management methods.

### 1.2.3.3 Systems Theory

Systems Theory is a concept that views organizations or various problems as a system consisting of many interconnected and interacting components, which is different from viewing problems as separate parts. It has the following essences, components, and guidelines for application in management and research:

#### 1. Essences

*(1) Emphasizing on administration, viewing educational organizations as a system with various interconnected components:* Viewing every part as important, not only looking at the final results (e.g. student learning results), but also giving importance to the work processes in every part of the system, such as teaching management, personnel management, budget allocation, viewing every part of the system as interconnected, changes in one part will affect other parts, such as changes in the curriculum will affect teaching management, evaluation, teacher development, etc. Viewing the organization as a system helps to see the overall picture of problems and opportunities more clearly.

*(2) Focussing on working together, interdependence, and adaptation to change:* Emphasizing on working together of all sectors in the school, whether teachers, students, administrators, or parents, to achieve common goals. Every part of the system depends on each other. If any part has a problem, it will affect the overall system. And educational organizations must be flexible and able to adapt to changes in the external world.