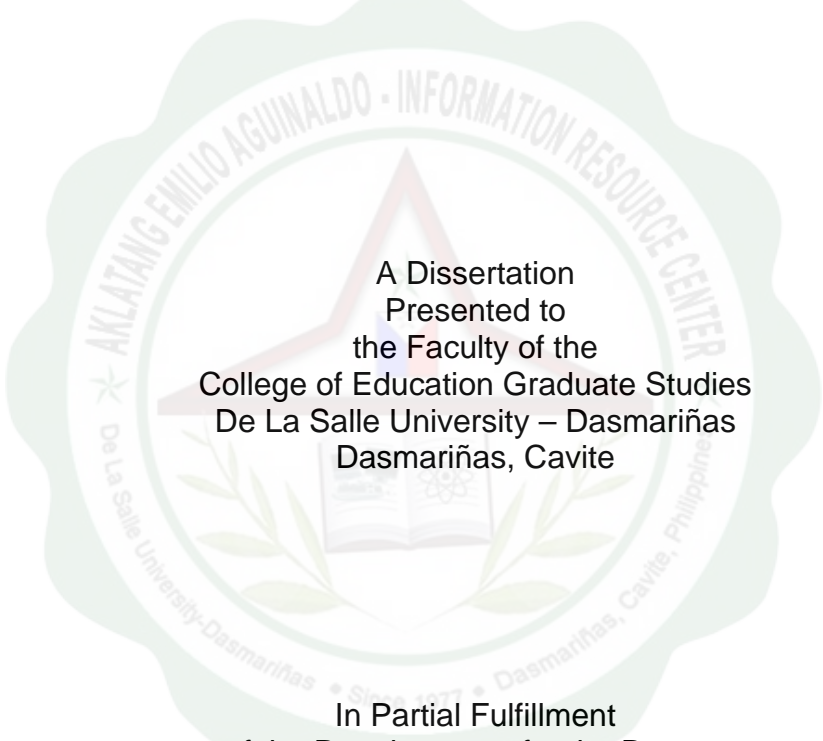


**MANAGEMENT PRACTICES and SUCCESSION PROGRAMS of
FAMILY-OWNED EDUCATIONAL INSTITUTIONS in the
CALABARZON AREA: BASIS FOR A POLICY-BASED
ADMINISTRATION IN A SUCCESSION
SELECTION CRITERIA**



A Dissertation
Presented to
the Faculty of the
College of Education Graduate Studies
De La Salle University – Dasmariñas
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In Partial Fulfillment
of the Requirements for the Degree
Doctor of Philosophy
Major in Educational Management

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ABSTRACT

Name of Institution : De La Salle University – Dasmariñas
Address : Dasmariñas, Cavite
Title of the Research : **Management Practices and Succession Programs of Family-Owned Educational Institutions in the CALABARZON Area: Basis for a Policy-Based Administration in a Succession Selection Criteria**
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The study determined the management practices and succession programs of family-owned educational institutions in the CALABARZON area which in turn would be the basis for the formulation of a policy-based administration in a succession selection criteria.

The main sources of data came primarily from ten (10) family-owned educational institutions geographically situated and operating in the provinces of Cavite, Laguna, Batangas, Rizal, and Quezon otherwise known as CALABARZON Area. Only family-owned educational institutions with more than five hundred (500) officially enrolled students during the

School Year 2007-2008, and only schools that have been in existence for at least fifteen (15) years participated in the study.

This paper made use of the descriptive research design. Quantitative and Qualitative approaches were utilized in the analysis and interpretation of data. Self-structured questionnaire on management practices and unstructured interview guide were used in gathering the needed data. Documentary analysis was also utilized supported with appropriate photo documentation but not presented on the paper for reason of confidentiality. Descriptive statistical tools such as percentage and mean were employed in the description / interpretation of data, while Inferential statistics were utilized using Single-Factor ANOVA to test the differences in the management practices of the administrators. Standard Deviation, on the other hand, defined the homogeneity or similarity in terms of the analysis of the respondents relative to management practices.

The findings revealed that in the aspect of Academic Preparation, it can be noted that 5 or 25% of the administrator-respondents have doctorate degrees. The data on years of administrative experiences revealed that 13 respondents had 15 years and above; 3 had 10-14 years; 2 had 5-9 years and 2 had administrative experience of below 5 years while 13 of the 20 administrator – respondents in the 10 participating schools had below 5 years administrative experience. Data typified that 15 of them were with very satisfactory ratings. One of the respondents was the 2nd child, all the rest

gave no answer. Five of the 10 participating schools in Cavite, Laguna, Rizal and Quezon has less than 5 persons/ siblings connected with administration;

The study concluded that the management practices of administrator-respondents are generally rated as Highly Observed (HO). Significant differences exist in terms of management practices namely: Planning, Organizing, Leading and Controlling. There were family values incorporated in the administration and operation of family owned schools that an administrator next in line should sustain and foster such that the values, customs and traditions of the institution will proliferate from one generation to the next. Grooming was found to be the best predictor or criteria to be considered in the Administration Policy Based Succession Selection Criteria (PBASSC). The proposed administration policy based succession selection criteria consist of: Bases of ownership structure; specific selection criteria; grooming; value orientation; transition capability; and live within corporate law and standards. Please refer to the appended actual document.

This present study thereby recommends that the founder / owner of FOEIs must be holders of appropriate degrees, with very satisfactory to excellent administrative performance rating and had rich experiences in administration. Criteria on the selection of who and what position / designation shall be occupied by family members of the founders/owners of FOEIs must be clearly defined in terms of policies and standards. Future

founders/owners of FOEIs must be competent in the execution of the four major management functions namely: Planning; Organizing; Leading; and Controlling. The criteria on grooming and selection of administrators next in line must be guided by sound policies based on sound criteria. A Policy-based Administration Succession Selection Criteria (PBSSC) was proposed using the results of the study as an output of a systematic inquiry in the formulation policies governing selection, succession and grooming of administrators next-in-line subject to further deliberation of all concerned.

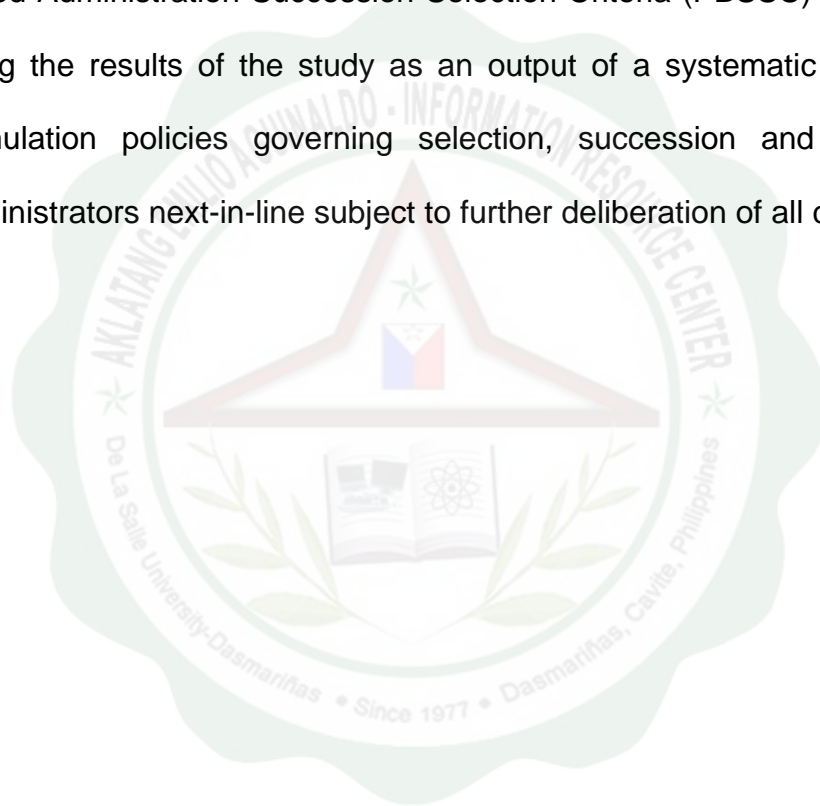


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