

CONTENTS

<i>List of Tables</i>	viii
<i>About BEMAS and this Volume</i>	ix
<i>List of Abbreviations</i>	x
<i>Notes on Contributors</i>	xii
<i>Foreword</i>	
<i>Ron Glatter</i>	xvii
Part I: Introduction	
1 <i>About this Volume</i> <i>Rene Saran and Vernon Trafford</i>	3
Part II: Research Issues: Foresight with Hindsight	
2 Research on School/Organizational Effectiveness: The End of the Beginning <i>David Reynolds</i>	9
3 Institutional Leadership: Issues and Challenges <i>Meredydd Hughes</i>	24
4 The Management and Development of Staff <i>Ray Bolam</i>	36
5 Managing Learning <i>Brian Wilcox</i>	46
6 The Management of Resources: Limited Research Effort on Major Issues <i>Bill Dennison</i>	58

Part III: Theory and Practice

Case Studies

7	Micro-political Processes: Negotiating the Implementation of Change in Schools <i>Hugh Busher</i>	75
8	Managing Computers as a Resource in Secondary Schools <i>David Lancaster</i>	81
9	TVEI and Wider Implications of Technology in Education <i>Colin Morgan</i>	87
10	The Audit Commission and Accountability <i>Pamela Young</i>	95

Research Reports

11	Primary School Headship: A Review of Research <i>Alan Coulson</i>	101
12	Preparing for the 'New INSET': External Agency Intervention in the Management of In-service Training and Staff Development <i>Karen Evans</i>	108
13	Leadership Development in Universities <i>Robin Middlehurst</i>	115
14	Some Implications for Education Management of Findings from the ILEA's Junior School Project <i>Pam Sammons and Louise Stoll</i>	122

Methodological Issues

15	Codification, Classification and Prescription in Teachers' Contracts <i>Patricia Leighton</i>	129
16	Evaluating Local Management of Schools: Establishing a Methodological Framework <i>Rosalind Levacic</i>	135
17	Gender and School Management <i>Colin Riches</i>	142

18	Policy-Making, Unintended Consequences and Transformative Change in Education <i>Michael Smith</i>	149
Models		
19	Middle Management in Secondary Schools: A Research Agenda <i>Peter Earley and Felicity Fletcher-Campbell</i>	156
20	Coupled Arrangements in Split-Site Schools <i>Colin Jarvis</i>	163
21	School Staff Employment Trends in the Maintained Sector: Some Agendas for Research <i>Ron Stenning</i>	171
22	Researching Local Management of Schools: The Case for Multiple Perspectives <i>Tim Simkins</i>	178
23	Changes in Assessment: Issues in the Management of Learning <i>Harry Torrance</i>	184
24	Secondary School Headship: A Review of Research <i>Dick Weindling</i>	189
Part IV: Overview Perspectives		
25	Methodological Dialogue <i>Sara Delamont and Michael Locke</i>	197
26	Conclusions <i>Rene Saran and Vernon Trafford</i>	212
	<i>Bibliography</i>	221
	<i>Author Index</i>	247
	<i>Subject Index</i>	253