Turning Learning Into A Business: Concerns About ‘Quality Management’ at School (*)
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Concerns About "Quality Management" at School

Every year a survey is taken for the purpose of evaluating education and society seems to be engaged in. The role of the teacher is often seen as the most significant. The survey results are published in the national press, and the implications of the findings are discussed at conferences and seminars. The findings are used to influence public policy and to shape the direction of educational reform.

The analysis of data and the assignment of tasks where progress can be easily quantified and analyzed. While Deming has... and other important things we need to manage cannot be measured. (quoted in Rhodes 1990a, p. 34; also see Deming 1991, p. 27)

Many educators regard these circles, and I have been invited to lecture at a number of Quality conferences... with Dr. Deming as part of a videotape series on his work. I mention these things only by way of emphasizing that I have...


Getting students to think about their performance on tests, or the grade they will receive, is a particularly potent way... is unreasonable to expect a theorist or practitioner of corporate management to provide the answers to...

The dictionary defines "customer" as one who...

Something has gone terribly wrong here. But, again, the problem is not that proponents of Quality fail to understand...

Alternatively, the job of teachers has been described as "delivering instruction" to students (Willis 1993, p. 4), a formulation that suggests a one-way transfer of information or skills.

The deafening clash of metaphors gets louder when students are also referred to as "workers" (e.g., Bonner 1982;... "dehumanization". It has been noted that this metaphorical language is used to justify the replacement of teachers with computers and other technological devices.

Many educators and corporate consultants promote Quality by using metaphors such as "customer," "product," and "workforce" to describe the roles of teachers and students. These metaphors are often used to promote the idea of schools as a business, with students as customers and teachers as workers.

The term "customer" is frequently used to refer to the people who receive the services or products of the educational institution. This metaphor is used to emphasize the importance of student satisfaction and to promote the idea of schools as a business.

The "product" metaphor is used to describe the outcomes of education, such as knowledge, skills, and character. This metaphor is used to emphasize the importance of measuring student achievement and to promote the idea of schools as a business.

The "workforce" metaphor is used to describe students as employees who are being prepared for the workforce. This metaphor is used to emphasize the importance of preparing students for the workforce and to promote the idea of schools as a business.

EDUCATIONAL LEADERSHIP

REFERENCES

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