

Program	BS Business Education
Semester	4th
Credit Hours	3
Pre-requisite	None
Course Title	BSBE 323 Organizational Leadership and Management
Introduction	This course is designed to provide leadership and management to enable institutions to give every learner quality education taking due cognizance of the nature of the school and its context. It aims to nurture professional leadership and management of the curriculum and therefore ensure that business schools provide quality teaching, learning and resources for improved standards of achievement for all learners working in diverse contexts. It intends to strengthen the professional role of principalship and develop aspirant principals who are able to engage critically and be self-reflective practitioners.
Learning Outcome	After completion of the course, the students will: <ol style="list-style-type: none"> 1. Develop an understanding of the issues related to organizational leadership 2. Explore competing rationales relating to the nature and purpose of education 3. Review decision-making practices 4. Develop skills in strategic analysis and strategy development 5. Develop the presentation skills required to effectively communicate recommendations to important stakeholders.
Course Content	<ul style="list-style-type: none"> • Leading and Managing People: Setting the Scene <ul style="list-style-type: none"> ○ The Context for Leadership and Management in Education ○ Leading and Managing People for Performance ○ The Importance of Support Staff in Schools and Colleges • Key Concepts Understanding Educational Leadership <ul style="list-style-type: none"> ○ Organizational Cultures ○ Organizational Structures and Roles ○ Staff Motivation and Job Satisfaction ○ Leading and Managing for Equal Opportunities ○ Leading and Managing through Teams • The Nature of Leadership <ul style="list-style-type: none"> ○ Defining Leadership ○ Leadership at different Levels ○ How thinking about leadership has developed • Leadership and Management <ul style="list-style-type: none"> ○ Distinguishing leadership from other roles ○ Leadership and management ○ Transactional and Transformational Leadership

	<ul style="list-style-type: none"> ○ Characteristics of transformational leaders ○ Mavericks and corporate ● Leadership Qualities <ul style="list-style-type: none"> ○ Lists of qualities ○ Charismatic leadership ○ The working leader ○ The psychopathology of leadership ● Leader Behavior <ul style="list-style-type: none"> ○ The view of practitioners ○ A cognitive approach to leadership ○ The “vision thing” ○ Forthright leadership ○ Legitimizing leadership ○ How leader behavior influences corporate culture. ○ Prescription ● Styles of Leadership <ul style="list-style-type: none"> ○ Autocratic and democratic styles ○ Tannenbaum and Schmidt ○ Consideration and initiation of structures ○ The managerial grid ○ Reddin’s 3D theory ○ Rensis Likert ○ Fred Fiedler and Contingency Theory ○ Situational Leadership ○ Style and personal philosophy ○ Two contrasting leadership styles ● Leading and Managing Key Processes <ul style="list-style-type: none"> ○ Staff Recruitment and Selection ○ Induction and Retention ○ Mentoring and Coaching ○ Performance Appraisal and Review ○ Staff and Organizational Learning ● The Development Process <ul style="list-style-type: none"> ○ Can leadership be taught? ○ The research finding ○ Self-development ○ Derailment ○ Issues and problems in the management of high-flyers ○ Coping with stress ● Cultural Differences and Diversity <ul style="list-style-type: none"> ○ Dimensions of cultural differences. ○ A comparative study of attitudes to leadership-myth or reality? ○ Three European cultures ○ Leading International teams
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	<ul style="list-style-type: none"> ○ Competencies of global leaders ○ Developing global leaders ○ Gender differences ○ Role models ● The New Leadership <ul style="list-style-type: none"> ○ The end of the hero? ○ White water leadership ○ The leader as coach and developer ○ Leader/Learner ○ Stewardship ○ The servant leader ○ The fifth disciple ○ The leader as educator ● Summing up the main findings of leadership research. 										
References	<p>Bush, T., and Middlewood, D. (2006). <i>Leading and Managing People in Education</i>. London: Sage Publications.</p> <p>Sadler P. (2005) <i>Leadership</i>. New Delhi: Kogan Page India Private Limited.</p> <p>Gardner, J.W. (1990) <i>On Leadership</i>. New York: Free Press.</p> <p>Razik, T.A & Swanson, A.D. (1995). <i>Fundamental Concepts of Educational Leadership and Management</i>. New Jersey: Prentice Hall.</p>										
Teaching/ Learning Strategies	<p>Lecture</p> <p>Multimedia presentations</p> <p>Cooperative Learning</p> <p>Non-credit workshops and seminars.</p> <p>Active Learning</p>										
Evaluation Criteria	<p>Course Evaluation</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: right;">Assignments</td> <td style="text-align: right;">20</td> </tr> <tr> <td style="text-align: right;">Mid Semester Test</td> <td style="text-align: right;">25</td> </tr> <tr> <td style="text-align: right;">Final Project</td> <td style="text-align: right;">15</td> </tr> <tr> <td style="text-align: right;">Final Test</td> <td style="text-align: right;">40</td> </tr> <tr> <td style="text-align: right;">Total</td> <td style="text-align: right;">100</td> </tr> </table>	Assignments	20	Mid Semester Test	25	Final Project	15	Final Test	40	Total	100
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