**ORGANIZATIONAL MANAGEMENT & LEADERSHIP**

COUSE CODE: ARI 3103

INSTRUCTOR: Mr. John James Okiror - Dip Ed. Agric DM, B.ED Voc Agric, (ITEK/MUK) MSC. Agric. Ed., (OSU), PhD Candidate, (MUK)

COURSE TYPE: Core (Bachelor of Agriculture and rural innovation)

COURSE STRUCTURE AND LOCATION

3 Course Units i.e. 45 contact hours per semester: 30 Lecture Hours; and 30 Tutorial Hours/ Independent Study Hours = 45 Total Contact Hours. The course will be offered in the Faculty of Agriculture, Department of Agricultural Extension/ Education

1. COURSE DESCRIPTION:

Overview of general management concepts and applications including the evolution and the development of management thought (classical management theories and principles); understanding (formal) organizations with reference to public and private farmer-led organizations. Analysis of the management process including key management concepts: (power, authority, responsibility and accountability, delegation and discipline); management functions (planning, organizing, supervising, controlling); and staffing and human resource development with a gender perspective (in staff recruitment, selection, placement and supervision), especially in agricultural service organizations of the public and private nature.

1. PURPOSE OF THE COURSE

The aim of this course is to enable students to become better facilitators of farmer institutional development by equipping them with the basic knowledge of concepts and skills in the science and art of management and leadership

1. SPECIFIC OBJECTIVES
2. To define the concept of management, its classical theories and principles
3. To analyse organizations as systems consisting of inputs, processes and outputs
4. To describe management functions and their application in agricultural/ farmer-led organizations
5. To describe leadership functions in agricultural organizations
6. To discuss the significance of gender in organizational development
7. READING LIST
* Baron, R. A. (1983). Behaviour in Organization: Understanding and Managing the Human Side of Work
* Bittle, L. R. & Nenstrom, J. W. (1990). What Every Supervisor Must Know
* Blackburn, D. J. (ed.), (1994). Extension Handbook. Processes and Practices. Chapter 18
* Burton, E. S., Bentz, R. P. and Sonfanko, A. J. (eds.). (1997). Improving Agricultural Extension. A reference Manual. FAO, Rome. Chapters 13, 14 & 15
* Cole, G. A. (1993). Management: Theory and Practice. 4th Edition
* Handy, C. (1993). Understanding Organization (4th Edition) London: Penguin
* Hersey, P. & Blanchard, K. H. (1993). Management of Organizational Behaviour: Utilizing Human Resources
* Johnson, D. W. & Johnson, F. P. ( ). Joining Together, Group Theory & Group Skills. 4th Ed.
* Megginson, L. C., Mosley, D. C. & Pietri, P. H. Jr. (1992 ). Management: Concepts & Applications. 4th Edition. New York, NY: Harper Collins Publishers Inc
* Morgan, G. (1986; 1998). Images of Organizations
* Watson, C. E. (1998). Results Oriented Management: The Key to Effective Performance
1. COURSE OUTLINE

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|  | TOPIC | CONTENT | TIME ALLOCATED | TOOLS / EQUIPMENT NEEDED |
| WEEK 1 | 1. Introduction
 | * Definition of main concepts: Organization, Management, supervision
* Importance and levels of Management.
 | 2 ILH2 TH | LCD projectorHandouts |
| WEEK 2 | 1. Evolution of Management thought
 | * Pre-scientific management; Scientific Management; Administrative Management;
 | 2 ILH2 ISH | LCD projectorHandouts |
| WEEK 3 |  | * Human Relations Management;
* Modern Management – systems approach; contingency approach
 | 2 ILH2 ISH | LCD projector |
| WEEK 4 | 1. Understanding formal organizations as systems
 | * System elements: Inputs/ resources; Outputs/ products, services/ ideas; Technology; Environment; Purposes; Behaviour and Processes; Culture and Structure
 | 2 ILH2 ISH |  LCD projectorCase study materials |
| WEEK 5 | 1. Organizational Functions
 | * Primary functions
* Support functions
 | 2 ILH2 ISH | Case study materials/ take home assignment |
| WEEK 6 | 1. Management Functions defined
 | * Planning; Organizing; Leading; Controlling
* Management Functions based on Activities’ Approach
* Managerial Skills
 | 2 ILH2 ISH | Handouts/ time management exercise |
| WEEK 7 | 1. Planning as a Management Function:
 | * Planning Approaches;
* Types of plans;
* Characteristics of effective planning;
* Barriers to effective planning;
 | 2 ILH2 ISH | LCD projectorHandouts |
| WEEK 8 |  | * Management by Objectives;
* Strategic Planning;
* Decision Making
 | 2 ILH2 TH | LCD projector |
| WEEK 9 | 1. Organizing as a Management Function
 | * Organizational charts;
* Bureaucracy;
* Types of Organization; Span of Management;
* Departmentalization;
* Mechanistic Versus Organic Systems;
 | 2 ILH2 TH | LCD projectorHandouts/ take home assignment |
| WEEK 10 |  | * Delegating Authority;
* Types of Authority;
* Power;
* Accountability;
* Decentralization;
* Committees-standing, ad hoc and task forces;
* Staffing and Human Resource Management.
 | 2 ILH2 ISH | LCD projector |
| WEEK 11 | 1. Leading as a management function
 | * Leadership defined;
* Types of leaders;
* Leadership functions – leading, communicating, and motivating
 | 2 ILH2 ISH | Handouts/ Leadership exercise |
| WEEK 12 |  | * Leadership theories: trait and situational leadership theories
* Leadership behaviour;
 | 2 ILH2 TH | LCD projector |
| WEEK 13 |  | * Motivating employees-motivating and hygiene factors
* Maslow’s Hierarchy of Needs
* MCGregor’s Theory X and Theory Y;
 | 2 ILH2 ISH | LCD projector |
| WEEK 14 |  | * Communication in Organizations; non verbal communication and interpersonal relations
* Values and ethics
 | 2 ILH2 TH | LCD projector |
| WEEK 15 | 1. Control as a management function
 | * Types of Control; performance standards; measurement and adjustment/ corrective action
* Course unit exam
 | 2 ILH2 ISH1 hr exam | LCD projectorHandoutsPaper  |

1. SUMMARY OF TIME NEEDED

Interactive lectures covering theory (ILH) 30 hrs

Tutorial hours (TH) – based on class discussions of implications to field 10 hrs

Independent Study Hours (ISH) based on handouts and reading list 20 hrs

1. COURSE EVALUATION

Continuous Assessment Test 20%

Take-home assignments/ group work 20%

Final examination 60%