

EEE 4205 ORGANIZATIONAL MANAGEMENT & LEADERSHIP

COUSE CODE:

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 Science in Agriculture-Extension option and Bachelor of Agricultural Extension Education). Elective for all fourth year BSC in Agriculture students and BSC in Food Science and Technology

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.

2. 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

3. SPECIFIC OBJECTIVES

1. To define the concept of management, its classical theories and principles
2. To analyse organizations as systems consisting of inputs, processes and outputs
3. To describe management functions and their application in agricultural/ farmer-led organizations
4. To describe leadership functions in agricultural organizations
5. To discuss the significance of gender in organizational development

6. 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

7. COURSE OUTLINE

	TOPIC	CONTENT	TIME ALLOCATED	TOOLS / EQUIPMENT
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WEEK 1	1. Introduction	<ul style="list-style-type: none"> • Definition of main concepts: Organization, Management, supervision • Importance and levels of Management. 	2 ILH 2 TH	LCD projector Handouts
WEEK 2	2. Evolution of Management thought	<ul style="list-style-type: none"> • Pre-scientific management; Scientific Management; Administrative Management; 	2 ILH 2 ISH	LCD projector Handouts
WEEK 3		<ul style="list-style-type: none"> • Human Relations Management; • Modern Management – systems approach; contingency approach 	2 ILH 2 ISH	LCD projector
WEEK 4	3. Understanding formal organizations as systems	<ul style="list-style-type: none"> • System elements: Inputs/ resources; Outputs/ products, services/ ideas; Technology; Environment; Purposes; Behaviour and Processes; Culture and Structure 	2 ILH 2 ISH	LCD projector Case study materials
WEEK 5	4. Organizational Functions	<ul style="list-style-type: none"> • Primary functions • Support functions 	2 ILH 2 ISH	Case study materials/ take home assignment
WEEK 6	5. Management Functions defined	<ul style="list-style-type: none"> • Planning; Organizing; Leading; Controlling • Management Functions based on Activities' Approach • Managerial Skills 	2 ILH 2 ISH	Handouts/ time management exercise
WEEK 7	6. Planning as a Management Function:	<ul style="list-style-type: none"> • Planning Approaches; • Types of plans; • Characteristics of effective planning; • Barriers to effective planning; 	2 ILH 2 ISH	LCD projector Handouts
WEEK 8		<ul style="list-style-type: none"> • Management by Objectives; • Strategic Planning; • Decision Making 	2 ILH 2 TH	LCD projector
WEEK 9	7. Organizing as a Management Function	<ul style="list-style-type: none"> • Organizational charts; • Bureaucracy; • Types of Organization; Span of Management; • Departmentalization; • Mechanistic Versus Organic Systems; 	2 ILH 2 TH	LCD projector Handouts/ take home assignment
WEEK 10		<ul style="list-style-type: none"> • Delegating Authority; • Types of Authority; • Power; • Accountability; • Decentralization; • Committees-standing, ad hoc and task forces; • Staffing and Human Resource Management. 	2 ILH 2 ISH	LCD projector
WEEK 11	8. Leading as a management function	<ul style="list-style-type: none"> • Leadership defined; • Types of leaders; • Leadership functions – leading, communicating, and motivating 	2 ILH 2 ISH	Handouts/ Leadership exercise

WEEK 12		<ul style="list-style-type: none"> Leadership theories: trait and situational leadership theories Leadership behaviour; 	2 ILH 2 TH	LCD projector
WEEK 13		<ul style="list-style-type: none"> Motivating employees-motivating and hygiene factors Maslow's Hierarchy of Needs MCGregor's Theory X and Theory Y; 	2 ILH 2 ISH	LCD projector
WEEK 14		<ul style="list-style-type: none"> Communication in Organizations; non verbal communication and interpersonal relations Values and ethics 	2 ILH 2 TH	LCD projector
WEEK 15	9. Control as a management function	<ul style="list-style-type: none"> Types of Control; performance standards; measurement and adjustment/ corrective action Course unit exam 	2 ILH 2 ISH 1 hr exam	LCD projector Handouts Paper

8. 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

9. COURSE EVALUATION

Continuous Assessment Test	20%
Take-home assignments/ group work	20%
Final examination	60%