

Edu602 1st January 2019.

What is leadership continuum? 5 marks.

Topic 60: Leadership Continuum (Tannenbaum & Schmidt)

- Robert Tannenbaum and Warren J. Schmidt then joined to expand the views of democratic and autocratic leaderships from a simplistic choice between two distinctive behaviors at extremes ends to a continuum of seven behaviors. - This approach also set the stage for later theories that viewed leadership in terms of manager's particular situation.

How can we become a level 5 leader? 5 marks.

Level 5 leaders embody all five levels of the hierarchy.

1. Level 5 Executive -- builds enduring greatness through a paradoxical blend of personal humility and professional will
2. Effective Leader -- catalyses commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.
3. Competent Manager -- organizes people and resources toward the effective and efficient pursuit of predetermined objectives.
4. Contributing Team Member -- contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting.
5. Highly Capable Individual -- Makes productive contributions through talent, knowledge, skills, and good work habits.

As a teacher in a school, how can you develop the plan for monitoring student's progress? 5 marks.

Topic 10: Frequent Monitoring of Student Progress

- In the effective school, student academic progress is measured frequently using a variety of assessment procedures. Results are used to improve both individual student performance and instruction.

Students who are regularly tested on their academic progress are more successful than those who are not. - Frequent teacher-written evaluations give teachers the information they needed to make changes if some or all students were not mastering class material. - Teachers can and should

assess the students' learning more holistically and less formally than standardized exams----- - Relying less on multiple choices tests and giving more attention to portfolios and presentations

What is strategic plan? 3 marks.

**Strategic Plans:**

The means used to achieve long-term, strategic goals. - Made by top managers - Allow resource allocation - Define a broad scope of long-term organizational actions to attain strategic goals - Carry significant impact on the organization

Correlates are the means for achieving high levels of students learning;

what could be the correlates for an effective school in your views? 3 marks.

What is group decision making? 2 marks.

Decision making - "An institution is intended to represent the good of its stakeholders". (Brower and Balch, 2005) - In transformational decision making the decision reflects on the common good but not the individual good.

Who identifies the effective leader's behaviors? 2 marks.

Topic 57: Behavioral theory - Given the flaws of early state studies, researchers turned to examining the actions, behaviors or that separated the effective leaders from ineffective leaders. - Behavioral theories are considered as being universally applicable. - Leaders can be made rather than being born. - Successful leadership is based in definable, learnable behaviour.

1. What is difference between good and effective school?

Topic 1: Good School What is a Good School? "Good School is that which most successfully achieves the targets set by the stakeholders by showing high grades and good results in exams" What is an Effective School? A school is effective not because of the specific nature of what

is taught (though it is important) but through the manner in which a positive, supportive, rich and frequently interactive atmosphere is created. (Gammage, 1985)

### 3. what is scientific management?

Principles of Scientific Management - The scientific school of management used an objective and systematic method to identify the “one best way” to do a job using scientific selection and training methods.

### 4. write about transactional leadership?

Topic 74: Transactional Leadership - Transactional leadership was first described by Max Weber in 1947 and then by Bernard Bass in 1981. - Used most often by the managers. - Focuses on the basic management process of controlling, organizing and short term planning. - Transactional leadership is based on the premise that: People are motivated by reward and punishment. Social systems work best with a clear chain of command. - Transactional leader works through creating well defined structures and makes it clear as to: What is required of their subordinates and the reward what they get for following orders. Punishments are not well mentioned, at times not even mentioned, yet they are well understood and formal systems of discipline are usually in place.

### 6. How climate of school effect the learning?

Topic 1: Good School What is a Good School? “Good School is that which most successfully achieves the targets set by the stakeholders by showing high grades and good results in exams” What is an Effective School? A school is effective not because of the specific nature of what is taught (though it is important) but through the manner in which a positive, supportive, rich and frequently interactive atmosphere is created. (Gammage, 1985)

## 7. what is organizational model?

Topic 135: Developing an Organizational Model 1 A model is an abstraction of reality, a simplified representation of some real world phenomenon (Khan, 2009). An OB model contains dependent and independent variables. Dependent Variables - Factors affected by some other factors. - Response affected by independent variable. - Primary dependent variables to be explained/ predicted: productivity, turnover, absenteeism, and job satisfaction. Productivity - An org. is productive if it achieves its goals, and does so by transferring inputs to outputs at lowest cost. - Productivity measures performance, including effectiveness, efficiency and economy - Major concern of OB. Topic 136:

Developing an Organizational Model 2 Absenteeism - Failure to report to work. - Sometimes alright, e.g. illness, fatigue, stress. - Take rest, instead of causing poor output or even accident (e.g. pilot, surgeon, etc.) - Beyond normal range, directly impacts org.'s effectiveness & efficiency negatively. Turnover - Voluntary/ involuntary permanent withdrawal from the org. - Acceptable if poor performers leave. - High turnover results in high costs of re-hiring and re-training. - Efficiency loss due to replacement of lost knowledge and skill. Job Satisfaction - A pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke 1976). - A satisfied employee is more productive.

### Diff b/w Trait and Behavior Theory?

A wide range of views on leadership has been developed by researchers and practitioners over the years. - Three major theories have emerged from these ongoing studies. 1. Trait theories 2. Behavioral and 3. Contingency - Trait theories deal with the personal characteristics of the leaders. - Behavioral theories deal with behavior of leaders. - The two view the principles of effective leadership as being universally

applicable to any situation and to any organization. - The contingency theories do not deal with the universal applicability. - Instead, they deal with leadership in the context of specific situations.

Transformational management??

Transformational Management

- Organizational and system shifts and learning
- Congregate vision and innovation
- Strategic alliances
- Management of collaborative relationships

Flat and Tall model

Tall Org. Structure - Large, complex org. often require a taller hierarchy.  
- Results in one long chain of command similar to the military. - As an org. grows, the number of management levels increases and the structure grows taller.

Flat Org. Structure - Has fewer management levels, controlling a broad area or group with each level. - Focuses on empowering employees rather than adhering to the chain of command. - Attempts to tap into employees' creativity & collaboration.