General information	Name, code and number of credits	MGT 601 Management and organizations, 6 ETCS
	Departament	Education
	Program (undergraduate, graduate)	Graduate
	Semester	Fall 2025
	Subject teacher (s)	Dr. Tofig Ahmadov
	E-mail:	tofigahmadov@gmail.com
	Phone number:	
	Lecture room	Neftchiler building
	Advice hours	By appointments
Prerequisites		
Language of instruction	English	
Type of subject (compulsory/ elective)	Compulsory	
Resources	Main textbooks are the followings: • Fullan, M. (2024). *The new meaning of educational change* (6th ed.). Routledge. • Bush, T. (2020). *Theories of educational leadership and management* (5th ed.). SAGE. • Muhammad, A. (2021). *Transforming school culture* (2nd ed.). Solution Tree. Other sources for the topics and mentioned under the topics.	
Course description	*Management and Organizations* examines the principles, theories, and practices that shape the leadership and administration of educational institutions. The course explores how schools, universities, and other educational organizations are structured, governed, and managed to achieve their goals effectively. Key themes include organizational theory, planning and decision-making, leadership styles, communication, stakeholder engagement, and the management of resources and people. Students will also analyze organizational behavior, school culture, and climate while learning strategies for monitoring, evaluation, and continuous improvement. Special emphasis is placed on strategic management, innovation, ethical and legal considerations, and the emerging global trends influencing the future of education. By combining theoretical perspectives with practical case studies, the course prepares students to understand and address the complex challenges of managing modern educational institutions.	

Course objectices	This course provides an in-depth exploration of the principles, practices, and challenges of managing educational institutions in a dynamic and evolving global context. Students will examine core management and organizational theories and apply them to schools, universities, and other educational organizations. The course emphasizes strategic planning, leadership, governance, and the effective use of resources to enhance institutional performance and student outcomes. Learners will critically analyze organizational behavior, communication strategies, and stakeholder engagement while addressing ethical, legal, and cultural dimensions of educational management. Special attention will be given to innovation management, monitoring and evaluation systems, and the emerging trends that are shaping the future of education leadership and governance.
Learning outcomes	By the end of the course, students will be able to: 1. Explain and apply key concepts of management and organizational theory to educational settings. 2. Analyze organizational structures and governance models within schools, universities, and other educational institutions. 3. Develop effective plans and goals aligned with institutional missions and educational objectives. 4. Apply decision-making and problem-solving frameworks to address challenges in educational leadership and management. 5. Organize and optimize educational resources and operations for institutional effectiveness. 6. Demonstrate leadership competencies by evaluating and applying different leadership styles and models in educational contexts. 7. Assess organizational behavior and its influence on performance, culture, and climate in schools and higher education institutions. 8. Design effective communication and stakeholder engagement strategies that foster collaboration and trust. 9. Evaluate and strengthen school culture and organizational climate to support teaching, learning, and inclusivity. 10. Implement monitoring, evaluation, and control mechanisms to ensure accountability and quality improvement. 11. Apply strategic management approaches for institutional development and long-term sustainability. 12. Critically examine and manage innovations in educational practices, technologies, and governance structures. 13. Address ethical and legal considerations in the management of educational institutions. 14. Analyze emerging trends and anticipate future challenges in educational management at national and global levels.

		15. Formulate practical solutions to existing challenges in educational leadership and institutional governance.		
Teaching methods	Lecture		+	
	Seminar		+	
	Group works and simulations		+	
Assessment	**Components**	**Date/deadline**		**Percentage (%)**
	Active participation	Throughout semester		10
	Writing article	Throughout semester		30
	Midterm exam	November		20
	Final exam	January		40
	Total			100
Rules (Teaching policy and behaviour)	**General Course Policies:** Plagiarism is unacceptable. Students who commit plagiarism will fail the course. Students must arrive on time for class and refrain from using phones or other distracting electronic devices during lessons. **Grading Policy and Expectations from Students:** **Assignment (30% of the total grade):** Students must write an article (minimum 7 pages) on a selected topic related to the education strategy. Based on the instructor's feedback, they should revise and improve the article and prepare it for publication.			

Tentative schedule				
Week	**Date**	**Topics to be covered**	**Tasks/Resources**	
1.		Introduction to Management in educational institutions and organizational theory	• Bush, T. (2020). *Theories of educational leadership and management* (5th ed.). SAGE. • Kythreotis, A., & Pashiardis, P. (2025). Leadership and school climate influence student achievement: A comparative meta-analysis. *Educational Management Administration & Leadership*. Advance online publication. https://doi.org/10.1177/1741143225 1405068	
2.		Organizational structure and governance in education	• OECD. (2016). *Governing education in a complex world*. OECD Publishing. https://doi.org/10.1787/9789264255 364-en	

			• Williamson, B. (2024). Platform governance and education policy: Power and politics in the platform era. *Educational Administration Quarterly, 60*(1), 3–37. https://doi.org/10.1177/0013161X231198585
3.		Planning and goal-setting in educational institutions	• New England Association of Schools and Colleges [NEASC]. (2021). *Manual for school improvement: Planning and implementation*. NEASC. • Akın-Kösterelioğlu, M., & Demir, H. (2022). Strategic action plans for school improvement: Quality indicators for SIP evaluation. *Journal of Social Science Education Research, 13*(1), 197–216.
4.		Decision-making and problem-solving in educational leadership	• Bush, T. (2020). *Theories of educational leadership and management* (5th ed.). SAGE. • Schildkamp, K., Poortman, C. L., & Ebbeler, J. (2020). Evidence-informed decision-making in education: Foundations, practices and future directions. *Educational Management Administration & Leadership, 48*(1), 3–24. https://doi.org/10.1177/1741143219878303
5.		Organizing school resources and operations	• National Business Officers Association. (2020). *The NBOA book of school business: Practices, policies, and strategies for independent schools* (2nd ed.). NBOA. • UNESCO. (2024). *International Journal of Educational Development – Special issue: Education planning and operations in the AI era*. UNESCO Publishing.
6.		Leading and managing people in educational	• Owens, R. G., & Valesky, T. C. (2021). *Organizational behavior in education: Leadership and school reform* (12th ed.). Pearson.

			• Vangrieken, K., & Kyndt, E. (2022). Teacher collaboration as a context for professional learning: A systematic review. *Educational Research Review, 35*, 100429. https://doi.org/10.1016/j.edurev.2021.100429
7		Leadership styles and models in Education	• Bush, T. (2020). *Theories of educational leadership and management* (5th ed.). SAGE. • Hallinger, P., & Wang, R. (2023). A systematic review of instructional leadership and school effectiveness: Updating the knowledge base. *Educational Management Administration & Leadership, 51*(2), 175–199. https://doi.org/10.1177/17411432211017928
Mid-term exam			
8		Organizational behavior in schools and universities	• Owens, R. G., & Valesky, T. C. (2021). *Organizational behavior in education: Leadership and school reform* (12th ed.). Pearson. • O'Neill, J., & Chapman, C. (2022). Exploring structural and social dimensions of organizational behavior in schools. *Frontiers in Education, 7*, 889763. https://doi.org/10.3389/feduc.2022.889763
9		Communication and stakeholder engagement in education	• Epstein, J. L. (2019). *School, family, and community partnerships: Your handbook for action* (4th ed.). Corwin. • McDowell, D., & Gonzalez, L. (2023). Stakeholder engagement in educational leadership: A systematic review. *Journal of Educational Administration, 61*(7), 891–912. https://doi.org/10.1108/JEA-05-2022-0095
10		School culture and organizational climate	• Muhammad, A. (2021). *Transforming school culture* (2nd ed.). Solution Tree.

			• Higgins, M., & Ishimaru, A. (2025). What is school culture? Toward an integrative model. *American Journal of Education, 131*(2), 211–240. • Wang, M.-T., & Degol, J. (2023). School climate and student achievement: A meta-analysis. *Review of Educational Research, 93*(1), 79–115. https://doi.org/10.3102/003465432 21118737
11		Monitoring, evaluation, and control in education	• UNESCO. (2021). *Handbook on education monitoring and evaluation*. UNESCO Institute for Statistics. • Perryman, J., & Calvert, G. (2022). From accountability to improvement: The evolving role of school inspection in England. *Educational Assessment, Evaluation and Accountability, 34*(4), 511–531. https://doi.org/10.1007/s11092-022-09421-1
12		Strategic management and educational institution improvement planning	• DuFour, R., DuFour, R., Eaker, R., & Many, T. (2024). *Learning by doing: A handbook for professional learning communities at work* (4th ed.). Solution Tree. • Grobler, B. (2022). Strategic planning in education: A systematic review of approaches and practices. *Educational Management Administration & Leadership, 50*(7), 1135–1157. https://doi.org/10.1177/1741143222 1097328
13		Managing innovations in education	• Fullan, M. (2024). *The new meaning of educational change* (6th ed.). Routledge. • OECD. (2024). *Education in the digital age: Innovating governance and practice*. OECD Publishing.

14		Ethical and legal considerations in educational management	• Shapiro, J. P., & Stefkovich, J. A. (2021). *Ethical leadership and decision making in education: Applying theoretical perspectives to complex dilemmas* (5th ed.). Routledge. • Mawhinney, H. (2024). Legal and ethical implications of platform governance in education. *Educational Administration Quarterly, 60*(2), 145–172. https://doi.org/10.1177/0013161X23118293
15		Emerging trends and future directions in Education Management	• OECD. (2024). *Trends shaping education 2024*. OECD Publishing. https://doi.org/10.1787/9789264651241-en • EDUCAUSE. (2025). *Horizon report: Teaching and learning edition 2025*. EDUCAUSE.
Final exam			