



# **Leadership and Strategic Management in Education**

Tony Bush and Marianne Coleman

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This book, *Leadership and Strategic Management in Education*, is the reader for one of the core modules of the MBA in Educational Management offered by the EDMU, University of Leicester.

The other modules in this course are:

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***Human Resource Management in Schools and Colleges***  
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# 1. Introduction

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This book is intended primarily for students taking advanced courses in educational management, such as Leicester University's Educational Management Development Unit's MBA in Educational Management. It is therefore written as a teaching text. However, it also offers much to the general reader, especially those working in education, in terms of an opportunity to increase their understanding and knowledge of, and develop their skills in aspects of, educational management.

The specific aims of this book are to:

- equip readers with a body of knowledge that will improve their understanding of leadership and strategic management;
- enable readers to reflect on concepts, theories and models of management in education;
- provide a range of analytical frameworks that can be applied by readers to their own working environments;
- provide opportunities for the improvement of their skills in leadership and strategic management through site-based research; and
- enable readers to contribute to school or college improvement.

By the end of this book, readers should be able to:

- appreciate the relationship between theory and practice in education;
- understand the concepts of strategy, vision and mission;
- distinguish between effectiveness, improvement and quality;
- understand theories of leadership; and
- apply concepts of leadership and strategic management to their own management practice.

## ☐ Activities

Throughout the book you will find activities which ask you to:

- analyse and reflect on what you have read;
- examine and criticise practice constructively; and
- develop explanations to test the relationship between theory and practice.

These activities help you to reflect upon what you have read and relate it to your own management practice, now and in the future. They may also assist you when you are considering a specific topic to investigate for a written assignment.

## ☐ Linked reading

This text is free-standing and contains ample material for the reader to be able to improve his or her management practice or produce a course assignment or project. However, additional reading is clearly helpful, and for students essential. There are two key books to draw to your attention:

1. Middlewood, D. and Lumby, J. (eds.) (1998) *Strategic Management in Schools and Colleges*, London, Paul Chapman Publishing. All the chapters from this volume are relevant to your study and you will be asked to read certain chapters at specific points in the text.
2. Bush, T. and West-Burnham, J. (eds.) (1994) *The Principles of Educational Management*, Harlow, Longman. The following chapters are particularly relevant to this book and you may wish to read them through quickly before starting: Chapter 1 (John West-Burnham) – 'Management in