

## **Introduction to Leadership and Governance**

### **Preamble**

Globally, competent leadership and governance are recognized as key to economic and political success of a nation. High growth organizations and institutions have been found to be characterized by effective leadership. Failed institutions have been diagnosed to have poor and incompetent leadership. The core purpose of this programme therefore, is to develop a new crop of leaders that provide solutions to 21<sup>st</sup> century challenges. Graduates of the programme will be empowered to solve complex governance problems as well as leadership challenges and explore emerging global issues that affect governance and leadership in civil society, private and public sectors.

The programme targets leaders in middle and senior level positions who are looking up to greater responsibilities of being at the helm of globally competitive organizations and institutions. Learners will acquire required skills that will enable them to support the three sectors to further the successes achieved in political governance and economic progress. The thrust is to empower learners with practical and research-based knowledge.

This is a two-year programme that provides a platform for the middle and senior level leaders, to interface theory with practical experience in order to bring out innovative solutions in tandem with the ever changing environment. The programme is a learner-centered curriculum, which is geared towards widening one's perspective in developing skills and strategies that focus on global governance environment as it affects institutions and organizations' strategic market positioning. It seeks to attract professionals with diverse expertise across industry and functional governance areas. The programme will be run by experienced professionals with excellent delivery skills and hands-on experiential learning.

### **Rationale**

Globally, many governments and organizations face leadership and governance challenges. This calls for highly qualified personnel with knowledge and research skills to take up leadership and governance roles in various organizations and institutions. Senior leaders in organizations' management and in business require high level skills to predict, analyze and develop strategies to deal with real life situations that they are likely to encounter in the competitive changing organizational environments. The high dynamism in the current organizational and business environments requires senior leaders and managers to devise different ways of doing things that will enable them create sustainable competitive advantage over other firms. This requires transformative leadership, integration of technology, holistic approach to corporate and business in courses such as strategic human resource management, change management,

strategic management, business ethics and governance, information communication and technology management, communication management and decision-making models.

Current research supports the notion that senior leaders who have new skills in creativity, innovativeness and entrepreneurship impact positively in their organizations. Likewise, senior leaders in management of today's organizations or business are seeking higher skills. These skills would enhance their capacities as drivers of transformative leadership, improve their creativity and innovativeness and advance their individual and organizational entrepreneurial capability. Consequently, leaders would turn into change agents that would transform their society.

Individuals in the public and private sectors wishing to pursue courses in leadership and governance have limited opportunities in the training in leadership and governance competences. The Kenyatta University Master of Leadership and Governance Degree Programme targets individuals who wish to take up leadership and governance responsibility in public and private sectors. The programme will equip its learners with skills and tools to interrogate real life situations to enable them develop innovative and transformative strategies that will not just make their institutions better, but also transform them into innovative entities. While making an emphasis on experiential learning, the KU Programme will blend real life situations and research with case studies, against a theoretical background that would create relevance to the Kenyan context.

### **Vision**

To be a dynamic, an inclusive and a competitive centre of excellence in teaching, learning, research and service to humanity.

### **Mission**

To provide quality education and training, promote scholarship, service, innovation and creativity and inculcate moral values for sustainable individual and societal development.

### **Programme Expected Learning Outcomes**

1. Produce students with transformative leadership and good governance ability in organizations both locally and internationally.
2. Inculcate leadership values and competences at the workplace.
3. Tap and develop talents within organizations.
4. Develop innovative, creative and entrepreneurial leaders to serve in the public, private and civil society sectors.

5. Produce candidates with ability to initiate an effective governance framework in organizations

### **Entry Regulations**

- a. The general regulations for all Masters' degrees in the University shall apply.
- b. The following shall be eligible for registration for the MLG degree in the School of Humanities and Social Sciences:
  - i. A holder of a bachelor's degree with at least upper second class honors degree of Kenyatta University or any other recognized university.
  - ii. A holder of a lower second class degree of Kenyatta University or any other recognized university with at least two years relevant experience in research, administration or management.
  - iii. Any other qualification recognized by the University Senate.

### **2. Pattern and Duration of the Programme**

- a. The MLG degree programme consists of coursework, examination and research project/thesis.
- b. The programme will be offered in two modes, Full-Time and Part-Time, with students in both modes being required to take a total of eighteen (18) units by the end of the programme.
- c. A student, who opts to pursue the MLG Degree by project, will be required to take five (5) units in the first semester and five (5) units in the second semester of First Year of Study.
- d. During the second year of study, Project candidates will be required to take four (4) units in the respective areas of specialization in the first semester and undertake a research project in the second semester. The research project shall be equivalent to four units.
- e. A student who opts to pursue the MLG degree course by thesis will be required to take five (5) units during the first semester of First Year of study. In the second semester, the candidate will take **APL 804: (Research methodology in Leadership and Governance)** and Four (4) units in the respective area of specialization.

- f. Thesis candidates will undertake thesis research in the second year of study. The thesis shall be equivalent to eight (8) units.
- g. The duration of the programme shall be two (2) academic years.

### **3. Examinations**

- a. University examination regulations shall apply.
- b. University examinations shall be given at the end of each semester and shall contribute 60 percent of the total marks, while the continuous assessment shall constitute the remaining 40 percent.
- c. For the purposes of evaluation, a research project shall be regarded as equivalent to four (4) units, while the thesis will be equivalent to eight (8) units.
- d. The duration for the University examination shall be three (3) hours per unit.
- e. The minimum pass mark for each unit shall be 50%.
- f. A candidate who fails to satisfy requirement 3e above may be permitted on the recommendation of the Board of Examiners and with the approval of the Senate to take supplementary examinations in the failed units up to a maximum of two units in any academic year. The maximum mark attainable in each unit examined in supplementary examination shall be 50%.
- g. A candidate who fails to satisfy the examiners in supplementary examination shall be discontinued.
- h. A candidate shall not be allowed to undertake either project work or thesis research prior to passing supplementary examination if any.

- i. A candidate who fails more than two units in the ordinary University examinations in any one year shall be discontinued.

## **COURSE STRUCTURE**

### **Core units**

#### **First Semester**

AMC 800: Social Science Research Methods

APL800: Philosophies and Theories of Leadership

APL801: Organizational Management and Leadership

APL 802: Ethics and Accountability in Leadership

APL 803: Gender in Leadership and Governance

#### **Second Semester**

APL 804: Research Methodology in Leadership and Governance

APL 805: Governance, Law and Development

APL 806: Strategic Management and Leadership

APL 807: Leading Organizational Change

APL 808: APL 808: Organizational Behavior

### **Specializations**

#### **Transformative leadership**

APL 809: Team Leadership

APL 810: Human Resource Management

APL 811: Financial Accountability in Leadership

APL 812: Conflict Management and Negotiation

**Governance and Development**

APL 813: Theories and Principles of Corporate Governance

APL 814: Public Governance

APL 815: Governance, Politics and Development

APL 811: Financial Accountability in Leadership

**Electoral Governance and Leadership**

APL 816: Electoral Legal and Regulatory Frameworks

APL 817: Electoral Operations, Budgeting and Planning

APL 818: Political Parties, Campaigns and Political Financing

APL 819: Civic and Voter Education