

A photograph of the University of Louisville campus. In the background, a large, red-brick building with a prominent white portico and a central dome is visible under a blue sky with light clouds. In the foreground, a large, circular stone seal is embedded in the pavement. The seal features a profile of a woman's head with a crown, surrounded by the text 'UNIVERSITY OF LOUISVILLE' and '1795'. To the left, a red banner contains the university's name. In the center, a dark banner contains the title of the presentation. In the bottom right, a white banner contains the author's name and year.

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# Blended Management Theory in Higher Education

Jonathan Hughes - 2018

# Blended Management Theory

Resource, Knowledge, Quality & Adaptive Leadership

# Blended Management Theory

Resource, Knowledge, Quality & Adaptive Leadership

# Overview

- State of Higher Education
- Management Theory
- Blended Management Theory
- Adaptive Leadership
- Case Study (UofL v. Papa Johns)
- Management of Higher Education
- Outcomes

# The State of higher education

To be or not to be?

- The role of a university president
  - Row or steer
- Higher education issues
  - The rational decision
- Management style
  - Resource dependency theory
  - Knowledge management
  - Total quality management

# Decision Making

- Cyert & March (1963)
  - How do managers make decisions
  - Rational & reasonable?
  - Coalitions & collaborators
  - Efficiency & effectiveness
  - Institutional bloat

# Management Theory

- A behavioral theory of organizational objectives, by cyert & march
  - Groups of collaborators work among each other to accomplish goals
  - Goals as aspirations
  - Stabilization v. maximization
- Resource Dependency theory
  - Organizations forming partnerships & interdependent relationships
  - Insulation from external entities and their influence
  - Though, presidents are exposed to external factors
    - Influence exerted through relationship with president
    - Lack of a metrics system

# Management Theory

- Knowledge Management
  - Fundamental assumptions are:
    - Recognition of external & internal factors
    - Maximization of resources
    - Transform structure & culture
  - Leadership, culture, technology & measurement
  - Though, slow to be adopted, Culture of reactive instead of proactive
  - Disconnect between internal & external stakeholders



# Management Theory

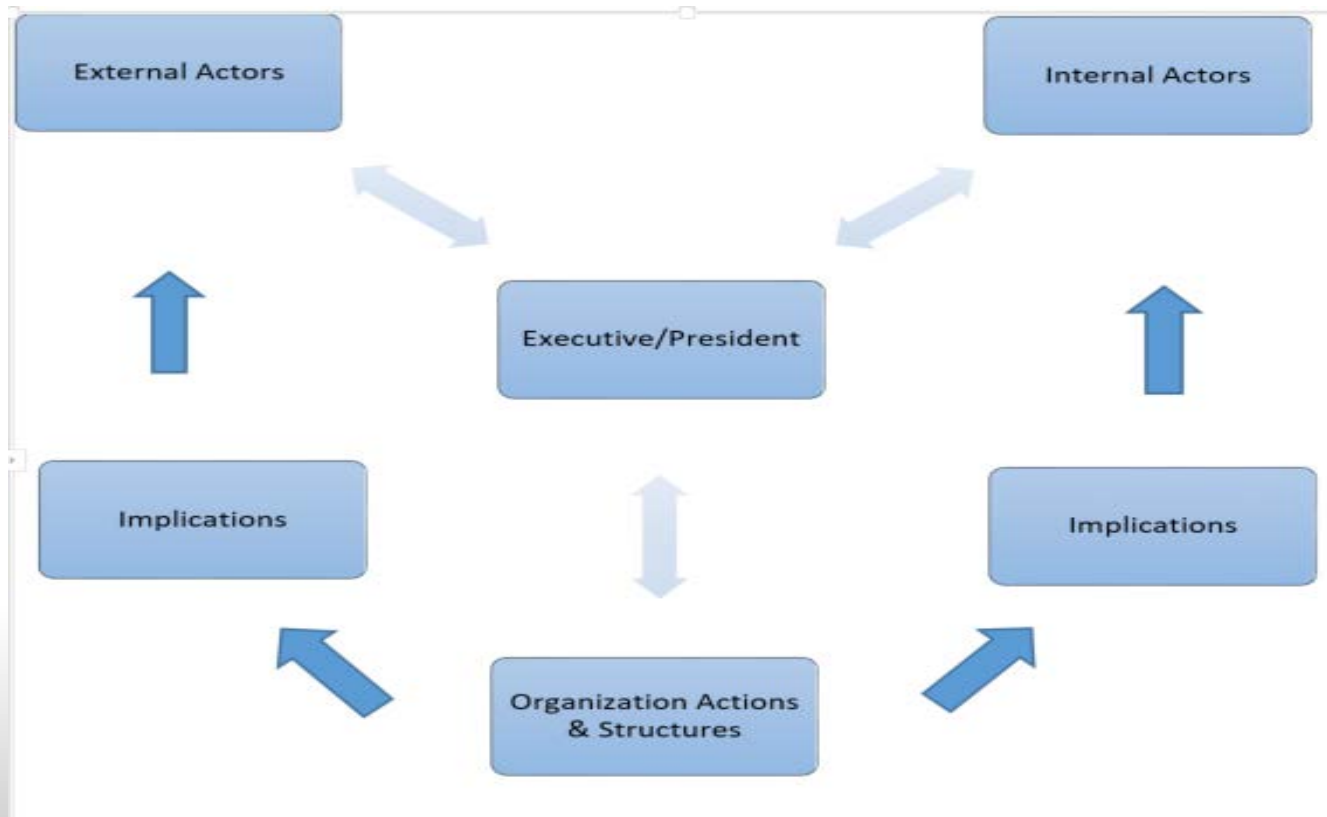
- Quality Management
  - Entrepreneurial era
  - Conformance to standards to eliminate errors and inefficiencies
  - Improving customer satisfaction & organizational performance
  - Vision and mission in order to develop a strategic plan
  - Though, association with privatization & its philosophy
  - Inability to accurately measure intangible tasks

# Blended Management Theory

A successful model

- Environmental acknowledgement of resource management theory
- Knowledge as resource generator & balance from knowledge management
- Scorecard adoption from quality management  
= A blended management

# Blended Management Theory



# Blended Management

## Outcomes

- From monitoring to management
- Giving presidents their ability to make decisions based on optimization rather than political jockeying
- Buffer from external & internal stakeholder's influence on decision making

# Blended Management

Financial Perspective		Customer Perspective	
Goals	Measures	Goals	Measures
<ul style="list-style-type: none"> <li>Budget Compliance</li> <li>Enhance commercial income</li> <li>Enhance franchise income</li> <li>Enhance research income</li> <li>Enhance overseas student income</li> </ul>	<ul style="list-style-type: none"> <li>Remain within budget at year end</li> <li>Income</li> <li>Income</li> <li>Income</li> <li>Income</li> </ul>	<ul style="list-style-type: none"> <li>Promote Teaching Company Schemes</li> <li>Maintain undergraduate numbers</li> <li>Develop partnerships with overseas colleges and universities</li> <li>Maintain quality of product</li> <li>Look for new overseas partners to deliver franchise programmes</li> <li>Enhance open days</li> <li>Marketing of MBA and new Masters programmes at home and abroad</li> <li>Engage in commercial/business partnerships</li> <li>Raise international profile of Faculty</li> <li>Promote university's regional profile</li> </ul>	<ul style="list-style-type: none"> <li>Numbers enrolled</li> <li>Achieve enrolment targets</li> <li>Recruitment of direct entry second, final year and masters students</li> <li>Number of 'good' degrees</li> <li>Employment figures</li> <li>Number of new partners</li> <li>Recruitment of students</li> <li>Student registrations</li> <li>Number and quality of contracts</li> <li>Recruitment of students</li> <li>Seminars</li> </ul>
Internal Business Perspective		Learning and Growth Perspective	
Goals	Measures	Goals	Measures
<ul style="list-style-type: none"> <li>More focussed 'business school'</li> <li>Integrated programme of degrees</li> <li>Revise committee structures</li> <li>Revise administrative support structures</li> <li>Developing and expanding MBA programme</li> <li>Develop and launch Business Foundation course</li> <li>Maintain currency of curriculum and benchmark statements</li> <li>Maintain professional body accreditation</li> </ul>	<ul style="list-style-type: none"> <li>Rationalisation of undergraduate and postgraduate courses</li> <li>Elimination of 'non-core' courses</li> <li>Simpler reporting mechanisms</li> <li>Simpler reporting mechanisms</li> <li>Successful review</li> <li>Student recruitment figures</li> <li>Successful validation</li> <li>Student recruitment figures</li> <li>Successful period reviews of curriculum</li> <li>Successful professional body links</li> </ul>	<ul style="list-style-type: none"> <li>Undertake academic research</li> <li>Attract research students to work in research centres</li> <li>Developing and publishing the research profiles of research centres</li> <li>Raise international profile through research publications</li> <li>Encourage 'young' researchers</li> <li>Enhance teaching</li> </ul>	<ul style="list-style-type: none"> <li>Publications</li> <li>PhD students registered</li> <li>Bursaries awarded</li> <li>Seminars</li> <li>Conferences</li> <li>Guest speakers</li> <li>Workshops</li> <li>International journal articles</li> <li>Publications/conference papers/working papers published</li> <li>Peer review of teaching</li> </ul>

# Welcome, Leadership Theory

- The introduction of Adaptive leadership
- Solution Orientated
  - Technical
  - Technical and Dynamic
  - Dynamic

# Case Study

- Link to Papa Johns
- Mizz Football program
- Application of management & leadership

# Questions?

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