

---

---

---

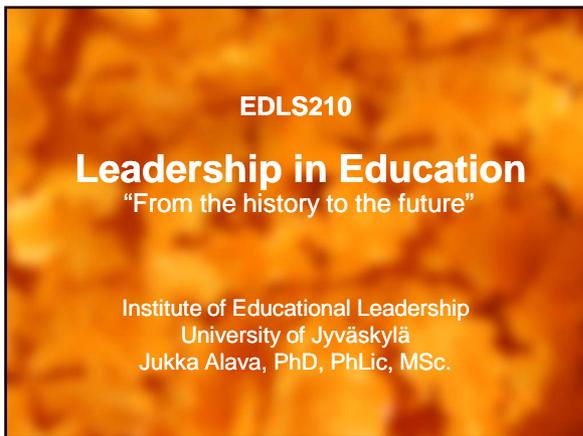
---

---

---

---

---



---

---

---

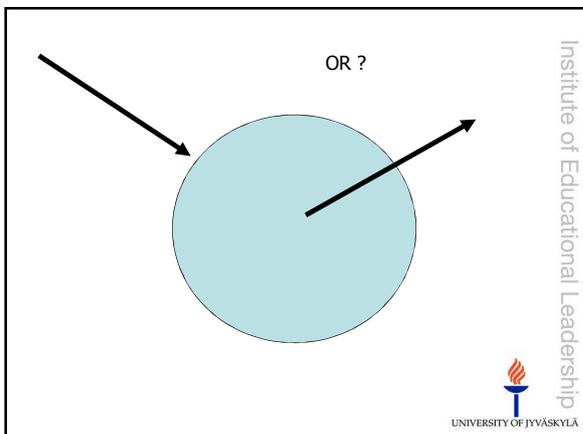
---

---

---

---

---



---

---

---

---

---

---

---

---

**Session 1.** An introduction to the programme  
**Session 2.** Any good ideas from the past  
**Session 3.** Towards understanding leadership behaviour  
**Session 4.** Analyzing core leadership behaviour  
**Session 5.** Leadership and management in organizations  
**Session 6.** Elements of organizational behaviour  
**Session 7.** Orienting towards the future  
**Session 8.** Implications to educational leadership

Institute of Educational Leadership  
UNIVERSITY OF JYVÄSKYLÄ

---

---

---

---

---

---

---

---

**SESSION 2.**  
**Any good ideas from the past?**

- Historical perspectives I, II , III
- Development of organization theory
- Assignments

Institute of Educational Leadership  
UNIVERSITY OF JYVÄSKYLÄ

---

---

---

---

---

---

---

---

**The Moral Purpose of Leadership (Historical perspective I)**

- The most important debate in any society and organization is that which determines its ultimate ends and objectives.
- The resolution of that debate shapes how it goes about seeking to achieve those ends
- AND HOW LEADERSHIP WILL AND SHOULD OPERATE.**

Institute of Educational Leadership  
UNIVERSITY OF JYVÄSKYLÄ

---

---

---

---

---

---

---

---

**Socrates; Greek philosopher (born 470 BC)**

- *Philosophical foundations of western culture*
- *Teacher who denies having disciples, a man of reason who obeys a divine voice in his head, and a pious man*
- *Dialectic method of inquiry, known as the **Socratic Method***



UNIVERSITY OF JYVÄSKYLÄ

Institute of Educational Leadership

---

---

---

---

---

---

---

---

**Socrates; "discovering generic management"**

- *Developed the arguments for "generic management" and "principles of management":*
- *"A leader who knows what he needs, and is able to provide it, can be a good president, whether he have the direction of a chorus, a family, a city, or an army."*



UNIVERSITY OF JYVÄSKYLÄ

Institute of Educational Leadership

---

---

---

---

---

---

---

---

**Socrates; "discovering generic management"**

- *Lists the duties of all good presidents of public and private institutions and emphasizes the similarities.*
- *This is the first known statement that organizations as entities are basically alike – and that a manager who could cope well in one would be equally adept at coping with other – even very different ones.*



UNIVERSITY OF JYVÄSKYLÄ

Institute of Educational Leadership

---

---

---

---

---

---

---

---

**Plato; Greek philosopher (born 428 BC)**

- *philosophical foundations of western culture*
- *founder of the Academy in Athens; first institution of higher learning*
- **“A philosopher has the love for wisdom and the courage to act according to wisdom.”**
- **“Wisdom is knowledge about the Good or the right relations between all that exists.”**

Institute of Educational Leadership  
UNIVERSITY OF JYVÄSKYLÄ

---

---

---

---

---

---

---

**Plato; *The decline of the state (made of different kinds of souls):***

- **Aristocracy (rule by the best)**

-> to a *Timocracy (rule by the honorable),*  
-> then to an *Oligarchy (rule by the few),*  
-> then to a *Democracy (rule by the people),*  
-> and finally to *Tyranny (rule by one person, rule by a tyrant).*

Institute of Educational Leadership  
UNIVERSITY OF JYVÄSKYLÄ

---

---

---

---

---

---

---

**Plato: *The Republic*. About nature of justice.**

- **A ruler (or state) will have but one end in mind: “All that he says and does will be said and done with a view to *what is good and proper* for the subject for whom he practices his art.”**

Institute of Educational Leadership  
UNIVERSITY OF JYVÄSKYLÄ

---

---

---

---

---

---

---

**Plato: *The Republic*. About nature of justice.**

- ***“The motivation for leadership should never be money or honour.***
- ***Rather, the focus is the good for the people.”***



UNIVERSITY OF JYVÄSKYLÄ

Institute of Educational Leadership

---

---

---

---

---

---

---

---

**Aristotle: Greek philosopher (born 384 BC)**

- ***Joined the Academy in Athens and studied under Plato for 20 years***
- ***Established his own school called “Lyceum”***



UNIVERSITY OF JYVÄSKYLÄ

Institute of Educational Leadership

---

---

---

---

---

---

---

---

**Aristotle: About the meaning of life**

- ***Ethics, as viewed by Aristotle, is an attempt to find out our chief end or highest good.***
- ***The final object of life is happiness.***
- ***True happiness lies in the active life of a rational being.***



UNIVERSITY OF JYVÄSKYLÄ

Institute of Educational Leadership

---

---

---

---

---

---

---

---

**Aristotle: On the Polity of the Athenians. Role of a state.**

- "A state exists for the sake of good life."
- This can be achieved through the auspices of a good state – a **community of common interest dedicated to virtue and justice.**



UNIVERSITY OF JYVÄSKYLÄ

Institute of Educational Leadership

---

---

---

---

---

---

---

---

**Sun Tzu: "Master Sun" (544-496 BC)**

- A general who lived in the state of Wu; a contemporary of one of the great Chinese thinkers of ancient times—Confucius
- The Art of War; influential ancient Chinese book on military strategy.



UNIVERSITY OF JYVÄSKYLÄ

Institute of Educational Leadership

---

---

---

---

---

---

---

---

**Sun Tzu: "on the nature of strategy"**

- At war (in business) the best tactics is to conquer the land (the business), not to destroy it.
- To win 100 victories in 100 battles is not the best of skills. To rule over the enemy without a battle is the best of skills.



UNIVERSITY OF JYVÄSKYLÄ

Institute of Educational Leadership

---

---

---

---

---

---

---

---

**Abu Yusuf;  
(731-798 A.D)**

- *Pioneering Muslim scholar*
- *Explores the administration of essential Islamic governing functions, including public financial policy, taxation, and criminal justice (The Book of Land Taxes – Kitab al-Kharaj).*

Institute of Educational Leadership



UNIVERSITY OF JYVÄSKYLÄ

---

---

---

---

---

---

---

---

**Al-Ghazali (Abu Hämed Mohammad ibn Mohammad al-Ghazzālī or Algazel)  
(1058-1111)**

- *Muslim theologian, lawyer, philosopher, and mystic of Persian origin.*
- *One of the most celebrated scholars in the history of Islamic thought.*

Institute of Educational Leadership



UNIVERSITY OF JYVÄSKYLÄ

---

---

---

---

---

---

---

---

**Al-Ghazali (Abu Hämed Mohammad ibn Mohammad al-Ghazzālī or Algazel)  
(1058-1111)**

- *Emphasizes the role of Islamic education and teaching for the improvement of administrative and bureaucratic organizations in Muslim states especially in the qualifications and duties of rulers, ministers, and officials (The revival of the religious scenes – Ihya Ulum ad-Din).*

Institute of Educational Leadership



UNIVERSITY OF JYVÄSKYLÄ

---

---

---

---

---

---

---

---

**Al-Ghazali** (Abu Hämed Mohammad ibn Mohammad al-Ghazzālī or Algazel)  
**(1058-1111)**

- Ghazali's influence has been compared to the works of St. Thomas Aquinas in Christian theology.
- Whereas Ghazali rejected non-Islamic philosophers such as Aristotle and saw it fit to discard their teachings on the basis of their "unbelief", Aquinas embraced them and incorporated ancient Greek and Latin thought into his own philosophical writings.



UNIVERSITY OF JYVÄSKYLÄ

Institute of Educational Leadership

---

---

---

---

---

---

---