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Sample Analysis; Reader's Application; Rehab or Restructure?; Student Exercise: Case Analysis; References; 3 Systems Theory: Understanding the Dynamics of Schools as Open Systems; Synopsis of Systems Theory; Social System Theory
Fundamental Constructs of Social System TheoryNomothetic and Idiographic Components; Role Conflict; Leadership-Followership Style; Feedback Loops; Leadership Style; Institutional Theory; Summary; The Case of No Band Marching; Sample Analysis; A New Discipline Approach for Old Ways; Student Exercise: Case Analysis; References; 4 Organizational Culture: Schools as Learning Organisms; Synopsis of Organizational Culture; Culture as a Defining Element of School Climate; Interrelationship of Structure, Climate, and Culture; Social Structure and Culture; Schools as Learning Organizations
Culture and CommunityConsiderations for Diversity and Social Justice; Summary; Theory into Practice; Big Horn and Deep Creek Come Together: A Case of School District Consolidation; Sample Analysis; Reader's Application; Everyone's Kids; Student Exercise: Case Analysis; References; 5 Leadership: Influencing Behavior, Relationships, and School Effectiveness; Synopsis of Leadership Theories; Trait Theories of Leadership; Power Approaches to Leadership; Behaviors of Leaders; Transformational Leadership; Critical Theory Perspectives on Leadership; Toward an Integrated Approach to Leadership Theory
SummaryTheory into Practice; Establishing Order at Jackson High; Sample Analysis; Reader's Application; What's Happening at Eastbrook?; Student Exercise: Case Analysis; References; 6 Contingency Theory: Variables Affecting Organizations and Leadership; Synopsis of Contingency Theory; The Uncertainty Factor: Contingency Theory Applied To Organizations; Open Systems; Loose versus Tight; Contingency Theory Applied to Leadership; Fiedler's Leadership Contingency Theory; Path-Goal Theory; Situational Leadership; Application to School Leadership; Summary; Theory into Practice
A New Principal for Washington Middle School

Sommario/riassunto

Like the bestselling first edition, this introductory textbook succinctly presents concepts and theories of educational leadership and organizational behavior and immediately applies them to problems of practice. The second edition includes a new chapter on organizational culture, expanded coverage of organizational structure, systems, and leadership, and additional case studies and scenarios representing real problems of practice.
