
DAD 5302: Leadership in Development Administration

Instructor: Dr. Samneang Maneechai

Semester 2/2025

Good morning

1. Good morning respected colleagues and dear students.
2. I am very pleased to have had the opportunity to teach you in this course.
3. Today marks our third lecture, held on Friday, 6 March 2026, and it is also the final session of this course for the current semester.
4. I would like to express my sincere appreciation and gratitude to all students for attending the classes consistently and for your dedication and commitment to learning throughout the semester.

5.I would also like to extend my heartfelt thanks to the instructor who kindly assisted in translating the lecture content from English into Chinese.

6.Your dedication, diligence, and commitment to both translation and teaching truly reflect a profound spirit of the teaching profession.

7.I sincerely appreciate your efforts and support.

8.Most importantly, if I, in my role as the instructor and course coordinator, have made any mistakes or have unintentionally offended anyone through my actions or words, I would like to express my sincere apologies.

9.Throughout my life, teaching has brought me great happiness.

10.I deeply cherish the teaching profession and always regard my students with the same care and respect as my own children or close family members.

11.If my teaching has caused any discomfort or uneasiness to anyone, I sincerely apologize.

12. After the completion of today's lecture, the final examination will be administered. The examination consists of three questions, from which you are required to select and answer two questions. All responses must be written in English.

I wish you the best of luck in your examination.

Thank you very much.

Key components of strategic leadership

1. Establishing the organizational vision and managerial direction

- To demonstrate long-Term vision
- To maintain a holistic perspective
- And establish clear objective

2. Strategic thinking

- To possess advanced cognition and high-level understanding
- To conduct a systematic swot and pest analysis.

3. The translation of strategy into Implementation

- Implement the plan in practice.
- And conduct a systematic evaluation.

4. Development and motivation enhancement

- Developing a high-quality work force
- and cultivate a strong organizational culture.

5. Adaptability and continuous learning.

- Demonstrate rapid adaptability.
- Demonstrate the courage to embrace failure and pursue new learning.

Characteristics and effective strategic leader

1. Demonstrate a broad and forward-looking vision
 - Not bound by present conditions.
 - But identify valuable future opportunities.
2. Demonstrate creativity and systems thinking.
 - Address problems using innovative approaches.
 - and perceive systemic interrelationships.
3. Exhibit honesty and receptiveness to information
4. Exhibit flexibility and the ability to adapt quickly.
5. Demonstrate strong listening skills and effective communication

The advantages of strategic leadership

1. The organization attains success.
2. Efficient and effective management
 - Ensure the efficient utilization of resources.
3. Foster sustained and sustainable growth of the organization.

Strategic leadership in the 21 st century.

1. The integration of a far-reaching vision.
2. The capacity to adapt to rapidly evolving technological changes.
3. Management focused on innovation and people.
4. Leaders are required to demonstrate creativity.
5. Leaders should cultivate personnel to become valuable organizational assets.

Key components and Essential leadership Skill twenty-first Century strategic

1. Vision and strategic Direction setting.
2. Strategic thinking and Innovation
 - Not bound by traditional approaches.
3. Strategy Implementation
 - Translate strategic plans into tangible and effective outcomes.
4. Be receptive to opinions and constructive feedback.
5. Be open to embracing new innovations and modern technologies.

Emphasizes the role of leaders in setting the long-term direction of the organization while ensuring efficient management.

1. Establishing a clear vision and strategic direction.
2. Systematically translating strategy in practice.
3. Developing the capabilities of personal and teams.
4. Change and Innovation Management.
5. Focusing on long-term outcomes alongside short-term efficiency

DAD 5302: Leadership in Development Administration

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Semester 2/2025

Leadership in Development Administration refers to the capability of leaders to effectively guide organizations or societies toward sustainable development goals through systematic planning, strategic decision-making, and efficient management of resources. Development-oriented leaders are required to possess a clear vision, ethical integrity, and the ability to adapt to social, economic, and technological changes. They play a crucial role in motivating personnel, fostering participation, and promoting collaboration among stakeholders. Furthermore, leadership in development administration emphasizes innovation, transparency, accountability, and continuous improvement in order to enhance organizational effectiveness and ensure long-term development outcomes.

The 5 Levels of Leadership by John C. Maxwell

The 5 Levels of Leadership framework explains the developmental progression of a leader—from relying primarily on positional authority to attaining the highest level of influence that creates lasting impact on people and organizations. Leaders can intentionally advance through these levels based on experience, competence, character, and ethical integrity.

◆ Level 1: Position

Key Characteristics:

Followers comply because they are required to do so.

Authority is derived from formal organizational or institutional position.

Relationships are limited and not yet deeply established. Strengths:

Provides legitimate authority within the organizational structure.

Enables the establishment of systems, policies, and regulations.

Limitations:

Compliance is based on obligation rather than commitment.

Influence diminishes once the formal position is removed.

Developmental Focus:

Build meaningful relationships with team members.

Encourage participation and active listening.

Reduce reliance on coercive or positional power

◆ Level 2: Permission

Key Characteristics:

Followers engage because they want to.

Trust, mutual respect, and interpersonal understanding are established.

The leader demonstrates genuine concern for team members' needs and well-being.

Strengths:

Creates a positive organizational climate.

Enhances team cohesion and morale.

Limitations:

Excessive emphasis on relationships may reduce decisiveness.

Performance outcomes may not yet be optimal.

Developmental Focus:

Establish clear goals and performance expectations.

Drive measurable results and accountability.

◆ Level 3: Production

Key Characteristics:

Followers are motivated by demonstrated results and organizational success.

The organization achieves high productivity and effectiveness.

The leader models commitment and performance excellence.

Strengths:

Builds credibility and professional respect.

Cultivates a culture of achievement and results orientation.

Limitations:

Risk of prioritizing tasks over people.

Relationships may weaken if not intentionally maintained.

Developmental Focus:

Invest in developing the capabilities of team members.

Delegate responsibility and cultivate emerging leaders.

◆ Level 4: People Development

Key Characteristics:

Followers are committed because the leader invests in their growth.

Leadership succession and capacity building become central priorities.

Coaching, mentoring, and empowerment are emphasized.

Strengths:

Promotes long-term organizational sustainability.

Generates high levels of loyalty and engagement.

Limitations:

Requires significant time, effort, and emotional investment.

Demands advanced skills in coaching and talent development.

Developmental Focus:

Establish systematic leadership development processes.

Provide growth opportunities and stretch assignments.

◆ Level 5: Pinnacle

Key Characteristics:

Followers are inspired by deep respect, admiration, and trust in the leader's character and values.

Influence extends beyond the organization to a broader professional or societal context.

The leader exemplifies ethical integrity and professional excellence.

Strengths:

Generates profound and lasting inspiration.

Shapes a strong and enduring organizational culture.

Limitations:

Achieved by relatively few leaders.

Requires continuous commitment to ethical standards and humility.

Sustaining the Level:

Practice lifelong learning and personal humility.

Develop additional Level 4 and Level 5 leaders to ensure legacy and continuity.

Summary of the Five Levels

Level

Reason Followers Follow

Primary Focus

1

Because they have to

Positional authority

2

Because they want to

Relationships

3

Because of results

Productivity and effectiveness

4


Because of personal growth

People development

5

Because of respect and trust

Influence and legacy

 Core Insights

Leadership is not merely about position; it is fundamentally about influence.

Effective leaders balance performance outcomes with human development.

The ultimate goal of leadership is to cultivate future leaders and ensure sustainable organizational success.

Transformational Leadership

Transformational Leadership is a leadership paradigm describing leaders who inspire and motivate followers to exceed prior expectations, elevate their potential, and guide organizations toward sustainable and positive change. The concept was initially introduced by James MacGregor Burns and was subsequently extended into a comprehensive theoretical model by Bernard M. Bass.

1) Definition

Transformational Leadership refers to a process through which leaders and followers mutually elevate their levels of motivation, morality, and shared purpose, resulting in meaningful transformation at the individual, team, and organizational levels. This approach emphasizes vision, inspiration, and the systematic development of human potential.

2) The Four Core Components (The 4 I's)

1. Idealized Influence

Leaders serve as ethical role models who demonstrate integrity, credibility, and commitment.

Followers develop admiration, respect, and trust.

Decisions prioritize collective interests over personal gain.

2. Inspirational Motivation

Leaders articulate a compelling and meaningful vision of the future.

They foster enthusiasm and collective commitment to shared goals.

They cultivate optimism and a positive orientation toward change.

3. Intellectual Stimulation

Leaders encourage creativity, innovation, and critical thinking.

Followers are empowered to question assumptions and propose novel solutions.

Mistakes are treated as learning opportunities rather than grounds for punishment.

4. Individualized Consideration

Leaders provide coaching, mentoring, and personalized support.

They recognize individual differences in needs, abilities, and motivations.

Opportunities for growth are tailored to each follower's developmental potential.

3) Characteristics of Transformational Leaders

Possess a clear and forward-looking vision.

Demonstrate high emotional intelligence (EQ).

Exhibit courage in decision-making and willingness to assume calculated risks.

Uphold strong ethical standards and accountability.

Practice active listening and maintain openness to diverse perspectives.

4) Distinction from Transactional Leadership

Dimension

Transformational Leadership

Transactional Leadership

Motivation

Intrinsic inspiration

Rewards and punishments

Primary Focus

Vision and development

Control and exchange mechanisms

Outcomes Long-term transformation

Short-term efficiency and compliance

5) Benefits of Transformational Leadership

Enhances employee motivation and organizational commitment.

Promotes innovation and creative problem-solving.

Improves overall performance and effectiveness.

Strengthens organizational culture.

Contributes to long-term sustainability and competitiveness.

6) Limitations and Considerations

In the absence of ethical grounding, influence may be misused.

Visionary goals may become unrealistic if not strategically grounded.

Requires advanced communication skills and high credibility.

Demands substantial time and emotional investment in people development.

7) Strategies for Developing Transformational Leadership

Formulate and communicate a clear, shared vision aligned with organizational objectives.

Develop inspirational communication competencies.

Encourage continuous learning and innovation.

Provide ongoing coaching and professional development opportunities.

Maintain ethical integrity and transparency in all leadership practices.

8) Core Insight

Transformational Leadership extends beyond managerial administration; it is fundamentally about elevating individuals and creating value-based change. Leaders who embody this approach enable organizations to transcend existing limitations and achieve sustainable success over time.

Leadership and Teamwork

Leadership and teamwork constitute essential processes that enable organizations to achieve their goals effectively and sustainably. Leaders are responsible for setting direction, inspiring motivation, and coordinating collaboration, while team members integrate diverse knowledge, competencies, and skills to generate collective outcomes.

1) Definitions

Leadership

Leadership refers to the ability to influence individuals or groups to cooperate in accomplishing established objectives. It involves vision, effective communication, motivation, and ethical conduct.

Teamwork

Teamwork is the collaboration of two or more individuals working toward a shared goal, with clearly defined roles and mutual accountability for outcomes.

2) Importance of Leadership and Teamwork

Provides clear organizational direction

Enhances efficiency and quality of work

Reduces conflict and task redundancy

Promotes innovation and creativity

Strengthens employee engagement and morale

3) Roles and Responsibilities of a Team Leader

Establishing a clear vision and shared goals

Planning and delegating tasks according to members' competencies

Motivating and supporting team performance

Coordinating efforts and resolving conflicts fairly

Evaluating performance and providing constructive feedback for continuous improvement

Serving as a role model in ethics and accountability

4) Characteristics of Effective Leaders

Visionary and strategic thinking

Strong communication skills

Emotional intelligence (EQ)

Fairness and transparency

Decisiveness and accountability

Openness to diverse perspectives

5) Components of an Effective Team

Clear goals

Clearly defined roles

Open communication

Trust

Collaboration and mutual support

Shared accountability

6) Stages of Team Development

Teams generally evolve through four stages:

Forming – Initial stage of orientation and acquaintance

Storming – Stage of conflict arising from differences

Norming – Stage of adjustment, establishing norms and mutual understanding

Performing – Stage of high performance and effectiveness

Leaders must adapt their roles appropriately at each stage of development.

7) Factors Influencing Team Success

Appropriate leadership style

Supportive organizational culture

Clear communication systems

Constructive conflict management

Recognition and acceptance of diversity among members

8) Common Challenges in Teamwork

Unclear communication

Overlapping responsibilities

Lack of trust Low motivation

Excessive use of authority by leaders

9) Strategies for Developing Leadership and Teams


Encouraging participative decision-making

Fostering a climate of trust

Enhancing communication and active listening skills

Supporting collaborative learning

Conducting continuous evaluation and improvement

 Key Insight

Leadership and teamwork serve as fundamental mechanisms for driving organizational success. Effective leaders must balance task-oriented objectives with people-centered considerations. When teams possess clear goals, mutual trust, and appropriate support, they are capable of producing sustainable and high-quality outcomes.

***Leadership is both a science and an art of influencing individuals or groups to collaboratively drive an organization toward its goals effectively and sustainably. Effective leaders create a clear vision, set direction, manage resources, develop people, and maintain a balance between task performance and human needs.

1) Meaning and Scope of Leadership

Leadership is an influence process rather than merely the exercise of positional authority. It emphasizes fostering voluntary commitment, engagement, and collaboration. The scope of leadership encompasses vision setting, decision-making, communication, motivation, supervision, and performance monitoring.

2) Evolution of Leadership Theories

Trait Theory

This perspective assumes that leaders possess distinctive personal characteristics such as self-confidence, decisiveness, and intelligence.

Behavioral Theory

This approach focuses on observable leadership behaviors, particularly task-oriented and people-oriented behaviors.

Contingency/Situational Theory

This theory posits that leadership effectiveness depends on contextual factors, situational variables, and followers' readiness.

Transformational Leadership

Transformational leaders inspire followers, reshape values, and elevate followers' potential beyond expectations.

Transactional Leadership

This model emphasizes exchanges between leaders and followers, particularly rewards contingent upon performance.

Servant Leadership

Servant leadership prioritizes followers' development, ethical conduct, and service to others leadership principles.

3) Core Components of Leadership

Vision: Articulating a clear and compelling picture of the future.

Communication: Effectively conveying goals to ensure shared understanding.

Motivation: Stimulating commitment and sustained effort.

Decision-making: Making informed, rational, and evidence-based choices.

Ethics: Upholding integrity, transparency, and moral responsibility.

Emotional Intelligence (EQ): Demonstrating self-awareness and empathy toward others.

4) Roles and Responsibilities of Leaders

Establishing goals and formulating strategic plans

Delegating tasks according to individuals' competencies

Building teams and developing personnel capacity

Managing and resolving conflicts

Evaluating performance and implementing continuous improvement

Serving as ethical and responsible role models

5) Leadership and Teamwork

Effective leadership in teams requires:

Establishing shared goals

Defining clear roles and responsibilities

Promoting trust

Encouraging open communication

Fostering shared accountability

6) Factors Influencing Leadership Effectiveness

Organizational culture

Power structures and operational systems Followers' skills and motivation

Socioeconomic environment Technological change

7) Common Problems and Obstacles

Unclear communication

Excessive use of authority

Lack of flexibility

Unmanaged conflicts

Absence of trust within the team

8) Approaches to Leadership Development

Continuous training and professional development

Coaching and mentoring

Self-reflection

Experiential learning

360-degree performance evaluation

Key Academic Insights

Leadership is not merely a formal position but a dynamic process of positive influence aimed at developing both organizational outcomes and human capital simultaneously. Effective leaders demonstrate vision, integrity, strong communication skills, and situational adaptability. When leaders cultivate inspiration, trust, and active participation, organizations are more likely to achieve sustainable success in the long term.

Innovative Leadership

Innovative Leadership refers to a leader's capability to drive change, generate novel ideas, and develop an organization's adaptive and competitive capacity in rapidly evolving environments. It requires integrating forward-looking vision with systematic management practices in order to transform creativity into tangible and sustainable outcomes.

1) Meaning and Scope

Innovative leadership aims to:

Create new value (Value Creation) in products, services, processes, and business models.

Foster an innovation culture (Innovation Culture) within the organization.

Align strategy, technology, and human capital.

Encompass the processes of ideation, experimentation, refinement, and scaling.

2) Key Characteristics of Innovative Leaders

Visionary Thinking: Anticipating future trends and opportunities.

Creativity: Openness to new ideas and unconventional approaches.

Calculated Risk-taking: Willingness to take informed and strategic risks.

Adaptability: Flexibility in responding to dynamic circumstances.

Emotional Intelligence: The ability to understand and manage one's own emotions and those of others.

Lifelong Learning: Continuous pursuit of knowledge and self-development.

3) Core Components of Innovative Leadership

Establishing a clear and challenging innovation vision.

Creating an environment conducive to creativity, where experimentation is encouraged and failure is not penalized.

Implementing effective knowledge management systems.

Leveraging digital technologies and data utilization.

Promoting collaborative leadership and cross-functional engagement.

Practicing effective change management.

4) Roles and Responsibilities of Innovative Leaders

Acting as a change agent.

Encouraging experimentation and prototyping.

Building internal and external networks. Allocating resources to research and development (R&D).

Monitoring, evaluating, and scaling innovative initiatives.

5) Innovation Development Process in Organizations

Problem/Opportunity Identification

Ideation

Selection and Development of Ideas

Testing and Refinement

Implementation and Scaling

6) Factors Contributing to Success

An open and supportive organizational culture.

Commitment from top management.

Flexible organizational structures. Digital competencies and future-oriented skills.

Strategic collaboration with external partners and networks.

7) Common Obstacles

Resistance to change.

Fear of failure.

Excessively hierarchical organizational structures.

Insufficient resources or executive support.

Ineffective communication.

8) Approaches to Development

Training in creativity and innovation management.

Coaching and project-based learning.

Formation of cross-functional teams.

Continuous evaluation and reflective feedback.

Incentive systems that reward innovation.



Academic Significance

Innovative leadership represents the integration of creativity and strategic management to generate sustainable value. Leaders must embrace change, encourage experimentation, and cultivate a culture that supports diverse thinking and learning from failure. Organizations led by systematically innovation-oriented leaders are better positioned to adapt to change and sustain long-term competitive advantage.

Elderly Leadership

1) Definition

Elderly leadership refers to the capacity of older adults to utilize their experience, knowledge, maturity, and moral integrity to guide, support, and create value for families, communities, or organizations. Even after retirement from primary employment, they continue to play significant roles in society.

This concept is consistent with the developmental theory of Erik Erikson, particularly the stage of Ego Integrity, in which older adults reflect upon life experiences and transmit wisdom, values, and meaning to younger generations.

2) Importance of Elderly Leadership

Serves as a reservoir of wisdom and experiential capital (Wisdom Capital)

Ensures continuity of values and organizational/community culture

Functions as mentors or coaches for younger generations Strengthens communities in an aging society

Reduces the intergenerational gap

3) Key Characteristics of Elderly Leaders

Vision grounded in extensive experience and holistic perspective

Emotional stability, prudence, and composure

Strong commitment to ethics and moral principles

Effective listening and counseling skills

Adaptability to social and technological changes

Appropriate physical and psychological well-being to sustain leadership roles

4) Leadership Styles Appropriate for Older Adults

Coaching Leadership

Servant Leadership

Participative Leadership

Moral Leadership

Transformational Leadership, a concept originally developed by James MacGregor Burns and later expanded by Bernard Bass

These styles emphasize empowerment, ethical conduct, shared decision-making, and inspirational influence—qualities well aligned with the strengths of older leaders.

5) Roles of Elderly Leaders in Various Contexts

(1) Within the Family

Transmitting values, traditions, and life experiences

Serving as advisors and moral role models

(2) Within the Community

Leading public and social initiatives

Promoting unity and social cohesion

(3) Within Organizations or Institutions

Acting as senior advisors or consultants

Facilitating knowledge transfer

Serving on advisory boards or as subject-matter experts

7) Challenges and Barriers

Age-related health decline

Ageism and stereotypes regarding older adults

Rapid technological advancement

Intergenerational differences in perspectives and working styles

8) Strategies for Developing Elderly Leadership

Providing training and continuous skill development

Promoting the role of elderly individuals as “wisdom teachers”

Creating intergenerational dialogue platforms

Utilizing technology as an empowering tool

Supporting holistic health promotion

9) Trends in an Aging Society

Thailand has fully entered an aging society, increasing the significance of elderly leadership in economic, social, and community development dimensions. A paradigm shift is required—from perceiving older adults as dependents to recognizing them as value creators and active contributors to sustainable development.

Overall Summary

Elderly leadership embodies the power of experience, wisdom, and moral integrity in guiding society with stability and insight. Older adults can serve as highly valuable leaders when provided with appropriate opportunities, institutional support, and continuous capacity development.

Political Leadership

1) Definition

Political leadership refers to an individual's capacity to formulate vision, policies, and strategic direction for the state or society, while exercising power, influence, and legitimacy to persuade citizens and institutions in order to achieve public goals. Such leadership operates within the framework of constitutional principles, the rule of law, and democratic governance.

2) Key Components of Political Leadership

Vision – The ability to articulate a clear and coherent direction for national development.

Legitimacy – Public recognition and acceptance derived from lawful and constitutional processes.

Power and Influence – The responsible and accountable exercise of authority.

Policy Competence – The capacity to analyze, formulate, and implement public policies effectively.

Ethics and Integrity – Commitment to the public interest and moral responsibility.

Communication and Negotiation Skills – The ability to foster understanding, consensus, and cooperation among stakeholders.

3) Theoretical Perspectives on Political Leadership

Charismatic Leadership, as conceptualized by Max Weber, emphasizes authority derived from personal charisma and followers' devotion.

Transformational Leadership, introduced by James MacGregor Burns, underscores the leader's role in elevating citizens' values, motivations, and collective consciousness.

Situational Leadership, which highlights the adaptability of leadership styles according to political and social contexts.

4) Characteristics of Effective Political Leaders

Long-term strategic vision

Decisiveness under pressure

Accountability and transparency

Respect for the rule of law

Openness to diverse perspectives

Constructive conflict management skills

5) Roles of Political Leadership

Formulating and implementing public policy

Maintaining political stability and national security

Managing state resources efficiently

Representing the country in international affairs

Promoting social justice and equality

6) Types of Political Leadership

Democratic Leadership – Emphasizes citizen participation and shared governance.

Authoritarian Leadership – Centralizes decision-making authority.

Liberal Leadership – Promotes civil liberties and market-oriented principles.

Populist Leadership – Focuses on policies aimed at addressing the immediate demands of the masses.

7) Factors Influencing Political Leadership Effectiveness

Political and constitutional structures

Party systems

Public support and trust

Socioeconomic conditions

International environment and geopolitical dynamics

8) Challenges and Constraints

Ideological conflicts

Corruption and conflicts of interest

Public distrust

Political interference

Crisis situations, such as economic downturns or pandemics

9) Trends in Political Leadership in the 21st Century

Digital politics and the expanding role of social media

Heightened expectations for transparency and good governance

Increased importance of international cooperation

Growing emphasis on ethical leadership and social responsibility

Overall Summary

Political leadership serves as a fundamental mechanism in shaping a nation's direction and development. Effective leaders must combine visionary thinking, ethical integrity, policy competence, and democratic legitimacy. Moreover, they must balance conflict management and societal transformation to ensure political stability and sustainable development.

Organizational Leadership

1) Definition

Organizational leadership refers to a leader's capacity to formulate vision, direction, and strategy, while motivating members of the organization to collaborate effectively in achieving goals and sustainable success. It encompasses the management of people, tasks, resources, and organizational culture in an integrated and strategic manner.

2) Importance of Organizational Leadership

Establishing organizational direction and objectives

Inspiring employee engagement and commitment

Enhancing efficiency and effectiveness in performance

Promoting innovation and organizational change

Building a strong and cohesive organizational culture

3) Key Components of Organizational Leadership

Vision – A clear and compelling image of the organization's future.

Strategy – Systematic approaches for achieving organizational goals.

Communication – Effectively conveying objectives and encouraging feedback.

Motivation – Stimulating employees to perform at their full potential.

Decision-Making – Selecting appropriate courses of action based on comprehensive information.

Ethics and Governance – Ensuring transparency, accountability, and moral responsibility.

4) Theoretical Foundations of Organizational Leadership

Trait Theory – Emphasizes inherent characteristics and qualities of effective leaders.

Behavioral Theory – Focuses on observable leadership behaviors.

Transformational Leadership, developed by James MacGregor Burns and expanded by Bernard Bass, which highlights inspirational motivation and organizational transformation.

Transactional Leadership – Centers on exchanges, rewards, and performance-based incentives.

Situational Leadership – Advocates adapting leadership styles according to context and follower readiness.

5) Characteristics of Effective Organizational Leaders

Visionary and strategic thinking

Integrity and ethical commitment

Strong communication and team-building skills

Decisiveness and accountability

Openness to innovation and continuous learning

Constructive conflict management abilities

7) Roles of Leaders within Organizations

Setting strategic direction and planning

Managing resources (human, financial, material, and technological)

Cultivating organizational culture and shared values

Developing employees and nurturing future leaders

Driving innovation and change initiatives

8) Factors Influencing Leadership Effectiveness

Organizational structure Organizational culture

Employees' competencies and skills

Economic and competitive environments

Technological advancements and external changes

9) Challenges and Barriers

Resistance to change

Internal team conflicts

Lack of employee motivation

Ethical deficiencies in leadership

Unclear or inconsistent vision

10) Trends in Organizational Leadership in the 21st Century

Digital Leadership – Leveraging digital technologies strategically.

Agile Leadership – Emphasizing adaptability and responsiveness.

Diversity and Inclusion Management – Valuing and integrating diverse perspectives.

Sustainable Leadership – Focusing on long-term organizational and social responsibility.

Networked and Cross-Functional Team Leadership – Promoting collaboration across boundaries.

Overall Summary

Organizational leadership is a critical determinant of organizational success and sustainability. Effective leaders must integrate visionary thinking, strategic competence, ethical integrity, and the ability to manage people and change. Such integration enables organizations to remain resilient, competitive, and prepared to meet future challenges.

Development Administration

1) Definition

Development Administration refers to the administrative processes and management mechanisms employed by the state or organizations to promote systematic change and development in economic, social, political, and quality-of-life dimensions. Its primary objectives are growth, equity, and sustainability.

The concept has been significantly influenced by scholars such as Fred W. Riggs, who examined administrative systems in developing countries, and Edward Weidner, who emphasized the role of bureaucracy in driving national development.

2) Key Characteristics of Development Administration

Change-Oriented – Emphasizes reform and transformation.

Goal-Oriented – Focuses on clearly defined economic and social development objectives.

Result-Oriented – Prioritizes efficiency and effectiveness.

People-Centered – Places citizens at the core of development efforts.

Integrated Approach – Encourages coordination across multiple sectors and stakeholders.

3) Objectives of Development Administration

To improve the quality of life of the population.

To reduce socio-economic inequality.

To promote economic growth.

To develop human resources.

To ensure national stability and security

4) Core Components of Development Administration

Public policy formulation and implementation.

Development planning.

Administrative structures and bureaucratic systems.

Resources (human capital, budget, and technology).

Leadership and good governance.

Public participation.

5) Related Theories and Concepts

Modernization Theory – Advocates development modeled after industrialized nations.

Dependency Theory – Analyzes structural inequalities between developed and developing countries.

Good Governance – Emphasizes transparency, accountability, and participation.

New Public Management (NPM) – Focuses on efficiency, competition, and performance measurement in the public sector.

Sustainable Development – Promotes balanced economic, social, and environmental progress.

6) The Role of the State in Development Administration

Formulating development policies and plans.

Allocating resources equitably.

Establishing and maintaining infrastructure.

Regulating, supervising, and evaluating development initiatives.

Promoting collaboration with the private sector and civil society.

7) Factors Contributing to Success

Strong and visionary leadership.

An efficient and professional bureaucracy.

Political stability.

Active public participation.

Favorable economic conditions and international context.

8) Problems and Obstacles

Corruption and weak governance.

Bureaucratic delays and administrative complexity.

Limited public participation.

Social inequality.

Impacts of globalization and economic crises.

9) Trends in Development Administration in the 21st Century

Participatory development approaches.

Digital government transformation.

Sustainable development aligned with the SDGs.

Decentralization to local authorities.

Network governance and multi-stakeholder collaboration.

10) Differences Between "General Administration" and "Development Administration"

Aspect

General Administration

Development Administration

Objective

Maintain the system

Promote change and development

Nature

Emphasizes stability

Emphasizes growth and reform

Role of the State

Key Characteristics of Effective Development Administration

Effective development administration should encompass the following essential characteristics:

1) Change-Oriented

It must possess the capacity to drive reform and adapt to evolving economic, social, and technological contexts.

2) Goal-Oriented

It requires clearly articulated visions, objectives, and performance indicators aligned with national development strategies.

3) Result and Efficiency-Oriented

It emphasizes the prudent, transparent, and accountable management of resources to ensure tangible outcomes and public benefit.

4) People-Centered

It prioritizes public interest, seeks to reduce socio-economic disparities, and promotes inclusive participation in development processes.

5) Good Governance

It upholds principles of transparency, accountability, rule of law, and public responsibility in all administrative functions.

6) Integrated and Collaborative

It fosters coordination and partnership among government agencies, the private sector, and civil society through network-based governance mechanisms.

7) Strong Leadership

Leaders must demonstrate vision, decisiveness, integrity, and the ability to motivate personnel toward achieving developmental objectives.

8) Adaptive and Flexible

It should be capable of responding effectively to dynamic challenges such as globalization, economic crises, and technological advancements.

9) Sustainability-Oriented

It promotes balanced development across economic, social, and environmental dimensions to ensure long-term societal well-being.

Overall Summary

Sound development administration constitutes a systematic and strategic approach characterized by clarity of objectives, transparency, efficiency, and citizen-centered governance. It relies upon visionary leadership, multi-sectoral collaboration, and a commitment to sustainable development in order to generate positive transformation and enhance societal quality of life in a comprehensive and enduring manner.

A good leader is a critical factor in the success and sustainability of an organization across the public sector, private sector, and educational institutions. From an academic perspective, the essential characteristics of effective leadership can be summarized as follows:

Vision

An effective leader must possess the ability to envision the future clearly, establish appropriate strategic directions and organizational goals, and effectively communicate that vision so that followers understand, accept, and commit to it collectively.

Integrity and Ethics

Adherence to honesty, transparency, and accountability forms the foundation of credibility. Leaders with strong moral and ethical principles are capable of fostering trust and cultivating a robust organizational culture.

Communication Competence

Leaders must demonstrate clear and effective communication skills, encompassing the articulation of policies, the provision of constructive feedback, and the active listening to stakeholders' perspectives.

Decision-making and Problem-solving

A good leader exercises sound judgment, relies on data and evidence in decision-making, analyzes situations comprehensively, and resolves problems appropriately and in a timely manner.

Emotional Intelligence

This includes the capacity to understand one's own emotions and those of others, regulate emotions appropriately, and build positive interpersonal relationships within the team.

Motivational Ability

Leaders should have the capability to inspire, encourage, and develop the potential of team members, thereby fostering commitment and active participation in achieving shared objectives.

Change Management

In rapidly changing environments, leaders must demonstrate flexibility, openness to innovation, and the ability to manage change systematically and effectively.

Teamwork and Collaboration

An effective leader promotes participation, cultivates a collaborative working climate, and respects the diversity of organizational members.

Conclusion

Effective leadership is not determined solely by position or authority, but rather by intrinsic qualities, competencies, and behaviors that reflect responsibility toward the organization and society. The balanced integration of these characteristics contributes to sustainable and high-performance leadership in the long term.

Master's Degree Examination in Leadership in Development Administration

Examination Date: Friday, 6 March 2026

Instructions: Select and answer two (2) out of three (3) questions.

1. Explain the meaning of "Leadership in Development Administration" and analyze the role of leaders in driving economic and social transformation. Your discussion must explicitly link leadership to the principles of good governance and sustainable development.
2. In a situation where a country is facing economic inequality and declining public trust in government institutions, what leadership approach should be adopted in development administration? Explain how such leadership should be exercised to ensure effectiveness, providing clear justification for your arguments.

3. Critically examine the statement: "Strong leadership alone is insufficient for the success of development administration." Propose and discuss additional supporting factors that are necessary to achieve sustainable development outcomes.

Candidates who have completed the examination are requested to submit their answer scripts to the instructor and may then leave the examination room.

We wish all candidates every success in the examination.