**MATUL 513 Entrepreneurial and Organisational Urban Leadership**

**(3credits)**

**Course Purpose**

Building on MATUL 502 this course aims to introduce the student to concepts and skills of entrepreneurial and organizational leadership required to initiate new movement structures among the urban poor. Students apply basic business principles and accountability systems in formulating a viable business plan within a slum community.

**Expected Learning Outcomes**:

By the end of the course students will be able to:

***Cognitive***

1. Describe the major drivers of social, political and economic change in the city and their impact on organizational cultures.
2. Compare the nature and functioning of for-profit, public, and non-profit organizations.
3. Assess the culture of an organization and its readiness for change.
4. Explain the nature of organizational leadership and its implications for the development of urban poor communities.
5. Describe approaches to engaging others in the process of change and strategies for combating resistance.
6. Apply business principles and financial accounts to a plan for raising capital to fund a business plan.
7. Articulate a vision for transformed urban community life rooted in biblical images, values, and principles.

***Affective***

1. Demonstrate a willingness to participate in free and open discussion of organizational leadership during class sessions.
2. Demonstrate entrepreneurial vision by articulating the steps that might be taken to realize a transformed slum community.

***Skills***

1. Collect information from organizational leaders or spokespersons sufficient enough to describe and assess the health of that organization in a case study.
2. Formulate a plan for birthing a new organisation or church based initiative in a slum community.
3. Determine the financial viability of their business (or community development structure).
4. Conduct an executive presentation of their business plan before a panel of classmate-evaluators.

**Course Outline**

Slum realities and organisational development; understanding the informal urban economy; Entrepreneurship and capitalism – philosophical and theological perspectives; organisations as complex cultural systems; leading not for profit organisations – external urban environment and internal structure; Leading not for profit organisations – legal requirements, reporting and government regulation; assessing risk and gauging opportunity in an urban environment; writing a business plan; preparing a budget and funding proposal; analysing the effectiveness of change strategies; Entrepreneurship and business as mission.

**Teaching Methodology:**

Lectures, library research, seminars, group discussions, tutorials, and a pilot study for Action Research projects

**Instructional Materials/Equipment:**

Whiteboard, flipcharts, LCD, O/Head projection, textbooks, journals, and the Internet

**Student Assessment:**

The course will be assessed through the development and submission of a business plan. This project will be part of the continuous assessment and it will be marked out of 50 and the exam out of 50.

**Core Texts**

1. Brinckerhoff, P. (2000). *Social entrepreneurship: The art of mission-based venture development*. Wiley Publishers.
2. Anderson, D., & Anderson, L. A. (2001). *Beyond change management: Advanced strategies for today’s transformational leader.* San Francisco: Jossey-Bass.
3. Bornstein, D. (2007). *How to change the world: Social entrepreneurs and the power of new ideas.* Oxford University Press.

***Further Reading***

 Adringa, Robert C and Engstrom, Ted W. (1997). *Non Profit Board Answer Book – Practical Guidelines for Board Members and Chief Executives.* Washington, DC: National Center for Non- Profit boards (NCNB)

Darden, R., & Richardson, P.J. (2002). *Corporate giants: Personal stories of faith and finance*. Manila, Philippines: Lighthouse Inspirational Books and Gifts.

Dayao, D. (2001). *Asian business wisdom*. Singapore: John Wiley and Sons (Asia).

Kotter, J. P. (2007). *What leaders really do*.Harvard Business Review.

Foundation for Asia Management Development (FAMD). (1991). *Handbook for women entrepreneurs*. Sengokuyama.

Gerber, M. E. (1995). *The E myth: Why most small businesses don’t work and what to do about it*. New York: HarperCollins Publishers Inc.

Malphurs, A. (1999). *Advanced strategic planning – A new model for church and ministry leaders.* Grand Rapids, MI: Baker

McClelland, D. C. (1967). *The achieving society*. New York: Free Press.

Northouse, P. G. (2000). *Leadership theory and practice (3rd ed.)*. SAGE Inc.

Resurreccion, R. (2004). *Called to excel: Developing a passion for excellence in your workplace.* Makati City, Philippines: Church Strengthening Ministry.

Small Enterprises Research and Development Foundation Inc. (1989). *Introduction to entrepreneurship*. UP institute for Small Scale Industries.

Zaccaro, S., & Klimoski, R. (2001). *The nature of organizational leadership: Understanding the performance imperatives confronting today’s leaders*, San Francisco, CA: Jossey-Bass.