


Chapter 18

Leadership Strategies for Managing Change and Fostering Innovation Over Private Higher Education: Academic Institutions in Oman

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ABSTRACT

This study examines the essential role of effective leadership in managing change and fostering innovation within organizations. It highlights how leadership can drive employee engagement, empower teams, and promote a culture of creativity while considering the needs of current and future generations. It investigates strategies for integrating digital technologies, enhancing sustainability, and addressing globalization and cross-cultural challenges. By emphasizing ethical practices and social responsibility, it underscores the significant impact of leadership on society and the education sector. It advocates for further exploration to provide actionable insights that improve leadership effectiveness. It envisions transforming universities into platforms for talent development with a focus on graduate quality and the promotion of governance and accountability. Ultimately, this work aims to equip leaders with the tools to navigate evolving challenges, achieve organizational success, and contribute positively to societal well-being, serving as a valuable resource for scholars and practitioners.

1. INTRODUCTION

Universities are essential hubs of expertise, acting as incubators for future leaders across government, non-governmental organizations, and the private sector. They play a pivotal role in shaping the present and future of nations through comprehensive teaching, groundbreaking research, and impactful community service initiatives. By addressing pressing societal challenges and fostering innovation, universities drive economic development and contribute to social progress. Engagement with local communities allows

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universities to bridge the gap between academic theory and real-world application, enhancing public well-being. As centers of learning and discovery, they cultivate critical thinking, creativity, and problem-solving skills, equipping students to assume leadership roles in a rapidly evolving global landscape. The influence of universities extends beyond their campuses, significantly impacting the trajectory of societies and economies by producing a skilled workforce capable of meeting contemporary challenges.

In this context, education plays a vital role in supplying both local and global markets with graduates who contribute meaningfully to economic and societal development (Chankseliani, Qoraboyev & Gimranova, 2021). However, the increasing focus on profit, especially in private institutions, undermines the core mission of higher education. This situation highlights a fundamental issue that falls under the responsibility of higher education leaders, including those in the Ministry of Higher Education and Scientific Research. Additionally, committees and councils within these institutions often function as mere formalities, lacking genuine authority and effectiveness. Established to adhere to the Ethical Decision-Making framework set by the Arab Universities' Advisory and Shadow Committees, these bodies may inadvertently conceal deeper issues of corruption and inefficiency. While intended to promote ethical practices and transparent governance, their operations often fail to align with these goals, ultimately diminishing trust among stakeholders and negatively impacting academic quality (Awashreh, Al-Naqbi & Gharib, 2024).

To fulfill their intended purpose, these committees must go beyond superficial compliance. They should actively identify and address corruption, fostering a culture of accountability and implementing meaningful solutions. This proactive approach will not only enhance the educational community but also contribute to a more ethical and effective academic environment. The primary objective of this work is to explore the critical role of leadership strategies in managing organizational change and fostering innovation in today's dynamic business landscape. It aims to provide a comprehensive framework that bridges traditional leadership practices with contemporary demands for agility, creativity, and resilience. By integrating theoretical insights with practical applications, the volume will highlight successful case studies and evidence-based practices, demonstrating the effectiveness of progressive leadership strategies in real-world scenarios. This article focuses on the main questions; what strategies can higher education leaders implement to effectively balance the pursuit of profitability with the core mission of providing quality education and fostering student development? This chapter addresses the critical intersection between leadership, ethical governance, and educational integrity within higher education institutions. It explores the dynamics of how universities operate in an increasingly profit-driven environment, highlighting the challenges leaders face in maintaining a commitment to quality education while navigating external pressures for financial success.

The chapter emphasizes the importance of effective leadership strategies in fostering a culture of innovation and accountability, which is essential for cultivating graduates equipped to meet the demands of a rapidly changing world. Moreover, it underscores the necessity for committees and councils to move beyond superficial compliance and engage meaningfully with issues of corruption and inefficiency, thereby reinforcing the fundamental mission of higher education to serve both society and the economy. Through this examination, the chapter contributes valuable insights into the role of educational institutions as foundational pillars for societal progress and the development of future leaders. To address the research question and achieve the study's objectives, this research adopts a qualitative methodology that utilizes secondary data collected from relevant articles and studies. This approach is enriched by incorporating practical experiences and leveraging a robust network of experts in the field. By integrating these diverse sources of information, the study aims to provide a comprehensive analysis that enhances

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