

Profile of Professor Samuel Kwasi Dartey-Baah

Professor Samuel Kwasi Dartey-Baah is a Professor of Leadership and Organisational Development at the University of Ghana Business School. He is a distinguished academic and leader whose contributions span across higher education, organisational development and global leadership theory. With a career marked by remarkable achievements in both the academic and professional sectors, Professor Dartey-Baah is dedicated to shaping the future of education, leadership and organisational practices. Currently serving as the Director of Institutional Advancement at the University of Ghana, he has held pivotal roles, including former two-term Head of the Department of Organisation and Human Resource Management at the University of Ghana Business School. Nationally, Professor Dartey-Baah has made significant contributions to the engineering sector, having chaired the National Strategic Planning Committee of the Ghana Institution of Engineering in 2014 and served on the institution's Council. He also served on the Grievance and Review Committee of the Fair Wages and Salaries Commission of Ghana. Globally, Professor Dartey-Baah is widely recognised for his pioneering work in leadership theory, notably for developing the *Transfor-sactional Leadership Theory* and for conducting the reverse analysis of Frederick Herzberg's Two-Factor Theory. His groundbreaking contributions to the field of leadership continue to inspire scholars and practitioners around the world.

Before joining the University of Ghana in 2010, Professor Dartey-Baah gained extensive experience working with renowned consulting firms, including JMP Consulting and Colin Buchanan & Partners in the United Kingdom. During his tenure at these firms, he held a partnership position and led the successful management of numerous large-scale, multi-disciplinary projects. His core values of integrity, hard work, professionalism and an unwavering commitment to excellence have been the foundation of his work and continue to inform his ongoing engagements.

Educational Background and Professional Qualifications

Professor Dartey-Baah began his educational journey at Osu Presbyterian Preparatory School in Accra. He is also a proud *Barima Ba* of the Koforidua Secondary Technical School, where he pursued Science for his GCE Ordinary Level and Advanced Level examinations. It was during this time that he believes the foundation for his "Dancing" began. After his Advanced Level studies, Professor Dartey-Baah completed his National Service at Benkum Secondary School, teaching Physics and Additional Mathematics. He then pursued his first degree at Kwame Nkrumah University of Science and Technology (KNUST), where he was actively involved in student politics, serving as the Literary Wing President of the Inter-Hall Christian Fellowship and as 1st Assistant Secretary of the Students Representative Council (SRC), later becoming Acting SRC President during campus disturbances. Following his undergraduate studies, he undertook his second National Service at the Dangme East District (Ada-Foah), where he played a key role in sanitation improvement projects.

Professor Dartey-Baah's academic journey includes dual PhDs in Leadership and Human Resource Development from Trinity College (USA) and Canterbury University (UK), as well as a PhD in Business Management from the University of Stellenbosch (South Africa). He also holds a Master of Science in Engineering from Imperial College, London, and a Bachelor of Science in Engineering from KNUST, Ghana.

This unique blend of qualifications has equipped Professor Dartey-Baah with the ability to bridge multiple fields, including Engineering, Management and Leadership.

This multidisciplinary expertise enables Professor Dartey-Baah to address complex organisational challenges and drive transformative changes. He is a Fellow of the Ghana Institution of Management, a Corporate Member of the Ghana Institution of Engineering, a Chartered Member of the Chartered Institute of Transport, London and a Member of the Institution of Highways and Transportation, London. These affiliations highlight his dedication to advancing industry standards and promoting cross-disciplinary excellence.

Professional Experience | Director of Institutional Advancement | University of Ghana

As the Director of Institutional Advancement at the University of Ghana, Professor Dartey-Baah has driven significant progress in global engagement and resource mobilisation. He has supported the Vice-Chancellor's vision, promoting initiatives in fundraising, alumni engagement, and impact projects. Under his leadership, he implemented the World Bank Institutional Impact Project and launched five alumni groups across Africa in 24 months. Further enhancing the university's visibility, he introduced the *Deans and Directors Conference* and initiated the *Advancement Quarterly* newsletter, as well as the *UG Connect* newsletter for alumni, to keep stakeholders engaged and informed.

Faculty Member | University of Ghana Business School

Professor Dartey-Baah's academic career at the University of Ghana Business School reflects his outstanding contributions to both teaching and research. Rising through the ranks to Full Professor by 2021, his expertise has made a significant impact on the university's academic programmes. As Head of the Department of Organisation and Human Resource Management (2015–2019), he played an instrumental role in developing the university's first-ever PhD programme in Human Resource Management and the MA in Organisational Leadership and Governance, both of which have since become highly regarded programmes.

Professor Dartey-Baah has authored over 70 publications and is globally recognised for his development of the *Transformational Leadership Theory*, a groundbreaking framework that integrates transformational and transactional leadership to address complex organisational challenges. His research has reshaped leadership studies and organisational development, earning him a reputation as a global-thought leader.

Consulting Experience | Colin Buchanan & Partners and JMP Consulting

Before transitioning to academia, Professor Dartey-Baah had a successful career in transport planning, engineering, and urban design, contributing to high-profile projects across the UK. As an Associate at Colin Buchanan & Partners in London, he led major initiatives, including the £10 million *Hammersmith Gyrotory* and £3 million *Blackfriars Station Traffic Management* projects. He also contributed to the infrastructure development for the 2012 London Olympics at Stratford. Additionally, he was part of the team that managed a £200 million framework agreement with the Southeast Sector of the London Bus Priority Network, overseeing the delivery of bus priority measures across a vast network.

Professor Dartey-Baah also led traffic engineering and urban transportation projects under a £6 million per year agreement with Transport for London (TfL), improving public transport efficiency across 580 km of roads and 4,700 traffic signals. He managed the *Cycle Route Implementation Stakeholders Plan* (CRISP) for TfL, aiming to create safe and efficient cycling routes throughout London, and advised on the *Canary Wharf Group Road Toll Study*, focusing on strategic access routes.

As Principal Engineer at JMP Consulting, he led a multidisciplinary team, delivering various transport projects for local authorities. He successfully managed an annual £2 million portfolio, focusing on traffic management and public transport optimisation. He also provided strategic transport advice for the London Borough of Newham, aligning projects with the Disability Discrimination Act 1995 to improve accessibility.

Earlier in his career, as Senior Engineer at JMP Consulting, he worked on transport impact assessments, traffic signal optimisation, and urban transport infrastructure redesigns. Notably, he contributed to the redesign of Richmond Town Centre's highway layout, improving bus service efficiency and reducing congestion. As an Assistant Engineer at JMP Consulting, he worked on the *Barking Town Centre Transport Interchange Scheme* and optimised the *High Street Hornchurch Bus Priority Scheme*, which improved urban transportation systems.

Professor Dartey-Baah's early career also includes work as an Engineer at Comptran Engineering and Planning Associates in Accra, Ghana, where he contributed to large-scale infrastructure projects such as the World Bank funded Elubo-Asemkrom Road Project. He also developed proposals for transport terminals and conducted structural monitoring for the Ghana Ports and Harbours Authority, strengthening the country's transport network.

Teaching Experience | Bridging Engineering and Business Leadership

Professor Dartey-Baah's consulting background in Engineering and Management uniquely informs his role as a Lecturer at the University of Ghana Business School, particularly in the areas of *Organisational Behaviour, Leadership and Project Management* at the postgraduate level. His extensive experience in managing complex, multi-disciplinary projects allows him to bridge the gap between academic theory and real-world challenges, providing invaluable practical insights into project execution and organisational leadership.

Having worked on multi-million-pound infrastructure projects with leading global consulting firms, Professor Dartey-Baah brings real-world application into his teaching. He helps students grasp project management complexities, including resource allocation, risk management and the delivery of large-scale initiatives. His ability to link theoretical frameworks with the challenges of managing high-profile projects enriches students' understanding of the intricacies involved.

His leadership experience in these multidisciplinary projects shapes his approach to teaching leadership principles, where he emphasises the profound influence leadership decisions have on project success. Professor Dartey-Baah equips students with the skills necessary for high-stakes environments, focusing on ethical decision-making, stakeholder management and conflict

resolution. Drawing from his own experience navigating strategic and political challenges, he teaches leadership lessons that are practical and grounded in real-world scenarios.

Professor Dartey-Baah's experience managing teams across various sectors has also given him insights into cross-cultural leadership and global project management. His international perspective, enriched by examples from both developed and emerging nations, enables students to understand how leadership dynamics differ across regions. His work in high-level stakeholder consultations further enhances his teaching of communication and negotiation skills, preparing students to manage conflicts and align diverse interests within complex organisational landscapes.

In his Project Management courses, Professor Dartey-Baah covers all aspects of managing large-scale projects, from scope definition to budget management and timeline optimisation. He emphasises the importance of leadership in successful project management, demonstrating how strong leadership can ensure project success and mitigate failure.

Above all, Professor Dartey-Baah's teaching is driven by his passion for mentorship and his commitment to preparing the next generation of leaders. His ability to make theoretical concepts relevant and accessible, while leveraging his engineering background, helps students develop critical thinking, problem-solving and leadership skills applicable to real-world business challenges.

Research Interests

Professor Dartey-Baah's research focuses on leadership, organisational development, and employee engagement, with an emphasis on leadership styles and their impact on organisational effectiveness and sustainability in emerging economies. His research explores how transformational, transactional, ethical, authentic and toxic leadership styles affect organisational outcomes and employee well-being. He also examines leadership in the construction sector, focusing on how leadership competencies influence project success, particularly in high-risk environments. Additionally, he delves into the ethical dimensions of leadership, advocating for ethical leadership as a foundation for positive organisational cultures in Ghana and other emerging economies.

Professor Dartey-Baah has significantly contributed to leadership, CSR and management research. He co-edited volumes like *Contemporary Issues in Management Development in Africa* (2016) and *Organisational and Human Resource Management in Ghana* (2015), addressing key management challenges. His work in *Sustainability Management in the Oil and Gas Industry* (2023) and *Delivering Distinctive Value in Emerging Economies* (2022) highlights leadership and sustainability in sectors like oil, gas and construction. His interdisciplinary research continues to influence both academia and practical solutions for sustainable organisational growth.

Leadership and Organisational Development

Professor Kwasi Dartey-Baah is widely recognised for his leadership in diverse organisational settings, where he emphasises excellence, collaboration, integrity and sustainability. His adaptability across academia and the private sector has earned him significant recognition. As Chair of committees at the University of Ghana, including the UGBS Infrastructure Committee,

he has played a key role in shaping policies for the modernisation of academic programmes and infrastructure.

Training, Development, and Mentorship

Professor Dartey-Baah is deeply committed to the professional growth of students, faculty members, and organisational leaders. He has mentored numerous individuals in their leadership journeys and is a sought-after trainer and speaker in the areas of leadership development, emotional intelligence, organisational resilience and strategic management. He introduced the *Deans and Directors Conference* at the University of Ghana, which offers a platform for senior academic leaders to address critical challenges in higher education management and leadership.

Community Service and Professional Engagement

Professor Dartey-Baah is equally dedicated to service in both the academic and broader community. He serves as an external examiner for several universities worldwide. Beyond academia, Professor Dartey-Baah demonstrates his leadership through involvement in various community initiatives, including serving as Chair of the Strategic Leadership Platform of the International Central Gospel Church (ICGC), and serves on the Ghana Fellowship of Evangelical Students (GHAFES) Board and other educational and community service projects.

Family

Professor Dartey-Baah is married to Dr. Sandra Dartey-Baah, a Pharmacist, and they have three children: Dr. Nana Kwasi Dartey-Baah, Nana Yaa Dartey-Baah, and Samuel Papa Owuraku Dartey-Baah. He worships at the International Central Gospel Church (Holy Ghost Temple), Adenta, and enjoys reading and writing poetry in his leisure time.