



# *Leadership and Management*

*(Online Format)*

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## **Professor Information**

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Professor: Gerald D. Starsia, PhD

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## **Course Description & Learning Objectives**

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The primary learning objective of this course is to provide a blend of theoretical knowledge and practical skills necessary to improve each participant's leadership skills. This 4 week online course is organized into 9 instructional sessions delivered over 3 weeks plus a 4<sup>th</sup> week of review and assessment. Each instructional session is delivered using PowerPoint, video and other web-based instructional materials and exercises with a weekly practice assessment given at the end of each week to test the participant's understanding of the materials presented. In the 4<sup>th</sup> week, and at the conclusion of the presentations, there will a review session and a final assessment.

Each session is closely tied to the academic literature in the areas of Leadership, Organizations, Leadership in Organizations, Strategic Leadership, and Ethics. Participants may, at any time, complete self-directed research and reading in these topics, in addition to the lectures, as a way to enhance the learning experience.

Participants are encouraged to assemble in informal virtual teams to share the application of the course learnings to current issues and challenges in their workplaces and as a course requirement, must post to the Discussion Forum on a weekly basis. Participants are also encouraged to submit questions to the instructor Ask Your Instructor feature. Instructors will respond to questions when possible and within the time limits of each week's session.

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## **Learning Objectives**

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***After completing this course, participants should be able to:***

- Understand the fundamental aspects of managing and leading organizations
- Examine the behaviors and traits of both effective managers and leaders
- Examine relevant issues in applied management and leadership; including ethics, globalization, and strategic management.

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## **Course Outline**

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Session topics and learning objectives are listed below.

## **Session 1**

Introduction to Leadership and Leadership Effectiveness

- Understand behaviors exhibited by successful Leaders
- Provide tools and techniques to improve your Leadership skills
- Understand that Leadership is a complex and sometimes messy subject
- Learn that Leadership qualities tend to be behavioral in nature, are difficult (but not impossible) to learn, and are difficult to measure

## **Session 2**

The Nature of Management

- Recognize the types of activities, roles, and responsibilities that are typical of those in management positions.
- Understand the challenges faced in your day-to-day job.
- Learn techniques to help you cope with the pressures you face i.e. time management and problem-solving.
- Compare the similarities and differences in the roles of managers and leaders.

## **Session 3**

Managerial Traits and Skills

- Understand what traits and skills lead to effective leadership
- Increase understanding of managerial and leadership behaviors
- Describe how traits and skills are affected by context e.g., organizational type, location, size, etc.
- Understand how traits and skills effect management performance

## **Session 4**

Basic Leadership Skills

- Understand why experience is the best teacher
- Recognize how to listen & communicate effectively
- Understand how to be assertive
- Understand the importance of feedback
- Recognize the importance of, and know techniques for, developing relationships with peers and superiors
- Have an improved understanding of goal setting

## **Session 5**

## Advanced Leadership Skills

- Understand various aspects of delegation
- Learn conflict resolution strategies
- Improve understanding related to negotiation
- Learn problem-solving skills
- Learn team building techniques related to peer teams and executive teams
- Learn about the importance of credibility in leading teams
- Increase understanding related to empowerment and its effect on team performance

## Session 6

### Strategic Leadership

- Define strategic leadership
- Integrate leadership and the strategic process
- Link personal and organizational missions and visions
- Become a better strategic leader

## Session 7

### Ethical Leadership

- Understand the characteristics of ethical leaders
- Recognize why ethical leadership is important
- Analyze the role of power in ethical leadership
- Become an ethical leader

## Session 8

### Culture and Leadership

- Understand global leadership
- Recognize how cultures differ in their approaches to leadership
- Develop Cultural Intelligence

## Session 9

### Final Thoughts on Leadership

- Understand more about servant leadership
- Recognize the role of courage in leading
- Possess a big picture view of leadership
- Recognize a Level 5 leader

## Session 10

- Review and Assessment

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### Course Materials

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Supplied and available to all participants via the course website and other online sources

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### Course Assessments

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Weekly practice assessments will be given at the completion of each week's online class (e.g., lectures, slides, and other materials) consisting of 19 multiple choice questions followed by one essay (minimum 500 word). The purpose for the assessments is to determine if the participant has sufficient command of the materials and met the learning objectives. Participants have the ability to attempt the weekly assessments as often as they choose during the course.

Week 4 is designed to provide a review of all the materials from the previous 3 weeks. The review session will utilize an audio-video presentation connecting the theory, instruction and the learning objectives to the questions posed by participants.

Upon completion of the review session, a final assessment will be provided. The final assessment consists of 25 multiple-choice questions. Participants will have 45 minutes to complete the final assessment. The participant will have 3 chances to receive a passing score on the final assessment. In order to receive the program completion certificate, one must pass the final assessment.