

**Dr. Barbara Carlin**

## **MANAGEMENT AND LEADERSHIP (3.5 HOURS)**

### **Course Description**

The purpose of this class is to provide students with a holistic view of the role of leaders in organizations and the factors that determine effective leadership, and also to enhance students' competence in strategy formulation.

The students will develop an introductory understanding of effective leadership and strategic management by being able to answer the following questions:

- What are some different leadership styles?
- What is an effective leader?
- Why do some firms perform better than others?
- What are the sources of successes and failures in firms?
- How do firms gain a competitive advantage?

Frameworks of leadership and strategy formulation will be introduced and applied using the student's own organization. The class is discussion-based and requires students to read about their own companies before class.

### **Agenda**

<b>DATE</b>	<b>TOPICS</b>	<b>PRE-CLASS READINGS</b>
<b>Session on Management and Leadership</b>	<b>Leadership Styles</b> <ul style="list-style-type: none"><li>• A model of Leadership Styles</li><li>• Pros and Cons of Each Style</li></ul> <b>Effective Leaders</b> <ul style="list-style-type: none"><li>• Character</li><li>• Competence</li><li>• Commitment</li></ul> <b>Strategy Formulation Process:</b> <ul style="list-style-type: none"><li>• Environmental Analysis</li><li>• Resource and Capability Analysis</li><li>• Market Position Analysis</li><li>• Corporate strategy analysis</li></ul>	Look up the most recent annual report of your company and read the CEO's Letter to the Shareholders. Review the Executive Summary of the Report. Company Net Income? ROA? EPS? Has it improved, declined in recent past?