

Las Positas College  
3000 Campus Hill Drive  
Livermore, CA 94551-7650  
(925) 424-1000  
(925) 443-0742 (Fax)

## Course Outline for AJ 9998

### POST BASIC SUPERVISORY

Effective: Spring 2019

#### I. CATALOG DESCRIPTION:

AJ 9998 — POST BASIC SUPERVISORY — 4.50 units

This course will cover the basic theories of leadership as they apply to problem-solving. The principles of authority and command will also be explored; as will the concept of failure as it relates to organizational decision-making. Examples will be offered from various models of leadership, including historic leadership styles, command and control, and leadership roles. Problem-solving/decision-making and strategic planning are current themes to be covered in the context of leadership.

4.50 Units Lecture

#### Prerequisite

AJ 9997 - Law Enforcement Academy  
with a minimum grade of Pass  
or  
Possession of a Basic California POST Certificate

#### Grading Methods:

Pass/No Pass

#### Discipline:

- Administration of Justice

	<b>MIN</b>
<b>Lecture Hours:</b>	81.00
<b>Expected Outside of Class Hours:</b>	162.00
<b>Total Hours:</b>	243.00

#### II. NUMBER OF TIMES COURSE MAY BE TAKEN FOR CREDIT: 1

#### III. PREREQUISITE AND/OR ADVISORY SKILLS:

**Before entering the course a student should be able to:**

- A. AJ9997

#### IV. MEASURABLE OBJECTIVES:

**Upon completion of this course, the student should be able to:**

- A. Explain the difference between supervision and management
- B. Discuss their role as organizational leaders
- C. Identify and analyze useful leadership tools
- D. Identify expectations from community, management, peers, and subordinates
- E. Explain the role of the line supervisor in critical incidents
- F. Identify and analyze individual leadership and communications styles
- G. Identify, interpret, and analyze, individual behavioral tendencies.

#### V. CONTENT:

- A. Introduction
- B. Definition of Leadership
  - 1. Common Leadership Styles
  - 2. Concepts of Leadership
- C. Charismatic vs. Ideological Leadership Behaviors
  - 1. Common leadership themes of historical characters
  - 2. Analysis of their application to the modern workplace
- D. Decision Making
  - 1. Important decisions
  - 2. Who to involve in the process
  - 3. Alternatives to be considered
- E. Leadership Roles
  - 1. Relationship between leader and follower
  - 2. Behavior differences between authority and subordination

3. What is situational leadership?
- F. Cross cultural examination of leadership practices
  1. Leadership practices from non-European cultures
  2. Notable differences and similarities
- G. Leading Organizational Change
  1. Analysis of the change process
  2. Steps a leader must take to effect proper change
- H. The Concept of Failure
  1. Review case studies from law enforcement and NASA
- I. Machiavelli
  1. Principles of his actions
  2. Recommendations in today's world
- J. Power is not just authority
  1. Categories of power
  2. Application to law enforcement
- K. Women in Leadership
  1. Differences in leadership styles?
  2. Historical examples
- L. Leadership Ethics
  1. Moral and ethical considerations
  2. Theory of Utilitarianism
- M. Problem Solving
  1. The differences between problem solving and decision making
  2. Application to law enforcement agencies
  3. Differences between problem-solving and problem-oriented policing

#### VI. METHODS OF INSTRUCTION:

- A. **Lecture** -
- B. **Discussion** -
- C. **Simulations** -
- D. **Demonstration** -
- E. Video interpretation - weekly

#### VII. TYPICAL ASSIGNMENTS:

- A. Homework assignment in answering questions in assigned chapters
- B. Review a video assignment and write an interpretation about leadership roles within the video.
- C. Write a paper covering topical areas from a lesson or readings.

#### VIII. EVALUATION:

##### **Methods/Frequency**

- A. Exams/Tests  
Periodic through the course
- B. Research Projects  
One during the course
- C. Oral Presentation  
A minimum of one
- D. Group Projects  
Working group problems - a minimum of one
- E. Class Participation  
Daily participation
- F. Home Work  
Case studies throughout the course

#### IX. TYPICAL TEXTS:

1. Cleary, T. (2005). *The Book of Five Rings - A Classic Text on the Japanese Way of the Sword* (1st ed.). London, England: Shambhala.
2. Hansen, M.T. (2018). *Great at Work: How Top Performers Do Less, Work Better, and Achieve More* (1st ed.). New York, NY: Simon and Schuster.
3. Duke, A. (2018). *Thinking in Bets* (1st ed.). New York, NY: Portfolio/Penguin.

#### X. OTHER MATERIALS REQUIRED OF STUDENTS: