

# LEADERSHIP AS A TREND IN MANAGEMENT. PROJECT FOR E-LEARNING

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The main aim of this thesis is to characterize the management, the leaders and their qualities and characteristics. In addition, the work applies the leadership on the management and compares the leaders and the managers, searches for some differences as well as some common features. However the main result of this work is to sum up the theoretical scopes and to create the e-learning course in the system Moodle which works with this knowledge and will serve as a teaching aid. This project includes not only the pure information from the work, but also the illustrations and videos that simplify the understanding of the given theme. The methods utilised in the work include the analysis of the literature from the above mentioned field, familiarising with the course creating method in the system Moodle and the work with the text and video.

Key words: Leadership, leader, management, e-learning, Moodle

## 1 INTRODUCTION

In the society there have always been leaders able to influence others, even crowds. Some people are more, the others less qualified for this. Nowadays, they are managers, working with groups of people, who are taking stand in these roles of leaders. The manager can be successful just when his team is successful. This is one of the reasons why this work deals with the leadership in management. If the leader has personality features such as charisma, if he is communicative, optimistic and so on, to become a leader is a smaller problem for him. A good leader must, however, learn such characteristics, for which he will be respected by the personnel and looked up at.

This work is compiled in an e-learning form in a way, so that it could be used as sources of educating in this topic and it should give an idea of leadership issue to the reader. In such form interactivity with the reader is possible, where his understanding of the theme can be tested. In this way, written text can be enriched with various pictures or videos, which make it more interesting and the reader can get a better idea of leadership.

## 2 THEORETICAL BASES

### 2.1 Leading

Leading is a main content of leader's activities. It is, actually, ability or mastery of persuading, directing and stimulating of the subordinates in order that they can do a good job.

Leading is also taken as a social process, in which the leader searches for an optional involvement of the subordinates in order to reach the set goal of the society. Leading is about the process of interaction of two principal components. Leading subject chooses the way of leading according to the goals and the fact how he perceives the led subject. Therefore the way of leading is, to some extent, influenced by the personality of the leader, his need of leadership but mainly by the primary purpose which is a need to meet the target.

The other element – Leading object is not only a passive recipient of orders, how it could seem at first sight. Although his main purpose in this relation is to be led, to be controlled, as far as he has his own goal, he tries to be an active element. In praxis, this means that he does not choose only a target itself or a way how to meet it, but at the same time he chooses (to some extent) also the one, who will be the leader.

#### 2.1.1 Leading of people in an organization (in a company)

The principal functions of leading of people in an organization are: stimulating and encouraging, regulating and directing, informing and instructing, support, assessment.

Effective leading will not manage without a power, of which the leader disposes and uses it for reaching the goals of organization. The meaning of power in management is significant for the company, but even more important it is for leading the employees themselves. The power, which the leader can dispose of, can be divided into several types: coercive power, remuneration

power, legitimate power, professional power and drawn power.

### 2.1.2 Factors determining effect of leading of people

To the factors determining effect of leading of people belong: *social maturity* (Due to social maturity one can act the right way and this acting is an everyday activity of his life), *personality features* (character qualities, cognitive and creative qualities, temperament, efficiency qualities), *professional knowledge and practical skills* (Important qualities, that an executive should have on entering the company is that he can use acquired information in praxis, can integrate them into the team work, solve problems, learn how to learn and he handles various conflict situations).

## 2.2 Leadership

S. Tyson (1997) defines leadership as: „*a process of influencing others during existence of constant interaction between a leader and his follower*“. Or more precisely „*leadership is a process of exercising of a real influence*“.

### 2.2.1 Types and styles of leadership

Likert's leadership styles (Models of leadership) include:

1. *Exploitative Authoritative*: The superiors act authoritatively and they have no trust in subordinates.
2. *Benevolent Authoritative*: Same as with the first system, there is a dominance of authoritative element, some remits are partly delegated, but just minimally.
3. *Consultative*: In this style a cooperation of superiors and subordinates takes place, but not entirely.
4. *Participative*: Relation of the leader and subordinate is based in large measure on confidence.

Types of leadership are: transactional, transformational, charismatic, ideological, pragmatic, heroic, revolutionary, symbolic and legislative.

### 2.2.2 Qualities and classification of leaders

Personality features, which can be considered qualities contributing to the successful leadership, are self-confidence, psychological and physical resistance, enthusiasm, empathy and ability to create and keep good relationships, charisma, sense of responsibility, realism etc..

Qualities that a good leader should dispose of are vitality, ideas, success, sensibility, commanding ability, creativity, communication, eagerness, visionarism.

Types of leaders:

1. *Formal (Instrumental)* – this leader is assigned from above, he does not need to create an image of a leader and he rather performs function of organiser. A group respects him because they know that they have to respect him, but if they need some kind of advice they know they can turn to him.
2. *Informal (Expressive)* – is selected by the group itself. This is mainly for the reason, that he can create a good welfare, relations and mood. Group members look up at him; want to know his opinion and they ask him for advice.

## 2.3 Leadership in management

Well considered, consistent powers delegacy is an excellent way how a leader can gain trust of his subordinates. If the leader has little experience, he mostly avoids delegacy, because he does not want to give up control over everything and everyone. Delegacy is not just about control or power, but it is primarily an opportunity how to engage people in order to meet the targets. However, if he delegates effectively, his subordinates gain experience and they start to trust their own abilities. And this will allow them to be more productive and make a progress in a company hierarchy.

### 2.3.1 Manager as a leader, leader as a manager

One could say that the main difference between a manager and leader is in the fact, that

the manager does the things the right way and the leader does the right things. This implies that the manager is not always the leader or the leader is not always the manager.

It is baseless and useless to exert pressure on every manager in order that he should be a leader, and on every leader in order that he should be a manager. It is necessary to judge, what this very situation or the role in which he is expects. The thing is whether the organization prefers a pure manager or rather a leader or someone, who has something from each.

Manager has among his responsibilities also leading of people and, on the other hand, leader often tends to be a good manager in the middle level of management. If this leader proves himself to be a manager, then he is likely to get to the top level.

In these days it is not sufficient to be only a traditional manager, who only plans, organizes, measures, controls, etc., since in successful organizations such a manager will be changed for the ones, who are able to motivate employees to meet the common target.

Some people are natural leaders, because they have talent for doing this work. It is possible to claim that leadership is ability or skill, which can be learnt for the most part, verified in praxis and can get better.

A man becomes a real leader just when he starts to be honoured and respected even by his subordinates. Individuals with despotic features will never be chosen and accepted as leaders by others.

### **2.3.2 Leadership as a component of manager's leading**

Leadership as a component of controlling and leading of subordinates in a working process is an ability to use power in a way so that it will affect behaviour and action of members of the team, managers and owners for account of appointed goals of the organization the way so that they do not feel pressure and stress and that it produces a feeling of optionality in them. The power is actually understood as a potential opportunity to affect behaviour of others, which comes out of a formal or informal post of the

manager. Formal authority is a power, which was created and delegated to him by the organization.

Informal authority is understood as a power created and delegated by internal social environment of a certain group of people, team or community, in which the manager is. The power and authority of the manager are related to the influence, which the manager disposes of and uses it either intentionally or unintentionally for the other people.

### **2.3.3 Development of leadership in an organization**

Development of leadership as a component of management's talent specialises in identification of leadership qualities of key employees, their assessment and following development. According to the survey AMROP HEVER Slovakia almost 80% of inquired organizations expressed pursuit of identifying of leaders in the ranks of their own organization and over half of them think they should have been more active in this activity.

In praxis, this process can be realized in this way: creation of a group of key employees, leadership examination, development of leadership qualities.

## **3 ANALYSIS**

### **3.1 E-learning**

„E-learning is an educational process, which uses information and communication technologies for creation of courses, distribution of study content, communication between students and pedagogues and for study control.“<sup>1</sup>

Nowadays there is almost no organization or institution, which would be not using information technologies for educational purposes. With information technologies the educational process is, in most cases, cheaper, better and faster. Just as e-learning can be used in organizations with a strong technological basis, it is also possible to use it in companies, where there is neither such good technological equipment nor people having initial knowledge and experience.

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<sup>1</sup> WAGNER, Jan: Nebojme se eLearningu, Česká škola, 2005

E-learning (electronic learning, realized by online and offline form with different levels) is an application of information technologies (IT) at: development, formation, distribution towards students, controlling of education in the institution, but also in a field of monitoring of interest, planning, knowledge sharing and financial management.

### 3.1.1 Basis and distribution of e-learning

E-learning consists of three basic components:

1. *Educational content* – refers primarily to educational courses (e-courses) or separate modules, their main feature is interactivity and providing of feedback.
2. *E-course distribution* – means a way, in which the e-course reaches students. Most often this is realized by the Internet (worldwide computer net) or the Intranet (internal computer net). In this environment there are Internet standards, security standards and E-courses standards used, serving for communication with the systems.
3. *Study controlling* – or a process that secures an administration of e-courses and students, including monitoring results of their study, is particularly oriented on educational managers, for it provides them with an overview of successfulness of the studying and it evaluates individual e-courses, there is usually a possibility of communication with the system for controlling of human resources.

E-learning is distributed either online (it supports communication and cooperation between a student and teacher during study, due to software study environment) or offline (Study materials are provided either personally or by post. These materials are stored in different storage media, such as CD ROM, CD RW or USB). Possible is also their combination called *blended learning*. (Online e-learning elements are combined with offline e-learning elements so that a quality study effect can be reached. The aim is to integrate tuition into the student's everyday working life. At this type two basic study forms combine: Synchronous and Asynchronous communication.)

*Contributions*, which e-learning supplies us with, includes: cutting the cost of classical education, time independent and individual study, securing of a high level of offering knowledge and its maintenance, under the terms of assessment some dependence is on the teacher and it does not need to correspond with the student's knowledge level.

At the formation of an e-learning course we proceed in accordance with a strategy, which is offered by *ADDIE model* that composes of following steps:

- *Analysis* – entrance analysis of a target group, formation of an educational model, analysis of educational forms and content;
- *Design* – course design, course structure, multimediaity and interactivity;
- *Development* – development of the course according to a set work plan;
- *Implementation* – implementation of the educational content into the educational environment;
- *Evaluation* – provisional and final evaluation.

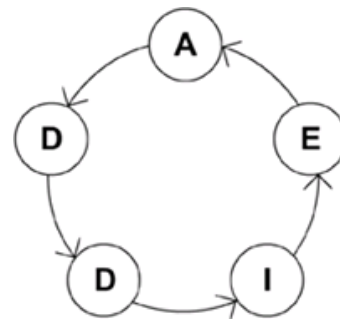


Figure 1 Course creation according to ADDIE model

### 3.2 Moodle

Moodle is a software system which is used for creation of Internet courses and web sites. It is a worldwide developing project designed for support of social constructive framework of education. It is offered for free as Open Source software. It can be installed in every computer supporting PHP (Hypertext Preprocessor – a scripting programming language

used for programming client-server applications and for a development of dynamic web pages.) and SQL type databases (Structured Query Language – it is a computer language for manipulation (selection, insertion, editing and deletion) and definition of data. It can be run on the operating systems Windows, Mac and many variants of Linux.

A word Moodle was originally an acronym for Modular Object-Oriented Learning Environment, which is useful especially for programmers and theorist of education. Moodle has been developed into such method in order that study could be brought closer to a student as well as to a teacher via on-line courses. Anybody, who uses Moodle is called Moodler.

### 3.2.1 Moodle tools

- *Tools for a teacher:* Assignment, Choice, Discussion Forum, Journal, Quiz, Resource, Survey.
  - A teacher in Moodle prepares materials and tests for students' study, he can give tasks and evaluate them, he answers the questions, prepares discussions forums.
- *Tools for students:* all activities (studying sources, handing-in tasks, contributing to discussion forums) are recorded in protocols, from which it is possible to find out lots of information. Moodle is well-arranged and user-friendly for a student because it does not have any higher demands in the field of information systems. Moodle user profile includes a photo, personal and contact details, last login time, user description, list of his discussion contributions etc.

Conception and development of Moodle system are based on a certain line of theory of education, on a way of thinking, which is sometimes briefly called socio-constructivist pedagogy.

### 3.2.2 Moodle on the Faculty of Aeronautics

Moodle system has been officially used since September 2008 on the Faculty of Aeronautics and the students could first join the course from 20 September 2008. This system,

however, is not an official system of e-learning education on the Faculty of Aeronautics and it is used only by some teachers. Moodle's forerunner on the Faculty of Aeronautics was system I-test, but this did not enable two-way communication between a teacher and students.

Nevertheless, if the teacher has got a course, where are many students, then there is a digital communication interface required, which is offered by Moodle. In present, it is used by practically every student of the Faculty of Aeronautics and the system runs 24 hours per day, 7 days per week. Moodle's website on the Faculty of Aeronautics is as follows: <http://www.moodle.leteckafakulta.sk>.

Moodle system is considered as a communication interface between students and teachers, which can serve for a complex control of courses. Moodle, however, belongs to the teacher's personal informatics, it is not a system designed for a school management.

## 4 RESULTS AND PROPOSAL

Moodle has been used for creation of e-learning courses on the Faculty of Aeronautics. These courses help teachers with teaching of their subjects. This way enables them to create lectures enriched with pictures, videos and audio records.

Moodle system comprises also discussion forums and it is possible to create questionnaires with it. This way, students can express how they like the way of teaching, how they handle the problems of the subject and what are their feelings about the way of evaluation. Then teachers can consider these pieces of information, which can help them to make better the way of teaching. On the first page of Moodle there are windows such as Latest News, Upcoming Events, Calendar and Actual Activity. On the main page there is News Forum. These functions allow better interactivity between the students and teacher.

### 4.1 Creation of e-learning course

At the beginning, RNDr. Peter SZABÓ, PhD., who is one of Moodle administrators, created a course called *Leadership as a trend in Management* for me. In this course he added me to the role of Teacher, because the role of Teacher

has got all authorities in the course including activities' changes and students' evaluation. The course itself did not contain any information at the beginning. From the teacher's view on the right side there are administration components for the course modification, which are not possible to be seen if the view is set on the role of Student. In the middle part of the course there is News Forum, where it is possible to add general news and announcements.

After switching on the modification it is possible to add a source or an activity. Before I added some details there, I had divided the course into three themes, which have the same name as my capitols comprising theoretical bases.

Before I could start adding videos and tests, I had to add the text from the theoretical part of the diploma thesis. I've split it into chapters where you can also add pictures, charts and videos, which making the text more interesting.

I also added tests to the text, which are designed to verify, whether the reader understands the topic. Tests can be performed repeatedly in order to try whether there has been some progress in understanding the topic.

I inserted to the text also the various videos that capture the described issue, and so the videos are helping to understand this issue. Videos are from the Internet but also from different movies where could be found a connection to the topic. At the end of the course is a whole list of videos that are in the project, along with a URL address where they can be found online.

## 5 CONCLUSION

Leadership nowadays is directly linked to the management. There are many separations and models of leadership such as by Rensisa Likerta and this means, that there are several ways how to lead other people and every manager has to decide by himself what type of leader he wants to be.

Part of the management is also continuing education. We live in modern times and e-learning belongs to the natural evolution of society.

Therefore, the main aim was to create an electronic project about leadership as the trend in management, which should assist in teaching about this subject.

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