

General Elective Course- 6.1 (GE-6.1): Leadership Development

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
GE -6.1– Leadership Development	4	3	1	0	Pass in Class XII	NIL

Learning Objectives

The course aims to create an understanding of the various leadership theories amongst the upcoming leaders in order to decide as to which style of leadership they should follow in numerous situations that they might encounter in their careers or personal lives.

Learning outcomes

After completion of the course, learners will be able to:

1. Describe the meaning of the term leadership and various theories of leadership.
2. Interpret the various situations and decide the style of leadership based on the situation.
3. Discuss the theories of culture and its impact on leadership.
4. Recognise the concept of E Leadership in pandemic.
5. Analyse styles of several leaders and demonstrate qualities of a good leader.

SYLLABUS OF GE-6.1

Unit 1: Introduction (9 hours)

Meaning of Leadership, definitions of leadership, significance of leadership, qualities of a leader, difference between leadership and management, basic styles of leadership – autocratic, democratic, laissez faire (their meaning, features, advantages, disadvantages and suitability), Rensis Likert styles of management, Tanenbaum and Schmidt Model.

Unit 2: Theories of Leadership (14 hours)

Traditional Theories-Great Man Theory, Trait Theory, **Behavioural Theories**- Ohio Studies, Michigan Studies, Managerial Grid, **Contingency theories**- Fiedler's Theory, Hersey and

Blanchard Situational Model, Path Goal Theory, Transformational Leadership, Transactional Leadership, Charismatic Leadership, Servant Leadership, Ethical Leadership.

Unit 3: Culture and Leadership (7 hours)

Trompenaars Cultural Dimensions, Hofstede's study on culture, Hall's Cultural Theory, GLOBE Model: Global Leadership and organisational Behaviour Effectiveness, organisation Culture and Leadership, OCTAPACE profile by Uday Parekh - Openness, Collaboration, Trust, Autonomy, Proactive, Authenticity, Confrontation, Experimentation.

Unit 4: E Leadership (7 hours)

Meaning, definition, need and significance especially pre covid, during covid and post covid, social media and leadership, Use of social media and video conferencing tools for electronically connecting the team and the leaders, e-leadership and collaborative tools. Use of technology in providing e-leadership.

Unit 5: Contemporary Leaders (8 hours)

Cases on contemporary leaders like Narendra Modi, Indra Nooyi, Ratan Tata, Narayan Murthy.

Exercises:

The learners are required to:

1. Identify a Leader of your choice, prepare and present a report highlighting the important traits that have contributed to the effectiveness of that Leader. (Should be done in a team)
2. Watch movie screening of movies like Mission Mangal, Lagan, Chak De, Rock On, Lakshay, Super 30 etc, open house for discussing the movie and a report/ presentation on lessons learnt from the movie.
3. Administer Fiedler's Least Preferred Coworker scale in the class on all the students to make sure that they understand the theory well.
4. Administer Managerial Grid questionnaire in order to help students assess their style of leadership.
5. Present how E leadership has changed from pre corona period to during corona period to post corona period
6. Practice using collaborative tools online like google docs, mind meister etc.
7. Demonstrate the qualities of good leadership with the help of example.

Suggested Readings:

- A Handbook of Leadership Styles. (2020). United Kingdom: Cambridge Scholars Publishing.
- Chhabra, T. N. (2022). *Business organisation and management*. (2nd revised ed.). Delhi, India: Sun India Publications.
- Day, D. V. (2014). *The oxford handbook of leadership and organisations*. (1st ed.). Oxford, New York, United States: Oxford University Press.
- Griffin, R. W., Phillips, J. M., & Gully, S. M. (2017). *Organisational Behavior: Managing People and Organisations*. Cengage Learning.
- Gupta, C. B. (2022). *Business organisation & management*. Delhi, India: Sun India Publication.

- Hughes, R. L., Ginnett, R., & Gordon, C. (2019). *Leadership: enhancing the lessons of experience*. (9th ed.). McGraw Hill Education.
- Hersey, P. K., Blanchard, D., & Johnson, D. (2013). *Management of Organisational Behavior: Leading Human Resources*. Pearson Education.
- Koontz, H., & Weihrich, H. (2012). *Essentials of management: an international and leadership perspective*. (9th ed.). McGraw Hill Education.
- Mittal, R. (2015). *Leadership: personal effectiveness and team building*. (2nd ed.). Uttar Pradesh, India: Vikas Publishing House Pvt. Ltd.
- Nooyi, I. K. (2021). *My life in full: work, family, and our future*. Penguin.
- Northouse, P. (2018). *Leadership: theory and practice*. (8th ed.). California, United States: SAGE Publications Inc.
- Robbins, S. P., Judge, T. A., & Vohra, N. (2018). *Organisational behaviour*. (18th ed.). Pearson.
- Wang, X., Wei, X., Van Wart, M., McCarthy, A., Liu, C., Kim, S., & Ready, D. H. (2023). *The role of E-leadership in ICT utilization: A project management perspective*. *Information Technology and Management*, 24(2), 99-113.
- Willink, J. (2020). *Leadership strategy and tactics: field manual*. New York, United States: Macmillan Publishers.

Additional Resources:

- https://repository.iimb.ac.in/bitstream/2074/11692/1/Reddy_VKPA_2011_Vol.36_Iss.3.pdf
- https://icmrindia.org/casestudies/Case_Studies.asp?cat=Leadership%20and%20Entrepreneurship
- <https://hbr.org/2010/03/leadership-lessons-from-india>
- <https://hbr.org/2018/04/how-humble-leadership-really-works>

NOTE: The students are advised to read the articles regularly from HBR and other news items related to Leadership for class discussions and in order to be up to date with the contemporary industry practices.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on the Department's website.