

**SARDAR PATEL UNIVERSITY**  
**PROGRAMME: B.COM. (HONS') (3 Years)**  
**(International Accounting and Corporate Banking & Insurance)**  
**(Under Choice Based Credit System Based on UGC Guidelines)**  
**Syllabus with effect from: December-2020**  
**Semester: VI**

<b>Paper Code: UB06SCOH21</b>	<b>Total</b>
<b>Title of Paper: Leadership Skills Development</b>	<b>Credits: 3</b>
<b>Objective:</b> The objective of this course is to understand the qualities of an effective leader and how leadership is different from management. It explains various theories of leadership in order to learn various approaches to leadership. It also includes theories of power, authority and organizational politics. It provides students with an overview of techniques to develop leadership skills.	

Unit No.	Description in Detail	Weightage
1	<p><b>Basic Approaches to Leadership</b></p> <ul style="list-style-type: none"> <li>• What is Leadership?</li> <li>• Leadership Differs from Management</li> <li>• The Role &amp; Activities of Leadership (Activities of Successful and Effective Leaders: The Real Managers Study) <ul style="list-style-type: none"> <li>- What do Managers do?</li> <li>- What do Successful Managers do?</li> <li>- What do Effective Managers do?</li> </ul> </li> <li>• Functions of Leadership</li> <li>• Leadership Style <ul style="list-style-type: none"> <li>- Autocratic or Authoritative Style</li> <li>- Democratic or Participative Style</li> <li>- Laissez Faire or Free – Rein Style</li> </ul> </li> <li>• What makes Leadership Effective?</li> </ul>	25%
2	<p><b>Leadership Theories</b></p> <ul style="list-style-type: none"> <li>• <b>Traditional Theories (A Brief Overview)</b> <ul style="list-style-type: none"> <li>- Trait Theory</li> <li>- Behavioral Theories</li> <li>- Fiedler’s Contingency Model</li> <li>- Path – Goal Leadership Theory</li> <li>- Situational Leadership Theory</li> <li>- The Managerial Grid</li> </ul> </li> <li>• <b>Modern Theories</b> <ul style="list-style-type: none"> <li>- Charismatic Leadership</li> <li>- Transactional and Transformational Leadership</li> <li>- Substitutes for Leadership</li> <li>- Authentic Leadership</li> </ul> </li> </ul>	25%

<b>3</b>	<b>Power and Politics</b> <ul style="list-style-type: none"> <li>• Meaning Power</li> <li>• Distinction between Power &amp; Authority</li> <li>• Bases or Sources of Power</li> <li>• Acquisition of Power</li> <li>• Symbols of Power and Powerlessness</li> <li>• Organizational Politics</li> <li>• Reasons for Organizational Politics</li> <li>• Managing Organizational Politics</li> </ul>	<b>25%</b>
<b>4</b>	<b>Developing Leadership Skills</b> <ul style="list-style-type: none"> <li>• What Skills do Leaders Need?</li> <li>• Leadership Training Programs</li> <li>• Designing Effective Training</li> <li>• Special Techniques of Leadership Training: Behavior Role Model, Case Discussion and Business Games &amp; Simulation.</li> </ul>	<b>25%</b>

**Evaluation : Internal : 40 Marks (Theory)**  
**: External: 60 Marks (Theory) – Two Hours Examination**

**Reference Books:**

- Organizational Behaviour: S. S. Khanka. S. Chand
- Organizational Behaviour: Fred Luthans, Mc Graow-Hill International Edition (Twelfth Edition)
- Leadership in Organizations: Gray Yukl, Pearson Education (Sixth Edition)