Course 3

Leadership and Management Skills
Course Code: CLS3T

Max. Marks: 100
External: 70
Internal: 30
Pass: 40%
Credits: 5

Objective: The course on Leadership and Management Skills aims to:

- Develop Leadership Capabilities
- Strengthen Management Competencies
- Enhance Communication and Interpersonal Skills
- Cultivate Ethical and Value-Based Leadership
- Promote Practical Application

Course Outcomes: Upon completion of the course students will be able to:

CO1: Understand the fundamentals of leadership and management, including different styles, traits, and approaches, and their relevance in personal and professional contexts.

CO2: Develop self-awareness and emotional intelligence to enhance interpersonal relationships, team collaboration, and conflict resolution.

CO3: Apply effective decision-making, problem-solving, and strategic thinking skills to real-life leadership and management situations.

CO4: Demonstrate skills in planning, organizing, delegating, and monitoring tasks to improve productivity and achieve organizational goals.

CO5: Exhibit effective communication, negotiation, and motivational strategies to lead teams successfully and manage diverse work environments.

CO6: Integrate ethical leadership and responsible management practices to create a positive impact on society and professional settings.

Instructions for the paper setter/ examiner:

- The syllabus prescribed should be strictly adhered to.
- The Question Paper will have 70 Multiple Choice questions (MCQs) and four choices of answers will be there covering the entire syllabus. Each question will carry 1 mark. All questions will be compulsory; hence candidates will attempt all the questions.
- Paper-setters/Examiners are requested to distribute the questions from section A and Section B of the syllabus equally i.e., 35 questions from section A and 35 questions from Section B.
- The examiner shall give clear instructions to the candidates to attempt questions.
- The duration of each paper will be two hours.

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Instructions for the students:

The question paper shall consist of 70 Multiple Choice questions. All questions will be compulsory and each question will carry 1 mark. There will be no negative marking. Students are required to answer using OMR (Optimal Mark Recognition) sheets.

Section A

Unit 1: Leadership Skills

a. **Understanding Leadership and its Importance:** What is leadership? Why Leadership required? Whom do you consider as an ideal leader?

b. **Traits and Models of Leadership**: Are leaders born or made? Key characteristics of an effective leader, Leadership styles, Perspectives of different leaders

c. **Basic Leadership Skills**: Motivation, Team work, Negotiation, Networking

Unit 2: Managerial Skills

a. **Basic Managerial Skills:** Planning for effective management, How to organise teams? Recruiting and retaining talent, Delegation of tasks, Learn to coordinate, Conflict management

b. **Self-Management Skills:** Understanding self-concept, Developing self-awareness, Self-examination, Self-regulation

Unit 3: Entrepreneurial Skills

a. **Basics of Entrepreneurship:** Meaning of entrepreneurship, Classification and types of entrepreneurship, Traits and competencies of entrepreneur

b. **Creating Business Plan**: Problem identification and idea generation, Idea validation, Pitch making

Section B

Unit 4: Innovative Leadership and Design Thinking

a. **Innovative Leadership:** Concept of emotional and social intelligence, Synthesis of human and artificial intelligence, Why does culture matter for today's global leaders

b. **Design Thinking:** What is design thinking? Key elements of design thinking, Discovery, Interpretation, Ideation, Experimentation, Evolution., How to transform challenges into opportunities? How to develop human-centric solutions for creating social good?\

Unit 5: **Ethics and Integrity**

a. **Learning through Biographies:** What makes an individual great?, Understanding the persona of a leader for deriving holistic inspiration, Drawing insights for leadership, How leaders sail through difficult situations?

b. **Ethics and Conduct:** Importance of ethics, Ethical decision making, Personal and professional moral codes of conduct, Creating a harmonious life

Suggested Readings:

- *Ashokan, M. S. (2015). Karmayogi: A Bbiography of E. Sreedharan. Penguin, UK.*
- *Brown, T. (2012). Change by Design. Harper Business*
- *Elkington, J., & Hartigan, P. (2008). The Power of Unreasonable People: How Social Entrepreneurs*
- *Create Markets that Change the World. Harvard Business Press.*
- *Goleman D. (1995). Emotional Intelligence. Bloomsbury Publishing India Private Limited*
- *Kalam A. A. (2003). Ignited Minds: Unleashing the Power within India. Penguin Books India*
- *Kelly T., Kelly D. (2014). Creative Confidence: Unleashing the Creative Potential Within Us All. William Collins*
- *Kurien V., & Salve G. (2012). I Too Had a Dream. Roli Books Private Limited*
- *Livermore D. A. (2010). Leading with cultural intelligence: The New Secret to Success. New York: American Management Association*
- *McCormack M. H. (1986). What They Don't Teach You at Harvard Business School: Notes From A Street-Smart Executive. RHUS*
- *O'Toole J. (2019) The Enlightened Capitalists: Cautionary Tales of Business Pioneers Who Tried to Do Well by Doing Good. Harpercollins*
- *Sinek S. (2009). Start with Why: How Great Leaders Inspire Everyone to Take Action. Penguin*
- *Sternberg R. J., Sternberg R. J., & Baltes P. B. (Eds.). (2004). International Handbook of Intelligence. Cambridge University Press.*

E-Resources

- *Fries, K. (2019). 8 Essential Qualities That Define Great Leadership. Forbes. Retrieved 2019-02-15 from https://www.forbes.com/sites/kimberlyfries/2018/02/08/8-essential-qualities-that-define-great-leadership/#452ecc963b63.*
- *How to Build Your Creative Confidence, Ted Talk by David Kelly- https://www.ted.com/talks/david_kelley_how_to_build_your_creative_confidence*
- *India's Hidden Hot Beds of Invention Ted Talk by Anil Gupta - https://www.ted.com/talks/anil_gupta_india_s_hidden_hotbeds_of_invention*
- *Knowledge@Wharton Interviews Former Indian President APJ Abdul Kalam - "A Leader Should Know How to Manage Failure" https://www.youtube.com/ watch?v=laGZaS4sdeU*
- *Martin, R. (2007). How Successful Leaders Think. Harvard Business Review, 85(6): 60.*
- *NPTEL Course on Leadership - https://nptel.ac.in/courses/122105021/9*