

Course Outline

Anchors of Leadership

For
PGCSL 1 (TCLL), 2018-19

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Introduction:

Leadership is a hurray term that connotes images of powerful, dynamic individuals who command victorious armies, direct corporate empires, or shape the course of nations. Leadership, as a subject, has long excited interest among people and has been the essence of many legends & myths. Much of our description of the history is the story of military, political, religious, corporate, & social leaders who are credited or blamed for important events that transformed lives of the associated people. Thus, the widespread fascination with leadership may be because of the reason that it touches everyone's life.

Senior leaders, irrespective of their technical specializations and organizational backgrounds, need to understand conceptual groundings of Leadership (and anchor themselves in the positive traits of Leader within themselves). They also need to apply the same while applying corporate maneuvers – primarily to ensure that the moves made by the organizations are successful. By the end of the course, perhaps, you will have developed basic understanding about Leadership – and hopefully reap benefits of applying some of them in this journey called Life.

Course Objectives:

- ◆ Self-assessment for Self-development to achieving goals and ensuring Organizational development. We tag this part as **Leading Self**.
- ◆ Appreciate key Leadership theories and models; and apply them in reflective settings. We tag this part as **Leading Others & the Organization**.

Pedagogical Methods:

This course is based on mini lectures, case analysis, continuous individual assignments, self-experience sharing, self-reflections, and vivid illustrations. Active participation by students is an important feature of the course.

Study Material

Students will be given softcopy of a German leadership tool box as part of the course materials (during their campus component for future reference). Students will be given one hardcopy text book as part of the course material (during their campus component for future reference). They will also be given a few additional reading materials (such as, three cases, loads of articles, soft copy of booklets and such). It may be noted that these materials should not be considered as exhaustive under any circumstances (as the term Leadership is very broad). List of suggested readings are given in the next few sections & more will be shared at the time of the course.

Primary Teaching Book & Reading Material:

1. Wadkar, Alka. *Life Skills for Success*. Sage Publications. (hardcopy will be given in campus)
2. German International Cooperation's GIZ's. *The AIZ Leadership Tool Box*. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, 2013. URL <https://www.giz.de/de/downloads/giz2013-de-aiz-toolbox-leadership-development.pdf>

Other Suggested Readings:

- ⌘ Material available at <https://www.ccl.org/>
- ⌘ Any good book on Leadership OR with the title 'Leadership'

Other Course Policies:

Exams → End-term exam will typically have cases/problems followed by questions. The end-term exam will be comprehensive meaning you will be responsible for all the material covered in the course.

Class Participation → I will sometimes randomly call student to present their case/assignment solutions and at other times I will allow students to volunteer to present their work solutions. Class participation marks will also be based on participation in class discussions, attendance, and being on time.

Plagiarism/Cheating → Students are requested to go through the students manual regarding the rules and regulations related to cases of copying & similar act. Cheating in examinations or assignments will be dealt with severely. Please note that aiding and abetting your batch mates will also be given equal penalties. NO subsequent justifications/ arguments will be entertained.

System of Evaluation:

Method of Evaluation	Course Marks
A) Reflection Notes i.e., Yatra Patra (at the end of the course)	10
B) Hand Written Class Notes	10
C) Class Participation, Take Home Assignments & Weekly Home Work [^]	60
D) End-term Examination*	20
Total	100

Note: [^] Please note that non-submission of take home assignments & weekly home work will lead to reduction in grades and even 'incomplete' grade being awarded; * indicates that some questions might carry negative marks

Grading Pattern*

Range of Marks	0-30	31-35	35-40	41-45	46-50	51-60	61-70	71-80	81-100
Grades	F	D	D+	C	C+	B	B+	A	A+

Note: *However, the above grading pattern is subject to the compliance with Institute's norms (and thus, can be modified).

We are no Gods (i.e., perfect) and therefore there are bound to be 'errors' in estimating the true worth of your answers (and hence, evaluation). However, we promise, evaluation will be unbiased. Also, the 'errors' (if any) should cancel out over the length of the evaluation cycle.

Session Plan:

#	Topic	Mode	Suggested Reading
1	Introductions + Setting the context + Activity # 1 7 + Defining Leadership	Online	Coming soon ...
2	“The Himalayan Challenge: Scale or Fail?” Case + Leadership Triangle # 1 D	Online	Coming soon ...
3	Leadership Descriptor # 1 + Universal Leadership Components	Online	Coming soon ...
4	Values and Value Dilemmas	Online	Coming soon ...
5	“A Day in the Life of a District Magistrate” Case + Leader Behavior	Online	Coming soon ...
6	“Travails of Rajesh Khanna” Case + Leadership Triangle # 2 A	Online	Coming soon ...
7	“Sense-Making Framework for Effective Leadership” Case + Sense-making	Online	Coming soon ...
8	Leadership Triangle # 3 S	Online	Coming soon ...
9	Situational Leadership	Online	Coming soon ...
10	The Johari Window: Managing Information + Leadership Descriptor # 2	Online	Coming soon ...
11	Influencing Skills + Leadership Descriptor # 3	Online	Coming soon ...
12	Emotional Intelligence + Leadership Descriptor # 4	Online	Coming soon ...
13	Activity # 2 R	Campus	Coming soon ...
14-15	Leadership Watching/Shadowing	Campus	Coming soon ...
16-17	Personality Profiling: Leadership Descriptor # 5, CB5	Campus	Coming soon ...
18	Activities # 3-4 Leadership Triangle # 4-5 M	Campus	Coming soon ...
Take-home	Reflection Techniques including Yatra Patra	Campus	Coming soon ...

Note:

- ◆ *Google Forms will be sent to you for filling them up at appropriate times*
- ◆ *The above sequence is tentative (and would be altered based on initial class experience).*
- ◆ *PowerPoint presentations & Excel Sheets: Session-wise Pdf files would be e-mailed after the session.*