



MANGALORE UNIVERSITY

**Department of Commerce
MCom (HRD)**

CRE501: LEADERSHIP AND TEAM BUILDING

Workload: 2 hours Lecture and 2 hours Tutorial per week: Total 3 Credits

Objective: Leadership and team building, being people centered skills, are critical in almost every situation. Hence this course intends to teach the learner how to lead and work collectively. The core objective is to teach students to elicit cooperation of others, listen and put others before self.

Course Out Comes:

It equips the students with the skill set required by today's HR professionals.

Unit -1: Introduction to Leadership: Need for leadership – Scope of leadership – Principal characteristics of leadership – Leadership skills – Leadership functions – Role of a leader, Types of leaders – Leaders Vs Managers – Sharing leadership, Humour and Leadership – Recent trends.

Unit -2: Leadership Theories and Style: Trait theory of leadership – Behavioural theory of leadership – Ohio studies – University of Michigan studies – Likert Management system – R.R Blake and Mouton managerial grid – Situational leadership – Hersey and Blanchard's situational theory – Path Goal Theory - Transformational theories – Leadership styles – Recent trends.

Unit-3: Teamwork and Team Building: Skills needed for team work – Team development – Teams Vs Groups- Stages of team building – Robert Bacals six deadly sins of team building – Barriers to effective teamwork – Recent trends.

Unit -4: Implementing Team Working: Innovative teams at work – Resistance to team working – Factors in team success – Team decision making – group think, group shift, social loafing – Communication skills for effective teamwork – Teamwork skills – Recent trends.

Unit -5: Team Building Interventions in Organisations: Team Leadership – Self directed teams – Dealing with conflict in teams – Different types of conflicts – resolving conflicts – Negotiation skills and strategies for team building – Recent trends.

References:

1. Peter G. Northouse, Leadership – Theory and Practice – Third Edition, Sage Publications, New Delhi.
2. Dr. B. Rathan Reddy, Team Development and Leadership – Jaico Publishing House – New Delhi.
3. Dr. G. Vijayaragavan Iyengar, High Performance Leadership, Himalaya Publishing House Pvt. Ltd., Mumbai.
4. Marshall Loeb and Stephen Kindel, Leadership for Dummies, IDG books, New Delhi.

5. Michael A West, Effective Teamwork – Practical Lessons from Organisational Research, BPS Blackwell.
6. Nicky Hayes, Managing Teams – A Strategy for Success, Thomson Learning, Singapore.
7. John A. Woods – Ten Minute Guide to Teams and Teamwork, Alpha Books, New York.
8. Herminia Ibarra, Act like a lender, think like a leader, Harvard Business Review Press, Boston, Massachusetts.

