

STELLA MARIS COLLEGE (AUTONOMOUS), CHENNAI – 600 086
BSW DEGREE: BACHELOR OF SOCIAL WORK

SYLLABUS

(Effective from the academic year 2015 -2016)

LEADERSHIP, TRAINING AND DEVELOPMENT

CODE: 15SW/UI/LT23

CREDITS : 3

OBJECTIVES OF THE COURSE

- To understand the meaning and concept of leadership, skills and management
- Gain knowledge about the basics of training and development
- Develop a training programme for target groups

Unit 1

Introduction to Leadership

- 1.1 Leadership: Meaning and Definition
- 1.2 Types of leaders and Styles of Leadership
- 1.3 Characteristics and Functions of Leadership, Values and Ethics of Leadership
- 1.4 Theories of Leadership: Leader Member Exchange Theory; Contingency Theory; Path- Goal Leadership Theory; Transformational Leadership Theory, and Charismatic Theory

Unit 2

Leadership

- 2.1 Team building: Definition, Steps to Team Problem Solving - Brain Storming
- 2.2 Skills in Leadership: Basic and Advanced Skills in Leadership
- 2.3 Strategic Leadership: Importance and the Nature of Strategic Leadership - Components of Strategic Leadership Practicum - Biographical Study of Leaders

Unit 3

Understanding Training

- 3.1 Understanding of Training - Meaning and Scope, Concept of Training, Training and Education, Training and Teaching, Key Facets of Training, Participatory Training, Facilitative Training
- 3.2 Levels of Training, Modes of Training - Face-to-Face Training, Distance Training, E-training, Key Roles and Responsibilities of the Trainers
- 3.3 Training Styles: Training Style, Personal Needs of Trainers, Power and Influence Factors, Increasing Effectiveness, Learner-Centered Versus Information-Centered, Key Elements of a Trainer's Style

Unit 4

Training and Development Methods

- 4.1 Importance and Functions of Training and Development Methods
- 4.2 Training and Development Methods: Lecture, Case study, Role-play
- 4.3 Management Games, Assignments, Group Discussions, Panel Discussions

4.4 Brainstorming, Preparing and using Training Support Materials, Training through Placements

Unit 5

Evaluation of Training and Development Programmes

5.1 Need and Purpose of Evaluation of Training Programmes

5.2 Monitoring and Improving Training during the Programme

5.3 Stages of Evaluation in Training Programmes - Pre-training, Ongoing, End Programme and Post-training Evaluation.

TEXT BOOKS

Du Brin. *Leadership Research Findings & Skills*. Chennai: All India Publishers and Distributors, 1998.

Peter. G. *Leadership: Theory and Practice*. Sage Publication, New Delhi (2005).

Rolf P Lynton, Udai Pareek. *Training for Development*. 2nd Edition, Vistaar Publications, New Delhi (1990).

BOOKS FOR REFERENCE

Anthony. *Training and Development*. Infinity Books, 2004.

Agochiya Devendra. *Ellesy Trainer's Hand Book*. California: Sage, 2007.

Dugan Laird. *Approaches to Training and Development*. Jaipur: Rawat, 2007.

Foshay, R Wellesley, Silber, H Kenneth, Stelnicki, B Michael. *Writing Training Materials that Work*. USA Landale: Jossey-Bass, 2003.

Patel, Ashraf, et.al. *The Ocean in a drop: Inside – out Youth Leadership*. New Delhi: Sage, 2013.

Posner,K. *Leadership Challenges (3rd Edn.)* New Delhi: Wiley India Pvt Ltd., 2006.

Rao P L. *Enriching Human Capital through Training and Development*. New Delhi: Excel Books, 2008.

Robert Mai, and Allen Kakerson. *The Leader as a Communicator*. New Delhi: Prentice Hall, 2007.

Robert F Mager HRD. *Training and Development – Vol 5 (Goal Analysis)*. Jaico, 1999.

Sudarshan Kumar Bhatia. *Training and Development Concepts and Practices*. New Delhi: Elegant, 2009.

William J Rothwell. *Beyond Training and Development*. Mumbai: Jaico, 2007.

JOURNAL

The Leadership Quarterly, Elsevier

WEB RESOURCES

http://changingminds.org/disciplines/leadership/theories/leadership_theories.htm

<http://www.leadersdirect.com/mind.html>

http://www.nwlink.com/~donclark/leaderrship/development/leadership_development_model.html

<http://www.see.ed.ac.uk/~gerard/MENG/ME96/index.html>

www.businessballs.com

PATTERN OF EVALUATION

End Semester Examination:

Total Marks: 100

Duration: 3 hours

Section A – 10 x 3 = 30 marks (All questions to be answered)

Section B – 5 x 6 = 30 marks (5 out of 8 questions to be answered)

Section C – 2 x 20 = 40 marks (2 out of 4 questions to be answered)