

PANJAB UNIVERSITY, CHANDIGARH

Outlines of tests, syllabi and courses of reading for the following Certificate Courses in Governance and Leadership (3 months duration) for the session 2017-18.

- Leadership Skills
- Practical Skills in Governance and Leadership

Methodology: Class room teaching would be supplemented by seminars and practical skill training. The focus would be more on practical learning rather than lecture mode. A flexi-approach would be adopted for classes, which would be held in the afternoon/evening and on Saturdays so as to enable persons in various sectors to take advantage of the programme.

CERTIFICATE COURSE/S IN GOVERNANCE AND LEADERSHIP

The modalities of the Courses would be as follows:

- Separate undergraduate and postgraduate Certificate Courses would be offered.
- Each of the papers in the Masters Course in Governance and Leadership would be offered separately as a paper for the Certificate Course.
- The candidate would take admission only for that particular certificate course and pay the required fee.
- A candidate can enroll for more than one Certificate Course at a time and shall pay the fee for the number of Certificate Courses to which the candidate is enrolled.
- The classes would be conducted simultaneously with the classes of the Masters course.
- The examination for the Certificate Course would also be held along with the examination for the Masters Course. The question paper would be the same as set for the same course in the Masters Course.
- Thus no additional cost would be incurred by the student.

1. Certificate Course in Leadership Skills

Time: 3 Hours

Objectives: The aim of this course is to acquaint the student with the theoretical underpinning of the concept of leadership its types as well as the skills and measures required to be an effective leader. At the end of the course the student would have a basic understanding of the theories of leadership critical leadership skills as well as a comprehension of the measures required to lead organizations.

Teaching Pedagogy: Classroom teaching will be supplemented by seminars class discussion term papers and other writing assignments presentations case studies field visits etc.

Unit I · Leading Organisations ·

Change Mode
analyzing and mapping stakeholders
root cause analysis
prioritizing actions
monitoring and evaluation
action plans for results
strategic planning
ethics in public service

Essential texts:

Faras Charles M. and Philippe De Bacquer · **Maximu Leadership** New York · Henry Holt · Co.

Heifetz R · **Leadership without Easy Answers** Cambridge MA · Harvard

Keenan Barbara · *Reinventing leadership: Making the Connection between Politics and Business* Albany · State University of New York Press

Merry P · **Evolutionary Leadership**, Pacific Grove · Integra Publishers

Northouse P.G · **Leadership, Theory and Practice** Los Angeles CA · Sage

Pierre Jon and Guy Peter · **Governance, Politics and the State**, London · MacMillan
Parts I and II

Further texts:

David A. Nadler and Michael L. Luthan · *Beyond the Charismatic Leader:: Leadership and Organizational Change*, **California Management Review** 2002 p. 22-42

Doppeit Bob · **Leading Change toward Sustainability: A Change-Management Guide for Business, Government and Civil Society** 3rd ed., Sheffield · Greenleaf

Jenkins M. · Jenkins D.B. · **The Character of Leadership: Political Realism and Public Virtue in Nonprofit Organizations** San Francisco · Jossey Bass

Marshall Geoffrey · **Constitutional Conventions: The Rules and Forms of Political Accountability**. Oxford · Clarendon Press

