



B. J. VANIJYA MAHAVIDYALAYA
(Autonomous)
(Grant-in-Aid)
(Affiliated to Sardar Patel University)
Vallabh Vidyanagar- 388 120, Dist. Anand, Gujarat, India
Accredited with CGPA of 2.78 on four point scale at B++ Grade by NAAC
Syllabus with effective from December - 2025

Master of Commerce (M.Com.)
Semester - IV

Course Code PB04ACOM53	Title of the Paper Leadership Skill -II	Total Credit 04
Course Objectives	<ol style="list-style-type: none">1. To learn participative leadership and empowerment techniques.2. To learn key contingency theories and adaptive leadership skills.3. To learn how strategic leadership improves organizational performance.4. To learn how culture and diversity affect leadership.	

Course Description		
Unit	Description	Weightage
1.	Participative Leadership & Empowerment <ul style="list-style-type: none">• Nature of Participative Leadership• Varieties of Participation• Benefits of participative leadership• Objectives of different participants• Normative Decision Model• Decision acceptance and Quality• Situational Variables• Decision Rules• Guidelines for Participative leadership• Diagnosing decision situation• Encouraging participation• Limitation of Participative Decision-• Making Perceived Empowerment & Empowerment Programs	25%
2.	Contingency Theories & Adaptive Leadership <ul style="list-style-type: none">• General Description of Contingency Theories• Types of variables• Casual effect of Situational variables• Early Contingency Theories• Path- Goal theory• Leadership substitute theory• Situational Leadership theory• The LPC Contingency Model• Cognitive Resource theory• Multiple-Linkage Model• Weaknesses in Contingency Theories• Guidelines for Adaptive leadership	25%



3.	<p>Strategic Leadership in Organizations</p> <ul style="list-style-type: none"> • Determinants of organizational performance • Adaption to the environment • Efficiency and Process Reliability • Human Resources & Relations • Competitive strategy • Management programs, systems and structures • How leader influence organizational performance • Situations affecting strategic leadership • Executive teams • Emerging conceptions of organizational leadership • Guidelines for strategic leadership 	25%
4.	<p>Cross-culture Leadership & Diversity</p> <ul style="list-style-type: none"> • Introduction to cross-culture leadership, • Cultural influences on leadership behaviour • Cultural Value Dimension & Leadership • Power distance • Uncertainty Avoidance • Individualism vs. Collectivism • Gender Egalitarianism • Performance orientation • Human orientation • Culture Clusters Gender & Leadership • Sex-based Discrimination • Theories of Male Advantage • Theories of Feminine Advantage • Glass Ceiling • Identifying Causes and Reducing Discrimination Managing Diversity 	25%

Teaching- Learning Methodology	Lecture, Group Discussion, Doubt Solving, Power Point Presentation, Case Study, Real Life Company Examples, & Seminar
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Internal/ Written Examination	20%
2.	Internal Continuous Assessment in the form of Viva-Voce, Quizzes, Seminars, Assignments, Attendance	10%
3.	External Examination	70%

Students will have to score minimum of 40% to pass the course.

Course Outcomes: Having Completed this course, the students will be able to:	
1.	To know and understand about participative leadership and empowerment.
2.	To know and understand about contingency theories and adaptive leadership.
3.	To know and understand about leadership strategies in organization.
4.	To know and understand about cross culture leadership and diversity.



Suggested References:	
Sr. No.	References
1.	Gary Yukl & Nishant Uppal, Leadership in Organisations, Pearson (8 Edition), New Delhi (2013).
2.	P. Guggenheima & M. Diana Szule, Understanding Leadership Competencies, Viva Books, New Delhi.
3.	On-Line Resources available that can be used as Reference Material
4.	Website: http://egyankosh.ac.in/handle/123456789/1

