COURSE CONTENT

LEADERSHIP AND CHANGE MANAGEMENT								
III Semester: MBA								
Course Code	**Category**	**Hours/Week**			**Credits**	**Maximum Marks**		
		L	**T**	**P**	**C**	**CIE**	**SEE**	**Total**
25MB027H5	**CORE**	4	0	-	4	40	60	100
Contact Classes:60	**Tutorial Classes:** Nil	**Practical Classes:** Nil				**Total Classes:** 60		
Prerequisite: Basic understanding of management principles and organizational behavior.								

COURSE OVERVIEW:

This course provides a comprehensive understanding of leadership concepts and organizational change in dynamic business environments. It examines leadership theories, styles, and competencies required for effective performance at all levels of management. The course explores the role of leaders as change agents and the impact of organizational structure, culture, power, and conflict during change processes. It introduces major change management models and organization development (OD) interventions for managing transformation. Emphasis is placed on ethical leadership, empowerment, and strategies to overcome resistance to change. The course enables students to develop leadership capabilities for successfully managing organizational change and sustaining long-term growth.

COURSE OBJECTIVES:

- To introduce the concepts, philosophies, studies and approaches of Leadership
- To impart knowledge of various theories and styles of leadership
- To orient on the role of leadership in changing business environment, with the help of various change management models
- To elucidate the aspects of organizational structure, culture and management of organizational change
- To educate on the strategies for managing change through the process of organizational development

COURSE OUTCOMES: After completion of the course, students should be able to

1. Gain an understanding of the concepts and principles of leadership by studying the contributions made by various philosophers and Universities.
2. Learn from the various theories and styles of leadership and their contribution to the subject matter of leadership from time to time.
3. Appreciate the role of leader in the ever-changing business scenario and gain knowledge of various models of change.

4. Understand the role of power, politics and conflicts in times of change, management of resistance to change in the process of implementing organizational change.
5. Gain insights of the process organizational development from a consultative perspective.

Unit – I: Introduction to Leadership: Leadership, Role and Functions of a Leader, Leadership Motives Characteristics of an Effective Leader, Leadership as a Process, The Complexities of Leadership, Effective Leadership Behaviour and Attitudes. Leadership and Power, Coercion, Trait Approach, Leadership Behaviour and Styles, Lewin's Leadership Styles, Ohio State Leadership Study, The University of Michigan Study, Blake and Mouton's Managerial Grid.

Unit – II: Leadership Theories and Styles: Contingency Theories of Leadership: Fiedler's Contingency Model, The Path-Goal Theory, Leader Member Exchange Theory (LMX), The Hersey - Blanchard Situational Leadership Theory. Transactional Leadership and Transformational Leadership Approaches, Charismatic Leadership, Authentic Leadership, Servant Leadership, Adaptive Leadership, Team Leadership, Leadership and Empowerment, Leadership and Ethics. Competency Model for Leadership at All Levels.

Unit – III: Leadership & Organizational Change: Role of a Leader in Changing Business Environment, Qualities & Competencies of a Change Leader, Leader as a Change Agent. Change, Nature & Sources of Organizational Change, Aims and Importance of Change, Environmental Triggers of change, Levers of Change, Types of Changes: Planned, Developmental, Transitional and Transformational. Impact of Change on Organizations. Select Change Management Models: Kurt Lewin's Three-step Model, McKinsey's 7-S Model, Action Research Model, John Kotter's Eight-step Model, Organization Intelligence Model, ADKAR Model.

Unit – IV: Management of Organizational Change: Organizational Structure and Change, Organizational Culture: Its Sources, Dimensions and Impact on Organizational Change. Power & Conflict in Times of Change, Leadership in Times of Change. An Integrated Approach to Organizational Change, Change Strategies, Response of Employees to Change: People Opposing
Change and People with Positive Response, Resistance to Change and Management of Resistance to Change.

Unit – V: Strategies for Managing Change: Factors for Effective Change. Organization Development (OD) for Management of Change, OD Process, Skills and Competencies of OD Consultant. OD Interventions for Organization Culture and Design, Sustaining Change after Intervention, Evaluation of an Intervention & Closing an Engagement.

TEXT BOOKS:

- Organization Development, Donald L. Anderson, Sage Publications, 5e, 2021.
- Change Management and Organization Development, Ratna Raina, Sage Publications, 1e, 2018.
- Leadership: Theory and Practice, Peter G. Northouse, Sage Publications, 1e, 2016.
- Leadership, Personal Effectiveness and Team Building, Ranjana Mittal, Vikas Publications, 2015.
- Leading Change, John P. Kotter, Harvard Business Review Press, 2012.
- Organizational Change, Barbara Senior & Jocelyne Fleming, Pearson Publications, 3e, 2010.

REFERENCE BOOKS:

- Leading Change, John P. Kotter, Harvard Business School Press.
- On Becoming a Leader, Warren Bennis, Basic Books.
- Servant Leadership, Robert K. Greenleaf, Paulist Press.
- Authentic Leadership, Bill George, Jossey-Bass.
- The Fifth Discipline, Peter M. Senge, Doubleday.

ELECTRONIC RESOURCES:

- https://nptel.ac.in/courses/110105107 — NPTEL: Organizational Behaviour
- https://nptel.ac.in/courses/110107150 — NPTEL: Leadership and Team Effectiveness
- https://swayam.gov.in/ — SWAYAM Courses on Leadership & Change Management
- https://hbr.org/topic/leadership — Harvard Business Review (Leadership Articles)
- https://hbr.org/topic/change-management — Harvard Business Review (Change Management)
- https://www.mckinsey.com/capabilities/people-and-organizational-performance — McKinsey Insights on Organizational Change

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
3. Tech talk and Concept Video topics
4. Open-ended experiments
5. Definitions and terminology
6. Assignments
7. Model question paper – I
8. Model question paper – II
9. Lecture notes
10. PowerPoint presentation
11. Drishya Siksha Sangrah (DSS) Videos