



# MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT

(AN AUTONOMOUS INSTITUTION)

(Approved by AICTE, New Delhi & Affiliated to JNTUH, Hyderabad)

Accredited by NAAC with 'A' Grade & Recognized Under Section 2(f) & 12(B) of the UGC act, 1956

## COURSE CONTENT

LEADERSHIP AND CHANGE MANAGEMENT								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
20MBA026H	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	-	-	4	30	70	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
<b>Prerequisite:</b> Basic understanding of management principles and organizational behavior.								

### COURSE OVERVIEW:

This course provides an understanding of leadership concepts and approaches used in organizations. It explains different leadership theories such as trait, skills, contingency, and transformational leadership and their applications in management. The course also highlights the concept of servant leadership and the qualities of effective leaders. It focuses on organizational design, culture, and the process of managing organizational change. Finally, the course discusses employee relations, technological change, and strategies for implementing and evaluating change in organizations.

### COURSE OBJECTIVES:

- To understand the concept, components, and different approaches to leadership.
- To examine contingency leadership theories and their application in organizations.
- To understand transformational and servant leadership and their role in effective management.
- To analyze organizational design, culture, and the process of managing organizational change.
- To study employee relations and strategies for implementing and evaluating change in organizations.

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

1. Analyze various leadership approaches, including trait, skills, and behavioral theories, and identify their strengths and limitations.
2. Evaluate situational leadership models such as the Contingency Theory and Path-Goal Theory to determine the appropriate leadership style for different contexts.
3. Compare transformational and servant leadership styles, explaining their defining characteristics, applications, and criticisms.
4. Design strategies for managing organizational change by addressing key components like communication, resistance, and organizational culture.
5. Assess the impact of technological change and downsizing on employee relations, and develop methods for promoting successful organizational change.

## **UNIT-I: INTRODUCTION AND SKILLS APPROACH TO LEADERSHIP**

Definition, components of leadership, trait approach to leadership, strengths, criticisms, applications, skills approach to leadership Ohio state studies, Michigan studies, Blake and mouton's leadership gird, strengths, criticisms, applications.

## **UNIT-II: CONTINGENCY LEADERSHIP**

Contingency theory description, leadership styles, situational variables, strengths and criticisms, applications of contingency approach, path-goal theory, strengths, criticisms applications.

## **UNIT-III: TRANSFORMATIONAL LEADERSHIP**

A model of transformational leadership, how does transformational leadership defined, strengths, criticisms, applications. Servant leadership, definition ten characteristics of servant leader, historical basis, strengths, criticisms and applications.

## **UNIT-IV: ORGANIZATIONAL DESIGN AND CHANGE**

Strategic level change, group and team level change, and individual level change. organizational structure, organizational culture and management of change, change communication, resistance to change, organizational learning, power, politics and organizational change, ethics and managing change, change agents and agency.

## **UNIT-V: EMPLOYEE RELATIONS AND MANAGING CHANGE**

The management of change, technological change employee relations, involvement strategies, management of change, downsizing and the management of change, evaluating and promoting change. Latest Amendments in Change management.

### **TEXT BOOKS:**

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

### **REFERENCE BOOKS:**

- Richard L. Hughes, Robert C. Ginnett, Gordon J. Curphy, Leadership Enhancing the lessons of experience, McGraw-Hill Irwin, 6<sup>th</sup> Edition, 2009.
- Uday kumar Haldar, leadership and team building, Oxford, 1st edition, 2010.
- Gary Yukl, Leadership in Organizations, Pearson, 6<sup>th</sup> edition, 2012.
- Adrian Thornhill, Phil Lewis, Mike Millmore. Mark N K Saunders Managing change, Pearson, 6<sup>th</sup> Edition, 2013
- Nic Beech and Robert MacIntosh, Managing Change, Cambridge University Press, 2012.
- Alfranch Nahavandi, The Art and science of Leadership, Pearson, 7e, 2018

### **ELECTRONIC RESOURCES:**

1. <https://www.goo.gl/b4641H>
2. <https://www.goo.gl/5STzR9>
3. <https://www.freebookcentre.net> › Business and Finance Books
4. <https://www.leadershipthoughts.com> › E book

### **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

