

LEADERSHIP AND CHANGE MANAGEMENT

| IV Semester: MBA | | | | | | | | |
|---|---|-------------------------------|---|---|--------------------------|---------------|--------------------|-----|
| Course Code | Category | Hours / Week | | | Credits | Maximum Marks | | |
| | | L | T | P | | C | CIA | SEE |
| CMBB60 | Elective | 4 | 0 | - | 4 | 30 | 70 | 100 |
| | | Practical Classes: Nil | | | Total Classes: 45 | | | |
| <p>OBJECTIVES: The course should enable the students to:</p> <ol style="list-style-type: none"> I. Demonstrate knowledge in strengthening the organization, empowering individuals and Promoting accountability and ownership principles. II. Recognize the people for new challenges make change happen, seek and act on opportunities and improve and enhance the way things are done. III. Provide leaders and managers with clear insights on how to effectively motivate people through corporate culture or organizational change. IV. Understand the intricate relationship between the strategic business plan of the organization and the role of organization development. | | | | | | | | |
| <p>COURSE OUTCOMES(CO'S):</p> <p>CO1: Identify the emotions, responses, and needs experienced during the exploration phase, and the strategies to manage the exploration phase.</p> <p>CO2: Develop the planning skills needed to introduce and implement positive change</p> <p>CO3: Recognize the behaviors and traits of a change leader, and the role of resilience during change</p> <p>CO4: Understand the misconceptions about change and the importance and benefits of change.</p> <p>CO5;Understand the fundamentals of managing change by identifying the levels of Change</p> <p>CO6:Recognize the truths and misconceptions about change, differentiate between change and transition</p> <p>CO7: Monitor the outcomes of change that effects the organization structure change and transition</p> <p>CO8; Identify the information required during and the common responses to the new beginnings phase, as well as strategies to manage the new beginnings phase.</p> <p>CO9: Analyze and evaluate problems associated with change in organizations.</p> <p>CO10: Begin managing change by encouraging creativity and commitment to change in employees, using effective communication and listening skills, and controlling the grapevine.</p> | | | | | | | | |
| UNIT-I | INTRODUCTION AND SKILLS APPROACH TO LEADERSHIP | | | | | | Classes: 10 | |
| <p>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.</p> | | | | | | | | |
| UNIT-II | CONTINGENCY LEADERSHIP | | | | | | Classes: 10 | |
| <p>Contingency theory description, leadership styles, situational variables, strengths and criticisms, applications of contingency approach, path-goal theory, strengths, criticisms applications.</p> | | | | | | | | |
| UNIT-III | TRANSFORMATIONAL LEADERSHIP | | | | | | Classes: 09 | |
| <p>A model of transformational leadership, how does transformational leadership defined, strengths, criticisms, applications.</p> <p>Servant leadership, definition ten characteristics of servant leader, historical basis, strengths, criticisms and applications.</p> | | | | | | | | |
| UNIT-IV | ORGANIZATIONAL DESIGN AND CHANGE | | | | | | Classes: 08 | |
| <p>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..</p> | | | | | | | | |

| UNIT-V | EMPLOYEE RELATIONS AND MANAGING CHANGE | Classes: 08 |
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| The management of change, technological change employee relations, involvement strategies, management of change, downsizing and the management of change, evaluating and promoting change | | |
| Text books | | |
| <ol style="list-style-type: none"> 1. Peter G. Northouse, “Leadership: Theory and Practices”, Sage Publications, 3rd Edition, 2012. 2. Mark Hughes, “Managing Change – a critical perspective”, Universities Press, 3rd Edition, 2011. 3. Adrian Thornhill, Phil Lewis, Mike Millmore. Mark N K Saunders Managing change, Pearson, 6th Edition, 2013. | | |
| Reference books | | |
| <ol style="list-style-type: none"> 1. Richard L. Hughes, Robert C. Ginnett, Gordon J. Curphy, “Leadership Enhancing the lessons of experience”, McGraw-Hill Irwin, 6th Edition, 2009. 2. Uday Kumar Halder, “Leadership and Team building”, Oxford, 1st Edition, 2010. 3. Gary Yukl, “Leadership in Organizations”, Pearson, 6th Edition, 2012. | | |
| Web References | | |
| <ol style="list-style-type: none"> 1. https://www.google.com/search?q=components+of+leadership%2C+trait+approach+to+leadership%2C+strengths%2C+criticisms&oq=components+of+leadership%2C+trait+approach+to+leadership%2C+strengths%2C+criticisms&aqs=chrome..69i57.3925j0j7&sourceid=chrome&ie=UTF-8 2. https://www.google.com/search?q=Contingency+theory+description%2C+leadership+styles&oq=Contingency+theory+description%2C+leadership+styles&aqs=chrome..69i57.2804j0j7&sourceid=chrome&ie=UTF-8 3. https://www.google.com/search?q=Servant+leadership%2C+definition+ten+characteristics+of+servant+leader&oq=Servant+leadership%2C+definition+ten+characteristics+of+servant+leader&aqs=chrome..69i57.2475j0j9&sourceid=chrome&ie=UTF-8 4. https://www.google.com/search?q=organizational+culture+and+management+of+change&oq=organizational+culture+and+management+of+change&aqs=chrome..69i57j0l4.1595j0j9&sourceid=chrome&ie=UTF-8 5. https://www.google.com/search?q=ethics+and+managing+change%2C&oq=ethics+and+managing+change%2C&aqs=chrome..69i57j0l2.2098j0j9&sourceid=chrome&ie=UTF-8 | | |
| E-Text Books | | |
| <ol style="list-style-type: none"> 1. https://www.freebookcentre.net › Business and Finance Books 2. https://www.leadershipthoughts.com › E books 3. https://www.citehr.com › Human Resource Section › Motivation and Improvement | | |