



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad - 500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

Course Title	<b>LEADERSHIP AND CHANGE MANAGEMENT</b>			
Course Code	<b>CMBB 62</b>			
Programme	MBA			
Semester	IV			
Course Type	<b>Professional Elective - VIII</b>			
Regulation	IARE - R18			
Course Structure	<b>Lectures</b>	<b>Tutorials</b>	<b>Practical Work</b>	<b>Credits</b>
	4	-	-	4
Chief Coordinator	Dr. Srinivasa Rao, Professor, MBA			
Course Faculty	Dr. Srinivasa Rao, Professor, MBA			

#### I. COURSE OVERVIEW:

In this course, students will learn how to understand the fundamentals of managing and bringing about positive change within a business environment. Organizations move through a number of identifiable stages as they grow and develop. In some cases, these changes are planned, in others they are unplanned. Sometimes the forces for change come from within the organization and at other times they will be caused by external forces or influences. The need for organizations to meet and to cope with changing conditions requires innovation, creativity and flexibility.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMB402	II	HUMAN RESOURCE MANAGEMENT

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Leadership and Change Management	70 Marks	30 Marks	100

#### IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✗	Chalk & Talk	✗	Quiz	✓	Assignments	✗	MOOCs
✓	LCD / PPT	✓	Seminars	✗	Mini Project	✓	Videos
✗	Open Ended Experiments						

## V. EVALUATION METHODOLOGY:

The course will be evaluated for a total of 100 marks, with 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 marks allotted for CIA during the semester, marks are awarded by taking average of two CIA examinations or the marks scored in the make-up examination.

**Semester End Examination (SEE):** The SEE is conducted for 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

The emphasis on the questions is broadly based on the following criteria:

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

### Alternative Assessment Tool (AAT):

Marks shall be awarded considering the average of two AAT for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
PO 1	<b>Managerial Skills:</b> Apply knowledge of management Theories and practices to solve business problems.	3	Lectures
PO 2	<b>Decision-making Skills:</b> Foster Analytical and critical Thinking abilities for data-based decision making.	2	Lectures
PO 4	<b>Communication Skills:</b> Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business.	3	Assignment
PO8	<b>Strategic analysis:</b> Ability to conduct strategic analysis Using theoretical and practical applications.	2	Seminars

**3 = High; 2 = Medium; 1 = Low**

**VII. COURSE OBJECTIVES:**

<b>The course should enable the students to:</b>	
I.	Learn the concept of leadership and leadership styles and understand the necessity of leadership for changing organizational culture.
II.	Adopt the organizational culture, leadership are geared towards to bring out the best in employees by communicating effectively about what needs to be done
III.	Be aware of employee relations and management of change
IV.	Engage employees at every level early on, all successful change management initiatives start at the top, with a committed and well-aligned group of executives

**VIII. COURSE OUTCOMES (COs):**

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMBB62.01	CO1	Identify the emotions, responses, and needs experienced during the exploration	PO1, PO2	3
CMBB62.02	CO2	Develop the planning skills needed to introduce and implement positive change	PO2, PO4	3
CMBB62.03	CO3	Recognize the behaviors and traits of a change leader, and the role of resilience	PO2	3
CMBB62.04	CO4	Understand the misconceptions about change and the importance and benefits of	PO1, PO2,	3
CMBB62.05	CO5	Understand the fundamentals of managing change by identifying the levels of	PO1	3
CMBB62.06	CO6	Recognize the truths and misconceptions about change, differentiate between	PO1, PO4	3
CMBB62.07	CO7	Monitor the outcomes of change that effects the organisation structure.	PO4, PO8	3
CMBB62.08	CO8	Identify the information required during and the common responses to the new	PO4, PO8	3
CMBB62.09	CO9	Analyze and evaluate problems associated with change in organizations.	PO8	2
CMBB62.10	CO10	Begin managing change by encouraging creativity and commitment to change in employees, using effective communication and listening skills, and controlling the	PO8	2

**3 = High; 2 = Medium; 1 = Low**

**IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

COs	Program Outcomes (POs)			
	PO1	PO2	PO4	PO8
CO 1	3	2		
CO 2		2	3	
CO 3		2		
CO 4	3	2		
CO 5	3			
CO 6	3		3	

CO 7			3	2
CO 8			3	2
CO 9				2
CO 10				2

**3 = High; 2 = Medium; 1 = Low**

#### X. ASSESSMENT METHODOLOGIES–DIRECT

CIE Exams	PO1,PO2, PO4,PO8.	SEE Exams	PO1,PO2, PO4,PO8.	Assignments	PO1,PO4	Seminars	PO2, PO8.
Laboratory Practices	-	Guest Lecture	-	Mini Project	-	Certification	-
Term Paper	-						

#### XI. ASSESSMENT METHODOLOGIES-INDIRECT

√	Assessment of course Outcomes (by feedback, once)	√	Student feedback on faculty (twice)
X	Assessment of mini projects by experts		

#### XII. SYLLABUS

<b>UNIT-I</b>	<b>INTRODUCTION AND SKILLS APPROACH TO LEADERSHIP</b>
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.	
<b>UNIT-II</b>	<b>CONTINGENCY LEADERSHIP</b>
Contingency theory description, leadership styles, situational variables, strengths and criticisms, applications of contingency approach, path-goal theory, strengths, criticisms applications.	
<b>UNIT-III</b>	<b>TRANSFORMATIONAL LEADERSHIP</b>
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.	
<b>UNIT-IV</b>	<b>ORGANIZATIONAL DESIGN AND CHANGE</b>
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.	
<b>UNIT-V</b>	<b>EMPLOYEE RELATIONS AND MANAGING CHANGE</b>
The management of change, technological change employee relations, involvement strategies, management of change, downsizing and the management of change, evaluating and promoting change	
<b>Text books</b>	
<ol style="list-style-type: none"> <li>1. Peter G. Northouse, Leadership: Theory and Practices, Sage Publications, 3rd Edition, 2012.</li> <li>2. Mark Hughes, Managing Change – a critical perspective, Universities Press, 3rd Edition, 2011.</li> <li>3. Adrian Thornhill, Phil Lewis, Mike Millmore. Mark N K Saunders Managing change, Pearson, 6th Edition, 2013</li> </ol>	
<b>References</b>	

<ol style="list-style-type: none"> <li>1. Richard L. Hughes, Robert C. Ginnett, Gordon J. Curphy, Leadership Enhancing the lessons of experience, McGraw-Hill Irwin, 6th Edition, 2009.</li> <li>2. Uday Kumar Halder, leadership and team building, Oxford, 1st Edition, 2010.</li> <li>3. Gary Yukl, Leadership in Organizations, Pearson, 6th Edition, 2012.</li> </ol>
<b>Web References</b>
<ol style="list-style-type: none"> <li>1. <a href="https://www.google.com/search?q=approach+to+leadership%2C+strengths%2C+criticisms&amp;aqs=chrome..69i57.3925j0j7&amp;sourceid=chrome&amp;ie=UTF-8">https://www.google.com/search?q=approach+to+leadership%2C+strengths%2C+criticisms&amp;aqs=chrome..69i57.3925j0j7&amp;sourceid=chrome&amp;ie=UTF-8</a></li> <li>2. <a href="https://www.google.com/search?69i57.2804j0j7&amp;sourceid=chrome&amp;ie=UTF-8">https://www.google.com/search?69i57.2804j0j7&amp;sourceid=chrome&amp;ie=UTF-8</a></li> <li>3. <a href="https://www.google.com/search?q=69i57.2475j0j9&amp;sourceid=chrome&amp;ie=UTF-8">https://www.google.com/search?q=69i57.2475j0j9&amp;sourceid=chrome&amp;ie=UTF-8</a></li> <li>4. <a href="https://www.google.com/search?q=69i57j014.1595j0j9&amp;sourceid=chrome&amp;ie=UTF-8">https://www.google.com/search?q=69i57j014.1595j0j9&amp;sourceid=chrome&amp;ie=UTF-8</a></li> <li>5. <a href="https://www.google.com/search.2098j0j9&amp;sourceid=chrome&amp;ie=UTF-8">https://www.google.com/search.2098j0j9&amp;sourceid=chrome&amp;ie=UTF-8</a></li> </ol>
<b>E-Text Books</b>
<ol style="list-style-type: none"> <li>1. <a href="https://www.freebookcentre.net">https://www.freebookcentre.net</a> &gt; Business and Finance Books</li> <li>2. <a href="https://www.leadershipthoughts.com">https://www.leadershipthoughts.com</a> &gt; E books</li> <li>3. <a href="https://www.citehr.com">https://www.citehr.com</a> &gt; Human Resource Section &gt; Motivation and Improvement</li> </ol>

### XIII. COURSE PLAN:

The course plan is meant as a guideline. Probably there may be changes.

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1	components of leadership, trait approach to leadership, strengths, criticisms	CO1	T-1p.g. 1-5, R-2 p.g 2-10
2	skills approach to leadership Ohio state studies, Michigan studies	CO1	T-2p.g. 6-18, R-2p.g. 25-26
3	Blake and mouton's leadership grid, strengths, criticisms, applications.	CO1	T-1 p.g.19 - 23, R-2p.g.27-32
4	Contingency theory description, leadership styles	CO1	T-1p.g.19-25, R-2p.g.33-35
5	situational variables, strengths and criticisms	CO2	T-2p.g. 98-104, R-2p.g. 48-58
6-7	applications of contingency approach, path-goal theory	CO2	T-1p.g. 78-99, R-1p.g. 85-95
8	strengths, criticisms applications of contingency leadership	CO2	T-2p.g. 104-115, R-2p.g. 99-105
9 - 10	A model of transformational leadership, how does transformational leadership	CO3	T-1p.g. 116-119, R-2p.g. 154-158
11 - 12	strengths, criticisms, applications.	CO3	T-2p.g. 117-126, R-2p.g. 155-198
13 - 14	Servant leadership, definition ten characteristics of servant leader	CO3	T-1p.g. 158-159, R-2p.g. 116-125
15	historical basis and strengths	CO4	T-1p.g. 99-135, R-2p.g. 105-145
16	Criticisms and applications of transformational leadership	CO4	T-2p.g. 138-165, R-2p.g. 142-153
17	On the job and off the job training methods	CO4	T-1p.g. 168-175, R-2p.g. 65-68
18	how does transformational leadership define, strengths	CO5	T-2p.g. 77-85, R-2p.g. 112-116
19	Servant leadership, definition ten characteristics of servant leader	CO5	T-1p.g. 177-186, R-1p.g. 117-125
20	Historical basis, strengths,	CO5	T-2p.g. 98-105, R-2p.g. 214-225
21	criticisms and applications. Strategic level change,	CO5	T-1p.g. 210-230, R-2p.g.198-215
22	group and team level change, and individual level change	CO6	T-2p.g. 235-258, R-2p.g. 214-225

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
23	Organizational structure	CO6	T-2p.g. 226-234, R-1p.g. 214-225
24	organizational culture and management of change,	CO7	T-2p.g. 214-235, R-2p.g. 190-215,
25	change communication	CO7	T-1p.g. 210-255, R-1p.g. 98-116
26 - 27	politics and organizational change	CO7	T-2p.g. 260-265, R-2p.g. 216-235
28 - 30	ethics and managing change	CO8	T-1p.g. 266-278, R-2p.g. 236-245
31 - 33	change agents and agency	CO8	T-1p.g.260-277, R-1p.g.235-245
34 - 35	The management of change leadership	CO9	T-1p.g.289-297, R-1p.g.240-256
36	technological change employee relations	CO9	T-2p.g. 315-325, R-1p.g. 235-256
37 - 40	involvement strategies	CO9	T-1p.g. 316-335, R-1p.g. 302-325
41	management of change	CO10	T-1p.g. 304-308, R-2p.g. 215-223
42	downsizing and the management of change	CO10	T-1p.g. 309-325, R-1p.g. 216-225
43	evaluating and promoting change	CO10	T-1p.g. 339-350, R-1p.g. 230-255
44 - 45	On the job and off the job training methods	CO10	T-1p.g. 367-375, R-1p.g. 237-248

#### XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S No	Description	Proposed actions	Relevance with POs
1	Critical leadership skills that enhance personal effectiveness	Seminars / Guest Lectures.	PO1, PO2,
2	Changing emerging technologies in organisations.	Seminars / Guest Lectures.	PO4, PO8

Prepared by: Dr. T Srinivasa Rao  
Professor, MBA

HOD - MBA