INSTITUTE OF AERONAUTICAL ENGINEERING
(Autonomous)
Dundigal - 500 043, Hyderabad, Telangana

COURSE CONTENT

LEADERSHIP AND CHANGE MANAGEMENT

III Semester: MBA

Course Code	Category	Hours / Week				Credits	Maximum Marks		
		L	T	P	C		CIA	SEE	Total
CMBD36	Elective	4	-	-	4		40	60	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil					Total Classes: 45		
Prerequisite: Human Resource Management									

I. COURSE OVERVIEW:

The aim of this course provides a comprehensive exploration of leadership concepts, theories, and strategies for managing organizational change. From understanding leadership motives to navigating complexities and implementing effective change, the course equips participants with essential skills for leadership in dynamic environments.

II. COURSES OBJECTIVES:

The students will try to learn:

I. The concepts, philosophies, studies and approaches of leadership.
II. The of various theories and styles of leadership.
III. Orient on the role of leadership in changing business environment, with the help of various change management models.
IV. Elucidate the aspects of organizational structure, culture and management of organizational change.
V. Educate on the strategies for managing change through the process of organizational development.

III. COURSE OUTCOMES:

At the end of the course students should be able to:

CO1   Explore leadership as a process, effective behaviors, attitudes, and the interplay of leadership with power using various models like the Trait Approach and Managerial Grid.
CO2   Examine contingency theories, transactional and transformational leadership, charismatic, authentic, servant, and adaptive leadership styles
CO3   Explore the role of a leader in the changing business environment, qualities of a change leader, and organizational change models
CO4   Analyze the impact of change on organizations, environmental triggers, and select change management models such as Kurt Lewin's Three-step Model and John Kotter's Eight-step Model.
CO5   Explore power and conflict during change, integrated approaches to change management, and strategies for managing resistance.
CO6   Examine factors for effective change and delve into Organization Development (OD) for change management to sustain change after intervention.

IV.COURSE CONTENT:

MODULE – I: INTRODUCTION TO LEADERSHIP (09)
Leadership, Role and Functions of a Leader, Leadership Motives Characteristics of an Effective Leader, Leadership as a Process, the Complexities of Leadership, Effective Leadership Behaviours 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.

MODULE - II: LEADERSHIP THEORIES AND STYLES (08)
Contingency Theories of Leadership: Fiedler's Contingency Model, The Path-Goal Theory, Leader Member Exchange Theory (LMX), and 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 Models for Leadership at All Levels.

MODULE - III: LEADERSHIP& ORGANIZATIONAL CHANGE (10)
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.

MODULE - IV: MANAGEMENT OF ORGANIZATIONAL CHANGE (10)
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.

MODULE - V: STRATEGIES FOR MANAGING CHANGE (08)
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.

V.TEXT BOOKS:
1. Donald L Anderson, Organizational Development, Sage Publications, 5e, 2021.
2. Change Management & OD – Ratna Raina, Sage Publications, 1e, 2018.
3. Peter G. North house, Leadership Theory and Practice, Sage Publications, 1e, 2016.
4. Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015

VI. REFERENCE BOOKS:
1. John P. Kotter, Leading Change, HBR Press, 2012.
2. Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2010.

VII. Web References:
1. https://play.google.com/books/reader?id=pUCPwDG8Qj8C&hl=en&pg=GBS.PR8
2. https://play.google.com/books/reader?id=EXiJDwAAQBAJ&hl=en&pg=GBS.PR11
3. https://play.google.com/books/reader?id=BTxwDQAAQBAJ&hl=en&pg=GBS.PT26.w.0.0.252

VIII. E-Text Books:
1. https://www.pdfdrive.com/predictive-hr-analytics-mastering-the-hr-metric-e188006190.html
2. https://www.pdfdrive.com/hr-metrics-and-workforce-analytics-e20835652.html