

PAPER CODE: BB506: LEADERSHIP AND CHANGE MANAGEMENT

Learning Objective:

- The course introduces students to the concepts of leadership and change management in strengthening the organisation, empowering individuals and promoting accountability and ownership principles.

UNIT- I: LEADERSHIP:

Meaning of Leadership- Leadership Styles - Autocratic Style of Leadership. Democratic Style of Leadership, Free-Rein Style of leadership, Blake and Mouton's Managerial Grid, Leadership Continuum. Likert's Four Systems of Leadership, Leadership Vs Management

UNIT-II: IMPORTANT STUDIES ON LEADERSHIP:

The Iowa Leadership Studies, The Ohio State Leadership Studies, The Early Michigan Leadership Studies- Personality Traits of Effective Leaders – General Personality Traits, Task Related Personality Traits. Leadership Motives – Power Motive, Drive and Achievement Motive, Strong Ethic, Tenacity and Resilience.

UNIT-III: LEADERSHIP THEORIES:

Trait Theories, Behavioral Theories , Contingency Theories The Fiedler Model , SLT Theory, Leader–Member Exchange (LMX) Theory. Charismatic Leadership and Transformational Leadership, Emotional Intelligence- Dimensions.

UNIT-IV: ORGANIZATIONAL CHANGE:

Definition, Forces for Change, Managing Planned Change, Resistance to Change, Overcoming Resistance to Change. Types of Change, Continuous and Discontinuous Change; Participative and Directive Change.

UNIT-V: APPROACHES TO MANAGING ORGANIZATIONAL CHANGE:

Lewin's Three Step Model, Burke Litwin Model, Kotter's Eight step Plan for Implementing Change, The Six Box Model.

REFERENCE BOOKS:

1. Organizational Change and Development – Kavita Singh, Excel Books, 2010
2. Organizational Behaviour – Stephen P Robbins, Pearson Education, 2005
3. Organizational Behaviour – Fred Luthans – IAP, 2008
4. A. J. DuBrin, "Leadership", 2005, Wiley

Learning Outcomes:

Upon completion of the course, the student would be able to:

- Demonstrate the ability to apply leadership and change management principles
- Manage performance and resolving conflicts
- Manage change and crises