

## **MB303.3: 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: Introduction to Leadership:**

Traits, Styles, Skills, Behaviors, Vision, Inspiration and Momentum of Leadership, International Framework for Analyzing Leadership-Personality Types and Leadership- Five Factor Model of Personality, Leadership Perspectives on Cultural Values, Social Responsibility and Organizational Performance, Current Issues in Leadership, Contemporary Leadership Styles.

### **Unit-II: Leadership Development Programs and Models:**

Characteristics, Types and Evaluation of Leadership Development Efforts, Trait, Behavior, Power Influence, Situational and Integrative Approaches to Leadership - Causal and Normative Models, Leader-Member Exchange Theory, LPC Model, VIM of Self Leadership Perspectives on Change: Contingency, Resource Dependence, Population Ecology, and Institutional.

### **Unit-III: Strategic Change Process:**

Hopson's Change Curve, Virginia Satir Change Model, Noer's Redundancy Intervention Model, Change Path Diagnostics, Reactive and Proactive Change Path, Nabisco's Renewal Path, Diagnostic Models for Organizational Change, Methods for Dealing with Resistance to Change - Enablers and Barriers to Change, Model of Cognitive, Effective, and Behavioral Responses to Change-Five Stages of Planned Change.

### **Unit-IV: Initiating Change:**

Weinberg's Change Process, Triggers, Drivers and Tracers of Change- Leavitt Model- Change Mapping, Change Spectrum, Gestalt Change Cycle- Tropics Test, Behavioral, Cognitive, Psycho-Dynamic and Humanistic Approaches to Change- Beckhard's Change Formula-Buchanon and Mc Calman's Model of Perpetual Transition Management-Types of Individual, Group and Organizational Change. Organizational Change Matrix.

### **Unit-V: Methods and Models for Change Management:**

Warfield 6-3-5 Method, Rosemary Stewart's Model, Tony Buzan's Mind Maps, Edward De Bono's Six Thinking Hats, Johari Window, Nadler and Tushman's Congruence Model, Scenario Analysis, Power Interest Matrix, Kotter's 8-step Change Model,

Pendlebury, Nadler, Kanter and Taffinder's Planned Change Models, Dunphy Contingency Model of Change.

**Suggested Books:**

1. Peter G. Northouse, "Leadership", 2010, Sage.
2. Gary Yukl, "Leadership in Organizations", 2006, Pearson.
3. A. J. DuBrin, "Leadership", 2005, Wiley.
4. Mark Hughes, "Change management in organizations", 2008, Jaico.
5. Kavitha Singh, "Organization Change & Development", 2005, Excel Books.

**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