

MBA (HRM) 2020- 22: Term – VI

New Age of Leadership

Course Outline

Credits:	3
Program:	MBA – HRM, Class of 2020 - 22
Academic Year and Term:	2020 - 22, Term – VI
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1. Course Overview

The course contains a distinction between a manager and a leader. A comparative description of maintenance / transactional leaders vis-à-vis charismatic / transformational leaders is presented. Furthermore, components of transformational leadership such as sensitivity to environment, sensitivity to member's needs, disagreement with status quo, vision, articulation, empowerment, unusual strategy and risk-taking behaviours are discussed and elaborated. Other issues such as ethical considerations, cultural sensitivity and inspiration are dealt with. Finally, guidance is provided for the development of transformational leadership. Vision, charisma and transformation are the keywords for the New Leadership. In a disruptive business ecosystem, change is the only constant. But the term 'change' takes on a different meaning in the business context. It signifies the need to transmutate; and this is an imperative today. With the altering workforce demeanor, the imperative for organizations is to curate leadership competencies that can manage the evolving organizational ecosystem. "Leadership roles will evolve as competing forces shape the future of work. Transforming or transformational leadership occurs when leaders and followers raise each other's motivation and sense of higher purpose. Studies of transformational leadership address issues such as people's higher order needs, morality and values.

2.Course Objective

- This course aims to improve one's understanding of new leadership process.
- While the conventional notion of leadership deals with maintenance functions in organization, the need for radical changes requires different patterns of leadership.
- The course makes a distinction between maintenance (transactional) leadership on one-hand and charismatic (transformational) leadership on the other.
- The course is geared to explain the recent development of leadership.
- More specifically the course provides the knowledge about techniques of developing and applying leadership in organizations

3.Learning Outcomes

At the end of the course students will

- Be able to understand the distinction between managerial (transactional / maintenance) function and leadership (transformation)functions
- Be able to assess leaders to successfully navigate the new workforce realities
- Be able to understand the process of change and how it affects most people
- Be able to bring change and to establish the essence of Agility
- Be able to understand and appreciate recent developments in leadership research
- Be able to administer and interpret leadership-relevant psychometric instruments
- Be able to devise interventions to develop leadership skills

4.Required Textbooks and Reading Materials

Effective Leadership (5th Edition) – Achua I Lussier (Cengage Learning)Text Book

In addition to the recommended book, participants are expected to see through some journals such as *Vikalph* and *Harvard Business Review*. The other supplementary reading materials listed in the context of course plan are also included. (Auxiliary Reading Materials or ARM)

Additional readings and cases would be shared from time to time.

5.Tentative Session

Session Number	Topics/Activities	Reading/case list etc.
Session 1& 2	The Evolution of Leadership Theory	Lussier
Session 3:	Transactional vs Transformational	ARM
Session 4:	Vision & Mission	do
Session 5:	Strategy	do
Session 6:	Empowerment Process	do
Session 7:	Motivation & Articulation	do
Session 8:	Team work and Leadership	do
Session 9:	Leadership PQ	do
Session 10:	Toxic Leadership	ARM
Session 11:	Level 5 Leadership (HBR Article)	HRB Article
Session 12:	Ethical Dimension: Servant Leadership	ARM
Session 13:	Ethical Dimension: Spiritual Leadership	ARM
Session 14:	Creative and Innovative Leadership	Lussier
Session 15:	Global and Cross-cultural Leadership	do
Session 16:	Cultural Factors in Leadership	do
Session 17:	Resilient Leadership	ARM
Session 18:	Designing Effective Training	
Session 19:	Group Presentation	
Session 20:	Review & Integration	
Note: Class room activities would include group discussion, role playing, administration and interpretation of leadership-relevant psychometric instruments. Auxiliary Reading Materials (ARM) would be provided.		

6.. Course Evaluation

Sl. No.	Component	Weightage (%)	Type
1	Announced Quiz	20	Individual
2	In Class Case Presentation	20	Group
3	End Term Examination	40	Individual
4	Term Project Assignment	20	Group
Total		100	

- Announced Quiz – (Weightage – 20%): One announced online quiz would be conducted, consisting of multiple choice, true and false type questions from the prescribed text books and relevant readings provided during the sessions.

- In CLASS CASE presentation – (Weightage – 20%): Students will be provided with cases during 2nd and 3rd session of the course. A group of 6 members will analyze and present each of the case to the class.
- End Term EXAM – (Weightage – 40%): A closed book exam covering all the class discussions during the term would be conducted as per the schedule. 5 questions (to be opted out of 7) carrying 6 marks each plus a case analysis carrying 10 marks would be given to assess conceptual clarity gained in the subject.
- Term Project Assignment – (Weightage – 30%): Refer Annexure – I stated below.

7.Academic Integrity

Students are expected to show the highest level of academic integrity in their submissions and assignments. Please note that students involved in academic dishonesty will be dealt with as per the Manual of Policies. Academic dishonesty consists of misrepresentation by deception or by other fraudulent means. In an academic setting this may take any number of forms such as copying or use of unauthorized aids in tests, assignments, examinations, term papers, or cases; plagiarism; talking during in-class examinations; submission of work that is not your own without citation; submission of work generated for another course without prior clearance by the instructor of both courses; submission of work generated by another person; aiding and abetting another student's dishonesty; and giving false information for the purpose of gaining credits.

Term Project Assignment

The group assignment serves variety of purposes; foremost, you and your team will be able to learn the expected leadership functions of a chosen organization. It will also provide you with the opportunity to understand the methodology followed for collecting information through secondary sources and evaluate its merits. Your team (comprising of 6 members) will be working out on the following:

Target the leadership functions of a specific organization preferably an Indian organization

Brief profile of Faculty:

Dr. Kalpana Sahoo is an Assistant Professor in the area of Organizational Behaviour at Xavier School of Human Resource Management, Xavier University. She has published several papers in the areas of Learned Optimism, Positive Psychology, Competency Mapping, Employee Engagement, Emotional Intelligence and Personality in referred journals. Her teaching interests are in the areas of quality of work life, EQ & SQ, Psychological wellbeing, personality and leadership.