



Expected outcome of the course

- Understanding of Leadership concept and theories
- Your personal leadership style
- Challenges and risks of being a leader
- The ability to develop and leadership in oneself and others

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Transformational Leadership

XIMB

Over View of the course

This course is designed to help enhance your Leadership skills.

Leaders play crucial role in the making or breaking of an organization. Understanding the leadership concept and personal disposition and style are need of the hour for today's managers. Present research studies indicate that leaders are not born but are created by the self-discipline and determination.

As long as we do not develop leadership potential within ourselves, we would continue to complain

about the present state of affairs where we find ourselves. If we do not become aware of our leadership strengths and shortcomings, we might end up being the victims of sour grape syndrome.

Changing situations and the uncertainty of the direction and intensity

of market forces demand that we learn to anticipate and be ever prepared to encounter newness in life and in the organization. This leadership course is developed to fulfill this need. It will help you as a leader, to enhance and effectively use your power not only in achieving your goals, but also in enabling others to lift themselves into their better selves.



Leadership in action

Text Book for the course

Effective Leadership by Lussier / Achua

GRADING

10% Attendance. You will get 10 points if you attend all sessions and your score for attendance will decrease by 2 points for every session you miss for whatever reason. When you miss a session or a part of it, you should also complete a catch-up assignment before coming to the following session.

40% Quizzes (2 Quizzes carrying equal weight). The quizzes will have questions from prescribed readings, lecture material, class discussions, and everything that takes place in class.

15% Individual presentation: Each one has to select a leader from the corporate and present about him or her in the class .

35% end term examination : two cases will be given for the analysis based on the readings and lectures

Session I

Topic		Readings
Personal Leadership	<i>Developing the leadership from our individual experiences. Unless the theory touches personal experience, it remains abstract in the realm of philosophers and dreamers</i>	Chapter 1 From the book Article: • Level 5 leadership

Session II

Topic		Readings
Personality and Leadership: Using DISC to gain insight into our personality patterns	<i>Dr. William Moulton developed the DISC system in his book 'emotions of normal people'. This system evaluates the presence of four dimensions - Dominance, Influence, steadiness, compliance. Ideal leader's disc will be compared with the individual's disc</i>	Chapter 2 From the book Article: •Creating characters

Session III

Topic		Readings
Traits and Motivation and characteristics of Leader	<i>Traits and motivation of the individual will be assessed and compared with the effective leaders using disc analysis</i>	Chapter 2 From the book Article: •Global Leader

The very essence of leadership is that you have to have a vision. It's got to be a vision you articulate clearly and forcefully on every occasion." - Theodore Hesburgh

Session IV

Topic		Readings
Power and Politics	<i>Power and politics are part of any organization. Politics is unavoidable if more than two people live together. It inevitably creates conflicts in our work situation. How do we manage power, politics and conflict determines our success</i>	Chapter 4 From the book Articles: •The Prince •Soft power & Leadership

Session V

Topic		Readings
Journey of a Leader Film: Elizabeth	<i>Movie on Queen Elizabeth I, narrates the process of an ordinary girl transforming into the most successful leader in the history of England</i>	Articles: • What leaders really do? • Leadership in age of uncertainty

Session VI

Topic		Readings
Contingency Leadership	<i>One style of leadership can not be effective in all situations we face in our work situations. Success depends not only on assessing the situations accurately, but also on how effectively we can change our style of leadership that is appropriate to the situation.</i>	Chapter 5 From the book Article: •Balanced Leadership

Session VII

Topic		Readings
Emotional Intelligence and Leadership	<i>The age old wisdom 'understanding oneself and others' was revived and re-energized by Daniel Goleman in his book on 'emotional intelligence'. Emotional intelligence is detrimental for any leader to lead not only others but also oneself.</i>	Chapter 4 From the book Articles: •The Tyranny of toxic Managers •The new leaders transforming the art of leadership into the science

Managers are people who do things right, while leaders are people who do the right thing. - Warren Bennis

Session VIII

Topic		Readings
Resonant Leadership	<i>Resonant leadership is contagious, it spreads leaders vision, optimism, hope across the members of the organization. It is also true, a dissonant leadership is contagious, it spreads despair and frustration of the leader across the organization</i>	Articles: •Mindfulness, Hope & compassion •Great leaders move us

Session IX

Topic		Readings
Personality and Leadership—16PF	<i>MBTI analyses the individual's personality and assigns one of 16 types to the individual. So it is known as 'type indicator'. 16PF is trait indicator, and complements MBTI.</i>	Articles: • Is your personality a sign.. • How to earn the commitment of your employees

Session X

Topic		Readings
Personality and Leadership—16PF	<i>Effective leadership traits and personality is identified and it is compared with the individuals' personality and traits.</i>	Article: • Biography and assessment of transformational leadership at world level

Session XI

Topic		Readings
Presentation on Corporate leaders—World	<i>Individual Presentations on Corporate Leaders</i>	

Session XII

Topic		Readings
Presentation on Corporate leaders—India	<i>Individual Presentations on Corporate Leaders</i>	

Session XIII

Topic		Readings
Leadership styles and Behaviors	<i>Effective leaders understand their predominant and preferred style of working with people around them. They also learn to use other styles of leadership when occasion demands.</i>	Chapter 3 From the book Article: •Effective leadership •Journey of a leader

Session XIV

Topic		Readings
Stress and leadership	<i>Leadership and stress are inseparable twins. The very position of a leader is filled with stress. Leaders invariably lonely at the top. Unless they learn to cope up with the occupational hazard called stress, down-hill journey can not be avoided. Personal and organizational cost will be too big, if the leader ignores the culprit 'stress'.</i>	Articles: • Leadership Under Stress • Leadership Qualities: Stress Management

Session XV

Topic		Readings
Ethics and Leadership	<i>Pragmatism is the order of the day. 'Be practical' is the wisdom statement. We do consider ethics and moral values are luxury which can be enjoyed only by priests and sadhus of the country. Ethics being the back bone of any civilization, we need to take a second look at the issue.</i>	Articles: •Building a Culture of Candor A Crucial Key to Leadership •Integrating leadership styles and ethical perspective

Leadership in today's world requires far more than a large stock of gunboats and a hard fist at the conference table.

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MAGIS

For the greater glory of God

The study of leadership is an important and integral part of management and organizational behavior. Indeed, "no other role in organizations has received more interest than that of the Leader". Leadership development is of greater importance for any organization. In the words of Ralph S. Larsen, Johnson and Johnson's current chairman and chief executive officer (CEO), "As you look at our growth projections over time, we are going to need more and more leaders. Leadership is the biggest single constraint to growth at J&J, and it is the most critical business issue we face".

Today, there is a need to search for leadership throughout society so that we can evolve to the next stage of our human existence. John Gardner wrote: 'the reservoir of unused human talent and energy is vast... Among the untapped capabilities are leadership gifts'

Effective Leadership

Leadership is not domination, but the art of persuading people to work toward a common goal.

(Daniel Goleman, 1996)

Leadership is about going somewhere; it's not about wandering around aimlessly.

(Ken Blanchard)

Leadership is all about the release of human possibilities.

(Joseph Jaworski)

To an extent leadership is like beauty: it's hard to define, but you know it when you see it.

(Warren Bennis)

