

Course Title: LEADERSHIP SKILLS AND CHANGE MANAGEMENT

Course Description: This course will focus on individual, team, and organizational leadership and will provide learners with the foundation for examining and developing their own individual leadership style. The work of a leader is to constantly look forward and provide the necessary changes for the organization, being the visionary is critical to success in any organization, and a key attribute for any organizational leader. As a result, this course will focus on Leadership and Change Management. In doing so, the leader's role as a change agent will be a focus of the course. Understanding various methods of bringing about change will be provided and researched by learners, and then discussed. The course will also delve into and explore numerous aspects of leadership including but not limited to horizontal and vertical leadership, formal and informal leadership, team leadership, performance, ethics and authenticity. In addition, various models of change will be introduced and explored.

Objectives:

- Define and compare the differences between leadership and management.
- Assess, analyze and discuss one's own leadership abilities, attributes and foundation for leading, including one's authentic self.
- Examine the leader's role as it relates to bringing about constructive change to an organization.
- Research, analyze and discuss how to bring about change and remove the barriers to change including resistance to change.
- Develop an understanding and appreciation for leadership attributes, skills and principles for success in today's complex organizations.
- Discuss and evaluate differing Change Management models.

Unit I – From Management to Leadership – Difference between Leadership and Management
– Leadership Theories – Trait Theories – Behavioral Theories – Scandinavian Studies –

Contingency Approaches – Situational Theories - Attributes of Effective Leaders including Social Skills – Adaptive Leadership.

Unit II – Making of a Leader and Leadership Styles – Leadership Styles – Skills and Tactics – Persuasion Skills – Motivational Skills – Resolution Skills – Role Models – Story Telling – Tying Leadership Development to Organizational Goals – Developing next Generation Leaders - Coaching Leaders – The Impact of Leadership Styles on Work Climate.

Unit III – New Leadership for Learning Organizations – Leadership Succession – Choosing the Right CEO – Women CEOs – Leading a Learning Organization – The Learning Organization – Types of Learning – Leader as a Designer – Leader as a Teacher – Leader as a Steward.

Unit IV – Change Management – The concept of Organizational Change – Classification of Change – Change Management Process – Implementing Change – Organizational Transformation through Visioning and Strategy for Change – Understanding and Changing Organizational Culture – Mental Models.

Unit V – Change Agents – The concept of Change Agent and types of Change Agents – Middle level Managers as Change Agents – HR Personnel as Change Agents – CEOs as Change Agents – Consultants as Change Agents – Change Leadership.

TEXT BOOKS:

1. Annabel Beerel, (2009). *Leadership and Change Management*, SAGE Publications Ltd., London
2. Quinn, R. (2004). *Building the bridge as you walk on it: A guide for leading change*. San Francisco: Jossey-Bass.
3. Rowland, D. & Higgs, M. (2008). *Sustaining change: Leadership that works*. San Francisco: Jossey-Bass.
4. Kotter, J. P. & Cohen, D. S. (2002). *The heart of change: Real life stories of how people change their organizations*. Boston MA: Harvard Business School Publishing.