ORGANIZATIONAL LEADERSHIP
23MBPE656

(COURSE HANDBOOK)

MBA

COURSE HEAD:

Asst. Prof. Pradeep Kumar B R

1. GENERAL INFORMATION

Welcome to Organizational Leadership!

Welcome to the "Organizational Leadership" course! This handbook serves as a roadmap for understanding the importance of organizational leadership and its impact on the overall performance of the organization.

Organizational leadership is a dynamic and multifaceted discipline that combines strategic vision, effective communication, and the ability to inspire and guide teams toward achieving common goals. It encompasses a range of styles and approaches, including adaptive, transformational, and ethical leadership. It is not just about authority; it involves influencing and empowering individuals to achieve their potential while navigating complex challenges in today's dynamic business environment.

Throughout this course, you will explore key concepts such as the nature of leadership and its various approaches, including trait, behavioral, situational, and skills-based perspectives. You will also examine influential models like Path-Goal Theory and Leader-Member Exchange Theory, alongside the importance of ethical leadership and cultural dimensions in shaping effective leadership practices.

For MBA students, mastering these concepts is crucial as they equip you with the skills to lead diverse teams, manage challenges, and drive sustainable growth. By the end of this course, you will have developed a comprehensive understanding of how to balance individual and organizational needs, fostering an environment where innovation thrives and strategic objectives are met.

1.1. Course Objectives
This course is designed to:
1. **Familiarize students with key concepts** of leadership practices.
2. **Impart knowledge** on the various leadership styles.
3. **Communicate different models** of leadership and its practical applicability.
4. **Acquaint about Ethical Leadership** – emphasize on the importance of Ethical leadership in the organizations.

1.2. Course Outcomes
At the end of this course, students will be able to:
CO1: Summarize the concepts and principles of Organizational Leadership
CO2: Apply the models of leadership, on an individual to ascertain the leadership style.
CO3: Apply the practices of Leadership theory to solve the workplace problems.
CO4: Make use of the leadership instruments to manage the Human Resources in the organization.
CO5: Apply the levels of ethical leadership to solve hypothetical dilemma.

1.3. Set Text and Suggested Sources

Key Text Books:
1. Peter G. Northouse, "Leadership: Theory and Practices Leadership for Organizations"7th Edition, Sage Publication India Pvt. Ltd. 2016.

2. Gary Dessler, "Management: Leading People and Organizations in the 21st Century", 3rdEdition, Prentice Hall. 2001.

3. Jay A. Conger, Rabindra N. Kanungo "Charismatic Leadership in Organizations" 1st Edition, Sage Publication, 2018.

Reference Books:

1. Dave Ulrich, Norm Smallwood, Kate Sweetman "The Leadership Code: Five Rules to Lead"2ndEdition, Harvard Business Press, 2009.

2. David A. Waldman, Charles O'Reilly, "Leadership for Organizations" 1st Edition, Sage Publication, 2019.

1.4. Self-Study Course

In this course, students are encouraged to take up "Leadership and Management" course offered by Great Learning. This course provides you with valuable skills to be successful Leader. These courses collectively prepare you with the knowledge and skills needed to excel in the dynamic field of Organizational Leadership. This preparatory work will support your success throughout the course and beyond. Students are encouraged to take up these non mandatory courses and complete it before the end of the course

2. THE COURSE

2.1. Course Description

ORGANIZATIONAL LEADERSHIP			
Semester	**III**	CIE Marks	**50**
Course Code	**23MBPE656**	SEE Marks	**50**
Teaching Hours/Week(L:T:P)	**4:0:0**	Exam Hrs	**03**
Total Hours	**52**	Credits	**04**

The course Organizational Leaderships designed to provide students with foundational knowledge about the need and relevance of Leadership and Management in an organization. The course will run for 13 weeks during Semester III and consists of 5 modules that cover essential topics in Organizational Leadership. Each week includes 4 lectures, delivered by Mr. Pradeep Kumar B R, focusing on theoretical concepts, and course-related activities. Spanning a total of 52 hours, this 4-credit course is assessed through Continuous Internal Evaluation (CIE) for 50 marks and a Semester-End Examination (SEE) for 50 marks, with 3-hour exam duration. This structure ensures a balanced and engaging learning experience for students.

2.2.Initiating Contact with Staff and Other Students

We value your inquiries about the course; please use in-class hours, office hours and emails thoughtfully and check previous materials such as this handbook and MITE's official website before reaching out. Engaging with peers will also enhance your understanding and foster a supportive academic community.

2.3.Resources

Resources include dynamic tools such as digital libraries, e-learning platforms, and research databases that support modern learning. These resources provide students with anytime, anywhere access to academic materials, interactive courses, and cutting-edge research, empowering them to excel in their fields. Through the college website, students can access a variety of additional resources, including the VTU Consortium, open-access repositories, and government portals like NPTEL and NDLI, offering e-books, research papers, video lectures, and interactive tutorials for a flexible learning experience.

E-learning and digital library can be accessed via the college website https://mite.ac.in/ (Campus Life section >Library>VTU Consortium/e-learning platforms/additional sources).

2.4.Staff
Course Convenor: Mr. Pradeep Kumar B R
Cabin: 3rd floor, PG Block
Email: pradeep@mite.ac.in

2.5.Topics and Reading materials for each module

Module 1	*No. of Hours: 8*

- **Topic: Introduction**
  o Concept of Leadership, ways of conceptualizing leadership, definition and components of leadership. Trait versus process leadership, assigned versus emergent leadership. Leadership and power, leadership and coercion, leadership and management.

- **Essential Readings:**
  o Peter G. Northouse, "Leadership: Theory and Practices Leadership for Organizations"7th Edition, Sage Publication India Pvt. Ltd. 2016 Chapter 1.

Module 2	*No. of Hours: 12*

- **Topic: Approaches of Leadership**
  o Trait Approach: Description, intelligence, self-confidence, determination, integrity, sociability, five-factor personality model and leadership, Emotional Intelligence,
  o Behavioural Approach: Description, The Ohio State Studies, The University of Michigan Studies, Blake and Mouton's Managerial (Leadership) Grid, Authority–Compliance (9,1). Types of Management.

- o Skills Approach: Description, Three-Skill approach, technical skill, human skill, conceptual skill, Skills model, competencies, individual attributes, leadership outcomes, environmental influences.
  - o Situational Approach: Description, leadership styles, development levels, Working details, situational approach, Case study.
- **Activities:**
  - o Students will be encouraged to participate and contribute effectively in a Case Study. Students will be given case study material in advance and will be expected to come prepared to the class to discuss the same.

- **Essential Reading:**
  - o Gary Dessler, "Management: Leading People and Organizations in the 21st Century", 3rd Edition, Prentice Hall. 2001. Chapters 2,3,4,5.

- **Additional Reading:**
  - o Jay A. Conger, Rabindra N. Kanungo "Charismatic Leadership in Organizations" 1st Edition, Sage Publication, 2018. Chapter 4

Module 3	*No. of Hours: 11*

- **Topic: Model of Leadership**
  - o Path–Goal Theory: Description, leader behaviours, directive leadership, supportive leadership, participative leadership, achievement-oriented leadership, follower characteristics, task characteristics.
  - o Leader–Member Exchange Theory: Description, early studies, later studies, leadership making, working of LMX theory.
  - o Transformational Leadership: Description, transformational leadership defined, transformational leadership and charisma, A model of transformational leadership.
  - o Authentic Leadership: Description, authentic leadership defined, approaches to authentic leadership, theoretical approach.

- **Essential Reading:**
  - o Peter G. Northouse, "Leadership: Theory and Practices Leadership for Organizations" 7th Edition, Sage Publication India Pvt. Ltd. 2016, Chapters 6,7,8,9.

- **Additional Reading:**
  - o Dave Ulrich, Norm Smallwood, Kate Sweetman "The Leadership Code: Five Rules to Lead" 2nd Edition, Harvard Business Press, 2009. Chapter 5

Module 4	*No. of Hours: 11*

- **Topic: Leadership Instrument**
  - o Description, related concepts, Ethnocentrism, prejudice, Dimensions of culture, uncertainty avoidance, power distance, Institutional collectivism, In-Group, collectivism, gender egalitarianism, assertiveness, future orientation, performance orientation, humane orientation, Case Studies

- **Activities:**
  o Students will engage in presentation by conducting in-depth research on various concepts covered in the course, going beyond the syllabus. This will allow them to explore challenges and solutions while enhancing their communication and presentation skills.

- **Essential Reading**:
  o Peter G. Northouse, "Leadership: Theory and Practices Leadership for Organizations" 7th Edition, Sage Publication India Pvt. Ltd. 2016, Chapters 10

Module 5   *No. of Hours: 10*

- **Topic: Ethical Leadership**
  o Ethics Defined; Levels of Ethical leadership: Pre-conventional Morality, Conventional Morality, Post-conventional Morality, Ethical Theories, Centrality of Ethics to Leadership, Heifetz's Perspective on ethical Leadership; Burns's Perspective on Ethical Leadership.

- **Essential Reading:**
  o Peter G. Northouse, "Leadership: Theory and Practices Leadership for Organizations" 7th Edition, Sage Publication Pvt. Ltd. 2016.Chapter 13

- **Additional Reading:**
  o David A. Waldman, Charles O'Reilly, "Leadership for Organizations" 1st Edition, Sage Publication, 2019.
  o Hartog, D. N. D. (2015). Ethical leadership. *Annual Review of Organizational Psychology and Organizational Behavior, 2*(1), 409–434. https://doi.org/10.1146/annurev-orgpsych-032414-111237

ASSESSMENT

The assessment for the Human Resource Audit module is divided into two components: Continuous Internal Evaluation (CIE) and Semester End Examination (SEE), each accounting for 50% of the total marks.

Continuous Internal Evaluation (CIE) comprises two internal tests, scheduled for 8th and 14th week, which together contribute 30% of the total marks. Additionally, students can earn 20% through the completion of assignments (10 marks are allotted for Presentation of the case study, 10 marks are allotted for Assignment and presentation)

Semester End Examination (SEE) constitutes the remaining 50% of the total marks. Key information regarding examination dates and related details can be accessed via the college website (Academics and Courses section > Calendar of Events > PG Odd Sem).

Rubrics for Assignment Evaluation (Total: 20 Marks / 40% of CIE)

1. Presentation of the Case Study (10 Marks)

Criteria	10-9 Marks (Excellent)	8-7 Marks (Proficient)	6-4 Marks (Adequate)	3 Marks (Basic)
Creativity and Delivery	Highly creative in understanding and solving the case.	Creative, minor delivery gaps in delivery	Basic delivery, limited understanding and solution	Minimal effort
Subject Understanding	Deep understanding, well-integrated	Good understanding	Basic understanding	Weak understanding

2. Assignment and presentation on concepts of Organizational Leadership (10 Marks)

Criteria	10-9 Marks (Excellent)	8-7 Marks (Good)	6-4 Marks (Fair)	3 Marks (Poor)
Management Levels	Clear, detailed explanation	Good explanation, minor gaps	Basic explanation, missing key details	Lacks understanding or incorrect information
Organizational Structure	Clear, well-defined structure	Clear, but some details missing/unclear	Unclear or incomplete structure	Poorly explained or missing components