

**ELECTIVE COURSE – III : LEADERSHIP AND CHANGE MANAGEMENT**

**UNIT I**

Nature and Types of Organizational Change, Causes of and rationales for change, environmental and internal organizational determinants of change. Planned and emergent change. Proactive and reactive emergent change and response to these changes. Incremental and radical change, and rates / levels of change as a function of organizational life cycle positions. The links between nature / type of change and nature / type of leadership required e.g. transactional Vs transformational. The roles of corporate vision and strategy in change.

**UNIT II**

Theoretical frameworks, multi-source feedback for organizational change, Models of diagnosing organizational groups and jobs. The organizational change web Resistance to change, Barriers to organizational change, rethinking resistance to organizational change, strategies to deal with resistance.

**UNIT III**

Culture and the change process. The personnel manager as a cultural change agent handling power and political issues arising from change. The theoretical and practical contexts of cultural maintenance and cultural change strategies, corporate reorganization and sub culture management. Strategies and methods for achieving cultural change.

**UNIT IV**

Behavioral Implications of change, The manifest, intent and paradoxical consequences of change, The concept of resigned behavioral compliance. The positive and negative functions of resistance. Intended and unintended behavioural reaction to downsizing and layering. Understanding and managing uncertainty and ambiguity in the change process.

**UNIT V**

Intervention Strategy, Structural, technological and process factors in intervention strategies. Advantages / limitations of change technologies and associated leadership models. Role of leadership in change process. Leadership and emotional knowledge strategies to achieve congruence of personnel, structure and culture.

Challengers of leading Change.

**References:**

1. Cummings, T.G. & Worley, C.G. (2001). Essentials of Organization Development and Change, South – Western College Publishing. Thomson Learning, Cincinnati. OH.
2. Leon de Caluws and Hans Vermaak, Learning to change. A guide for organization change agents, Sage Publications.