



LEADERSHIP AND TEAM EFFECTIVENESS

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IIT Roorkee

INTENDED AUDIENCE: B.Tech/ MBA/ Industry/ Faculty/Ph D

INDUSTRIES APPLICABLE TO : It's part of Human Behavior so applicable to all Industries

COURSE OUTLINE :

Course Objectives:

To provide a framework for the students to understand the importance of Leadership and team effectiveness in organizations.

To develop an understanding of the interpersonal processes and group dynamics.

To provide a theoretical understanding of leadership practices in organizations.

To provide an understanding of factors influencing teamwork and team leadership.

To evaluate the role of leadership in the development of an institution.

Course Learning Outcomes

By the end of the course the student should be able to:

Explain how global leadership skills contribute to leadership effectiveness.

Understand the leader's role in team-based organizations.

Explain the potential contribution of outdoor training to the development of team leadership.

Explain the basics of leadership during a crisis.

Explain how evidenced based leadership can contribute to contingency and situational leadership.

ABOUT INSTRUCTOR:

Prof. Santhosh Rangnekar's areas of teaching, training, research & publications:

Teaching: Managerial Practices, Organizational Behavior, Human Resource management

Training: Conducted more than 100 Training Programs worth more than 2 cr, UJVNL, Uttarakhand, 50 Lacs Orientation program, BHEL

Research: Ph. D., 19 Ph D awarded, 10 Pursuing.

Publications: 131 [Journals: 68 Conferences: 49 Books: 02 Magazine: 01 Publications in Text Books: 03 Edited Books: 02 Book review: 06]

COURSE PLAN

Week 1: Introduction to Leadership & Team Management; Leadership Myths; Interactional Framework for analyzing leadership; Leadership Development: The First 90 Days as a Leader; Leader Development- The Action-Observation-Reflection Model

Week 2: LMX Theory and Normative Decision Model; Situational Leadership Model; Contingency Model and Path Goal Theory; Emotional Approach Charismatic and Transformational Leadership; Leadership for Tomorrow

Week 3: Leadership Attributes; Personality Traits and Leadership; Personality Types and Leadership; Intelligence and Leadership; Emotional Intelligence and Leadership

Week 4: Power and Leadership; The art of influence in leadership; Leadership and "Doing the Right Things; Character-Based Approach to Leadership; Role of Ethics and Values in Organisational Leadership

Week 5: Leadership Behaviour; Leadership Pipeline; Assessing Leadership Behaviors: Multi-rater Feedback Instruments; The Dark Side of; Leadership- Destructive Leadership; Managerial Incompetence and Derailment Conflict Management

Week 6: Negotiation and Leadership; Leadership under a crisis situation; The Situation and the Environment; Culture and Leadership; Global Leadership

Week 7: Motivation and Leadership; Introduction to Groups and Teams; Characteristics of Leader, Follower and Situation; Group Dynamics; Team Formation

Week 8: Delegation and Empowerment; Leading teams: Enhancing teamwork within a group; The leader's role in team-based organizations; Leader actions that foster Teamwork Effectiveness; Offsite training and team development

Week 9: Understanding Team processes and Team Coaching; Team decision making and conflict management; Virtual teams; Managing Multicultural teams; Building great teams

Week 10: Experiential Learning; Action Learning; Development Planning: GAP Analysis; Coaching and Mentoring; Women in Leadership Roles

Week 11: Building Effective Relationship with subordinates and peers; Fostering Followers satisfaction; The Art of Communication; Setting Goals and Providing Constructive Feedback; Enhancing Creativity problem solving skills

Week 12: Building High-Performance Teams: The Rocket Model; Building Credibility and Trust; Skills for Developing Others; Team Building at the Top; Community Leadership Top; Community Leadership.