



LEADERSHIP AND TEAM EFFECTIVENESS

PROF. SANTOSH RANGNEKAR

Department of Management

IIT Roorkee

TYPE OF COURSE : New | Elective | UG/PG

COURSE DURATION : 12 Weeks (24 Jan' 22 - 15 Apr' 22)

EXAM DATE : April 24, 2022

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

Week 2: LMX Theory and Normative Decision Model; Situational Leadership Model; Contingency Model and Path Goal Theory

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

Week 4: Power and Leadership; The art of influence in leadership; Leadership and "Doing the Right Things

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

Week 7: Motivation and Leadership; Introduction to Groups and Teams; Characteristics of Leader

Week 8: Delegation and Empowerment; Leading teams: Enhancing teamwork within a group

Week 9: Understanding Team processes and Team Coaching; Team decision making and conflict management

Week 10: Experiential Learning; Action Learning; Development Planning: GAP Analysis

Week 11: Building Effective Relationship with subordinates and peers; Fostering Followers satisfaction

Week 12: Building High-Performance Teams: The Rocket Model; Building Credibility and Trust