

**NIRMA UNIVERSITY**  
**Institute of Management**  
**Master of Business Administration (Full Time) Programme/**  
**Integrated Bachelor of Business Administration-Master of Business**  
**Administration Programme/**  
**Master of Business Administration (Family Business &**  
**Entrepreneurship) Programme**

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<b>Course Code</b>	<b>MFT5SEOB06 MBM5SEOB06 MFB5SEOB05</b>
<b>Course Title</b>	<b>Power, Influence and Leadership</b>

**Course Learning Outcomes (CLO):**

At the end of the course, the students will be able to:

1. Explain the frameworks of trait, behavioral, and contingency theories of leadership and the implications for leadership effectiveness.
2. Identify the factors influencing a leader's ability to effectively interact with and influence others.
3. Analyze the role of power in ethical leadership.
4. Develop the capacity to perceive clearly the various tactics that others use to influence in order to achieve their objectives.

**Syllabus**

**Teaching Hours**

<b>Unit I: Introduction to Power, Influence &amp; Leadership</b> <b>• Perspectives on Effective Leadership Behaviour:</b> <ul style="list-style-type: none"> <li>○ Ohio State Leadership Studies</li> <li>○ Michigan Leadership Studies</li> <li>○ Leadership Behaviour Taxonomies</li> <li>○ Evaluating the Behaviour Approach</li> </ul>	04
<b>Unit II: Participative Leadership, Delegation &amp; Empowerment</b> <b>• Nature &amp; Consequences of Participative Leadership</b> <b>• Delegation</b> <b>• Empowerment</b>	03
<b>Unit III: Dyadic Role-Making Theories</b> <b>• Leader-Member Exchange Theory</b> <b>• Follower Contributions to Effective Leadership</b> <b>• Self-Management</b> <b>• Integrating Leader &amp; Follower Roles</b>	04
<b>Unit IV: Power &amp; Influence:</b> <b>• Power Sources &amp; Bases</b> <b>• Influence Tactics</b>	03
<b>Unit V: Contingency Theories of Effective Leadership</b> <b>• LPC Contingency Model</b> <b>• Path-Goal Theory of Leadership</b> <b>• Leadership Substitutes Theory</b> <b>• Evaluation &amp; Application of Contingency Theories</b>	04

<b>Unit VI: Charismatic &amp; Transformational Leadership</b> <ul style="list-style-type: none"> <li>• Attribution Theory of Charismatic Leadership</li> <li>• Self-concept Theory of Charismatic Leadership</li> <li>• Transformational Leadership</li> <li>• Servant Leadership</li> </ul>	03
<b>Unit VI: Leadership and Influence</b> <ul style="list-style-type: none"> <li>• Influence - The link between leadership and the climate it creates</li> <li>• 5 Leadership Keys - a Global Model for Leadership and Influencing Excellence (Kouzes and Posner)</li> <li>• The Personal Influencing Styles Audit</li> </ul>	03
<b>Unit VII: Navigating Organisational Politics</b> <ul style="list-style-type: none"> <li>• Techniques for countering unethical and self-serving behaviour</li> <li>• Defining politics within the organisation</li> <li>• Apply offensive and defensive political strategies</li> <li>• Manage internal and external stakeholders</li> <li>• How &amp; why people lose power</li> </ul>	03
<ul style="list-style-type: none"> <li>• <b>Unit VIII: Ethical Leadership &amp; Diversity</b></li> <li>• Ethical Leadership: Authentic Leadership</li> <li>• Gender &amp; Leadership</li> <li>• Leadership in Different Cultures</li> <li>• Managing Diversity</li> </ul>	03

### Suggested Readings:

1. Kotter, J. P., Power and Influence: Beyond Formal Authority. New York: The Free Press.
2. Kramer, R.M. & Neale, M.N., Power and Influence in Organizations. California: Sage Publication.
3. Pfeffer, J., Managing with Power: Politics and Influence in Organizations. USA: Harvard Business School Press.
4. Pfeffer, J., Power: Why Some People Have It – And Others Don't. New York: Harper Collin Publishers.

w.e.f. Academic Year 2019-20 and onwards