

BIRLA INSTITUTE OF TECHNOLOGY AND SCIENCE, PILANI
INSTRUCTION DIVISION
FIRST SEMESTER (Session 2015-16)
Course Handout (Part II)

Date: 03/08/2015

In addition to Part-I (General Handout for all the courses appended to the timetable) this portion gives further specific details regarding the course.

Course No. : **MBA**
Course Title : **Innovative Leadership (HR Elective)**
Instructor-in-charge : **Dr. ANUBHA DADHICH**

Scope and Objectives of the course:

Innovation can be defined as "Change that Creates a New Dimension of Performance"

Peter Drucker

To bring such change is the greatest challenge leaders are facing in today's volatile business environment. Innovation requires a specific type of leadership which is distinct from other main stream leadership. This course is designed to contribute in three ways: First, by characterizing 'innovation leaders' and senior executives who have relentlessly stimulate, steer and sustain innovation in their companies. Second, by suggesting that different innovation strategy requires different leadership styles. Third, by opening a few preliminary paths towards understanding what conditions stimulate the development of an innovation leadership environment. This course will also underline some of the basic requirements for attracting, developing and retaining innovation leaders.

In this course student will learn about defining and characterizing innovation leaders, the leadership imperatives for innovation strategies and how to develop a cadre of innovation leaders.

After completing this course, student should be able to:

- *Understand the attributes of innovation leaders*
- *Mobilize people on innovation*
- *Formulating an innovative strategy*
- *Leading the creation of a totally new business system*
- *Building an innovation leadership environment*
- *How to Develop and Retain Innovation(ve) Leaders*

Text Book:

T1. Innovation Leaders: How Senior Executives Stimulate, Steer and Sustain Innovation
by Jean-Philippe Deschamps. John Wiley & Sons Ltd @2008

Reference Books:

R1. The Innovative Leader: How to Inspire Your Team and Drive Creativity

By: Paul Sloane. British Library @ 2007

R2. Leading for Innovation (edited version)

Editors: Hesselbein, Goldsmith & Somerville
Jossey-Bass (A Wiley Company) @ 2002

Course Plan

S. No.	Topic(s) to be covered	Reference in Book	LH*
1	Introduction: Scope and Coverage	Course Handout	1
2	A special form of leadership for innovation	Ch 1 TB	3
3	What special about innovation leaders ?	Ch 2 TB	3
4	Stimulating Bottom-Up innovation	Ch 3 TB	2
5	Steering innovation Top-down	Ch 4 TB	3
6	Appointing an Innovation Conductor	Ch 5 TB	3
7	Leadership Imperative for Innovation Strategy	Ch 6 TB	3
8	Leading development of new products	Ch 7 TB	3
9	Leading the creation of totally new product/service	Ch 8 TB	3
10	Innovation leaders as pragmatic architect	Ch 9 TB	2
11	Leading improved customer solutions	Ch10 TB	3
12	Building an innovative leadership environment (part 1 case)	Ch11 TB	3
13	Building an innovative leadership environment (part 2 case)	Ch11 TB	3
14	Attracting, developing and keeping Innovative Leaders	Ch12 TB	5
LH*: Lecture Hours			TOTAL 40

Evaluation Scheme: (Tentative)

EC No.	Evaluation Component (EC)	Duration	Weight age (%)	Marks (Out of 200)	Date & Time	Nature of the Component
1	Mid-Semester Evaluation	90 min	30%	30	10/10 10:00 - 11:30 AM	Partly Open Book
2	Assignment & Case Studies		15%	15		
3	Project		20%	20		Presentation & Report
4	Comprehensive Exam	3 Hours	35%	35	12/12 AN	Closed Book

Students are expected to read The Economic Times, Business Outlook, Business India, Business Today magazines, journals etc. and collect the relevant articles.

Journals to consult: Journal of Business Ethics, Academy of Management Journal, Harvard Business Review, Vikalpa, IIMB Management Review, Journal of Human Values

Chamber Consultation Hour: To be announced in the class.

Note:

- **Course Notices:** All the notices concerning the course will be put up on Department of Management Notice Board.
- **Mid semester grading/ marks** will be announced after Mid Sem.
- **Makeup** will be given only on genuine grounds. For that prior written permission is mandatory.
- Do strictly adhere to the test seating plan as conveyed by ID from time to time.

Instructor-in- charge
MBA- HR Elective