

DSEH06 – Leadership Development and Succession Planning

Master of Commerce
Semester IV
DSE – Elective Paper
Leadership Development and Succession Planning

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSEH06	Leadership Development and Succession Planning	3	1	0	4	NIL

Objective: This course focuses on developing leaders at all organizational levels, designing succession planning systems, and building leadership pipelines for sustainable organizational success.

Learning Outcomes: After completing this course, the students should be able to:

- Analyze contemporary leadership theories and their practical applications
- Design comprehensive leadership development programs and pathways
- Apply succession planning frameworks and talent pipeline strategies
- Evaluate leadership effectiveness and develop leadership competencies
- Create leadership cultures and build organizational leadership capability

Contents:

Unit I (10 Hours)

Evolution of leadership theory: from trait to situational to transformational leadership; Authentic leadership, servant leadership, and inclusive leadership models, ethical leadership, crisis leadership, responsible leadership, Level 5 leadership.

Leadership in digital age: virtual leadership, leading through uncertainty, Neuroscience of leadership and emotional intelligence applications.

Contemporary Focus: Purpose-driven leadership, stakeholder leadership, regenerative leadership.

Assessment: Leadership style analysis and development planning.

Unit II (10 Hours)

Leadership development architecture and pathway design; Five Layers of Leadership Development; Experiential learning approaches: action learning, stretch assignments, rotations; Developing Emotional Intelligence; Leadership coaching and mentoring program design; Cross-cultural leadership development and global leadership competencies; Vertical development.

Contemporary Focus: Reverse mentoring, peer coaching, Shadow Coaching, AI-powered leadership insights.

Unit III (10 Hours)

Succession planning frameworks and best practices; Leadership bench strength assessment and gap analysis; High-potential identification and development strategies; CEO and C-suite succession planning considerations.

Contemporary Focus: Agile succession planning, external vs internal succession, diverse leadership pipelines.

Strategic Framework: Succession planning system design.

Unit IV (15 Hours)

Leadership competency frameworks and assessment methodologies; Development center design and implementation; 360-degree feedback systems and multi-source assessments; Leadership simulation and business case methodologies.

Leadership culture transformation and embedded leadership practices; Distributed leadership and leadership at all levels; Innovation leadership and change leadership capabilities; Leadership sustainability and organizational resilience.

Contemporary Focus: Virtual assessment centers, AI-powered assessments, real-time feedback, Collective leadership, ecosystem leadership, purpose-driven culture.

Assessment Design: Leadership development center program.

Culture Transformation: Leadership culture development strategy.

Tutorial Exercise: Students shall be asked to conduct leadership assessments using validated instruments and analyze succession planning cases from organizations like Apple, Disney, and GE. They will design leadership development programs incorporating 70-20-10 principles and participate in leadership simulations addressing crisis management and ethical dilemmas.

Suggested Readings:

- Bass, B. M., & Riggio, R. E. (2006). *Transformational Leadership* (2nd ed.). Psychology Press.
- Charan, R., Drotter, S., & Noel, J. (2010). *The Leadership Pipeline: How to Build the Leadership Powered Company* (2nd ed.). Jossey-Bass.
- Collins, J. (2001). *Good to Great: Why Some Companies Make the Leap and Others Don't*. HarperBusiness.
- Day, D. V. (2000). Leadership Development: A Review in Context. *Leadership Quarterly*, 11(4), 581-613.
- George, B. (2003). *Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value*. Jossey-Bass.
- Goleman, D., Boyatzis, R., & McKee, A. (2013). *Primal Leadership: Unleashing the Power of Emotional Intelligence*. Harvard Business Review Press.
- Greenleaf, R. K. (2002). *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*. Paulist Press.
- Rothwell, W. J. (2010). *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within* (4th ed.). AMACOM.