

# PRESIDENCY UNIVERSITY, BENGALURU

## SCHOOL OF MANAGEMENT

### MANAGEMENT SAPIENCE

BI ANNUAL NEWSLETTER

#### LEADERSHIP IN MANAGERS WORLD

VOLUME 2 ISSUE 1 AUGUST 5, 2019



#### Leadership in 2019



Leadership is not the same anymore. Managing the 'Google' generation or the millennial is a different art. This generation thinks differently, talk differently and work differently. Working on weakness is passé, focusing on strength is the new way. Long back, Peter Drucker said, "The leader of the past was a person who knew how to tell. The leader of the future will be a person who knows how to ask". His prophecy is coming true. Leadership in this era is beyond titles. Leaders need to park their egos and not see themselves as "better" or "higher" than others. In other words, they shouldn't get in the way, but get out of the way. Looking into the future, the primary role of a leader will be to create more leaders. The digital revolution has made it mandatory for a leader to be technology savvy. In the 2017 KPMG study of Global CEO Outlook, 65% of CEO's saw technological advancements as opportunities and not as threats. Leaders of the future need to be good at finding, growing and managing business relationships. Leadership is no longer about winning competition, but has transformed into building co-petition. This means leaders now spend more time in building alliances within the company and outside the company, with customers, consumers, suppliers and competitors. The new era is all about humanistic leadership, where leaders are agile learners, tech savvy, ready to soil their hands and most importantly, understand and respect their teams. School of Management tries to prepare these leaders.

**Nilanjan Chattopadhyay**  
Dean, School of Management  
Presidency University, Bengaluru

#### Changing Paradigms of Leadership



In his landmark 1978 study on leadership, James MacGregor Burns stated that leadership is one of the most observed and least understood phenomena on earth. There is a great deal of literature around leadership and a huge number of distinct theories too! For a very long time though, we tended to think of leadership as largely being about "managing others." The focus seemed to be "the other person." / know what / want you to do. The only question is: How do I motivate you, i.e., how do I make you want to do what I want you to do? Fortunately, in all the work that we do at FocusU, with leaders and teams – we are beginning to see a few paradigms changing a) **A realisation that leadership begins with self** :Leadership is a behaviour – not a position. Robin Sharma stated this in his book, "The Leader who had no title." A few others like Harvard professors James Kouzes and Barry Posner brought this to life through their book, "The Leadership Challenge" where they postulated the 5 behaviours of exemplary leaders., b)**The role of leaders as being enablers and not directors** : The Bible of course stated this long back: "Whoever wants to be a leader among you must be your servant." But in more contemporary times Colonel Stanley McChrystal put it nicely in his book Team of Teams, "the temptation to lead as a chess master, controlling each move of the organization, must give way to an approach as a gardener, enabling rather than directing.", c) **Agile organizations need fewer "bosses" and more of "self-managed" teams** :While visionary leaders looking at the big picture are still essential, much planning now is emergent and bottom-up. This is true regardless of whether we are talking about a commando team or an organizational team. Seal Teams for example follow a practice called an AAR (After Action Review) where the goal is not to excavate truth for truth's sake. All these of course are not entirely new thoughts. Leadership and leadership thought will continue to evolve, yet as the old French saying goes, "the more things change, the more they remain the same."

**Arun Rao**  
Director  
FocusU Engage, Gurugram

#### Transitions in Leadership Style



It's mostly observed that in spite of the high stakes the leaders are typically underprepared for and not much supported as they transition to new roles. Leaders must adapt to their followers to match environmental requirements. So, the best leaders are those who help their organizations adapt to their environment, grow and achieve sustainable development. They go beyond being Millennia's, Baby Boomers or X Generation. Besides, a good leader creates new leaders, not just followers. The other transitions that we see are from specialist to generalist, from tactician to strategist, from analyst to integrator, from bricklayer to architect, from problem solver to agenda-setter, from warrior to diplomat or from supporting cast to lead role. Goldsmith's advice—"What got you here won't get you there"—is fully applicable to executive transitions and so it's very necessary for the leader to transition accordingly. We cannot ignore to also notice a transition in the "followership". The new generations are less "obliged" to follow more directive and/or perfectionistic leaders as it was maybe in the older generations who had to follow for political, cultural or economic reasons.

**Deena Jacob**  
Assistant General Manager  
Gmmco Limited - C K Birla Group, Chennai

"A genuine leader is not a searcher for consensus, but a molder of consensus."

**Martin Luther King, Jr.**

You don't have to hold a position in order to be a leader.

- Anthony D'Angelo

"LEADERSHIP AND LEARNING ARE INDISPENSABLE TO EACH OTHER."  
-JOHN F. KENNEDY

#### VICE CHANCELLOR'S MESSAGE



I am happy to participate in this third issue of Management Sapience on a very relevant topic "Developing Leaders in Manager's world". Leadership today entails a paradigm shift from 'Functional leadership' to 'Enterprise leadership' wherein, Leaders need to function as enterprise managers. In order to enable this transition, leaders need to be cross functional and agile enough to learn the nuances of the multiple domains in the organization. From the role of decision makers they have to be integrators involved in problem solving across the organization. They need to communicate the emerging patterns in business environments, understand and communicate the same to others and also involve in the tactical and strategic actions to ensure the stability of their organisations. The leaders should therefore be vigilant on changes in market as it could be pointers for transitions. Eventually they become the role models in all activities setting examples to the people down the line on 'how to do things' than just evaluating 'how things are done'. This paradigm shift in leadership will certainly require some degree of unlearning and a strong drive for relearning. Leaders have to make this giant leap to ensure that their organisations stand steady and strong. There is no choice! I Congratulate the Editorial Team for highlighting the importance of Leadership transitions in the management world in this issue.

**Radha Padmanabhan**

#### EDITORS' MESSAGE

Dear Readers, we take the pleasure to unveil the third issue of our Bi-annual Newsletter, Management Sapience, a topical theme based initiative by School of Management, Presidency University, Bengaluru. Each issue is meant to inspire, educate, and advocate for themes we care about. In order to keep the readers widely interested and updated, we have also included articles to communicate significant events and activities of Presidency University. The theme chosen for the third issue is "Developing Leadership in Manager's World" which is important in a complex business world. In order to address the turns and transitions in a business world, leaders need to be agile and adaptable. We would like to encourage academia and industry to join with us contributing articles and enrich our columns. We are extremely grateful to the contributors for sparing their valuable time.

We hope that you will enjoy reading this issue!



Pratika



Rosewina

## INDUSTRY SPEAKS



**Dr.G.Sathis K., SOM, PU, invited talk @ Data Lakes Day Summit by UNICOM, UK, held at Hyatt Centric, Bengaluru on 25th April 2019**

**“OUTSTANDING LEADERS GO OUT OF THE WAY TO BOOST THE SELF-ESTEEM OF THEIR PERSONNEL. IF PEOPLE BELIEVE IN THEMSELVES, IT’S AMAZING WHAT THEY CAN ACCOMPLISH.”**

**SAM WALTON, FOUNDER OF WALMART AND SAM’S CLUB**



**SOM Faculty attending FDP on Using MOOC’s at IIM, Bengaluru June 22, 2019**



### Leadership and “Naari Shakti”

At the onset I wish to state that women is a born leader in every form of life. She has been suppressed since ages but prevailed well in almost all walks of life. Her inherent quality of tolerance and enormous ability to negotiate is visible and it has led to the era where we witness women leaders in Space, Water, Engineering, Entrepreneurship, Medicine, and Defense to name a few. In today’s world there are success stories achieved not only being mother, daughter but in overall growth of the country. It was this which ignited me to switch from a corporate managers role and take up a leadership position in an entrepreneurial venture. I run a franchise of a famous Maharashtra Restaurant “Purnabrahma” which gives me immense opportunity to unleash my skills of being a motivator, an anchor, a strategist and above all a woman in me who has the inbuilt force to manage and lead the 21<sup>st</sup> century enterprise.

Managing the 21st century organisations and leading the workforce which primarily consists of the other gender has been a challenging affair for me personally. Work life balance has been another battle but I firmly believe women are born to lead and excel, its just that we need to realize it at the right time.

I feel privileged and motivated to be born as a woman who proudly ensured to be an excellent homemaker and a successful women leader.

**Aditi Girhe  
Owner-Purnabrahma  
Bengaluru**



### Leadership Style: My View

The leadership style of a manager can deeply affect the culture of a team or organisation. So before you change or transition a leadership style, the first thing to do is to examine the current leadership style and the issue prompting the change in leadership style. This gives you an idea of how to proceed with the transition. A sudden change from a democratic leadership model to an authoritative model can be unsettling for the team members. One way to analyse the current leadership style is to administer a dominance, influence, steadiness and compliance analysis of the leadership style. This will give you an idea of whether your leadership style is authoritative or democratic or rather situated somewhere in between. At the same time, it is important not to be carried away by individual opinion because individual members of a team may not fully comprehend the internal dynamics of the team. Personal attributes matter a lot in altering leadership styles. Some people might be more comfortable in questioning the processes at work or seeking the consensus of team members. Those who are not comfortable in doing so, can try to create incremental changes in these matters in the most subtle manner. A gradual transition is less likely to foul up the mood in the team or create disruption in the work environment. It is also recommended that an independent observer, like a representative of the human resources department observes the process of transition while giving regular feedback and suggestions for adjustments. Ideally, you should always keep the original problem that induced the leadership style change in the back of your mind and keep a track of the progress achieved documented in a weekly and monthly format. Always remember that an overnight change in leadership style is neither aspirational nor feasible in most cases.

**Samuel Abraham  
Editor  
International Finance, Bengaluru**

## ACADEMIC SIGHT

### Leadership in a VUCA World



Being a leader in a world that is volatile, uncertain, complex, and ambiguous is definitely a challenge, not just for the sake of growth but more importantly for survival. The world today provides leaders with a range of opportunities to reconsider and rebuild certain competencies that may yield to success. Top skills necessary for today’s leaders include Complex problem solving, Critical thinking, Creativity, People management, Coordinating, Emotional Intelligence, Service orientation, Negotiation, and Cognitive Flexibility.

Cognitive flexibility is today being ranked as a top leadership skill in a VUCA environment, which essentially is vigilance and agility to handle problems in the prevailing situations. Leaders need to be open to new behaviors, and willing to adapt (learn and sometimes even unlearn) to do what is right. There should be a charisma and passion within the leaders to engage and direct different teams with appropriate stakeholder management strategies. Besides being agile the leaders’ need to be instrumental in building a trust-based partnership with different stakeholders.

Also, balancing the diverse workforce and their aspirations is a big challenge for a leader who has to not only align the employees but also match it to the expectations of the company’s superordinate goals. As they say that the 7’s have to be in synch with each other in every complexities, change and reengineering. Its imperative here to provide clear direction and consistent messaging against a backdrop of continually shifting priorities, supported with the use of new virtual modes of communication where

necessary.

The overall organizational climate gets influenced by the leadership style which is supportive in enhanced customer engagement and accomplishment of the desired organizational goals. Thus, the strong character and conviction of a leader along with organizational commitment is all the more crucial.

The leadership style that is likely to motivate, direct, gather and use information, manage change initiatives and most importantly handle crises will be successful in a VUCA world. More importantly leaders’ with the ability to maintain self-control, manage and regulate emotions within self and others, and having a strong sense of an attentional control along with intuition would be ideal leaders’ in VUCA world.

**“The supreme quality for leadership is unquestionably integrity. Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army, or in an office.” Dwight D. Eisenhower**

**K Krishna Kumar  
HOD, School of Management  
Presidency University, Bengaluru**



**New Leadership Style Required to Lead in Today's Vibrant World**



Today business world has moved from physical to virtual space. wherein digitalisation is word of the day .hence today's managers and leaders have to change their leadership styles to lead generation Z that is digital leadership Sheninger describes the digital leader "as establishing direction influencing others and initiating sustainable change pivotal to success in the future." Kenetal(2018) after doing a research on success of companies that have executed digital transformation programs successfully has concluded that digital leaders operated in environment where the decision making authority was distributed amongst the organisation and not concentrated with few. Today organisations need to move from individualistic leadership to distributed leadership and leverage the leadership capabilities within groups. The researchers have unearthed nine behaviours of a digital leader that will help the managers / leaders to lead as leaders in the data

driven fast paced enigmatic times. To mention few are as follows Digital leaders must take a long term view and have affirm grasp on digital technologies and their impact on the digital technologies and their impact on the organisation's strategies to evolve the business through future challenges and digital innovations ,they should be willing to use shock tactics and burning platforms to nudge people into taking actions and making decisions that they otherwise might not have undertaken. Digital leader should develop individual ability to find common grounds and build rapport with others to induce mutually desired responses. We can't define distributed leadership in one definition it can be concluded that today's leadership style is developing property of group of interdependent individuals along with an inclusive style of leading.

**Waseehs Firdose**  
Assistant Professor, Govt. RC College Bengaluru



Dr. Balaji Gopalan @ University of Vaasa, Finland



**The Dynamic Environment & Leadership**



Standing at the threshold of the knowledge age, in innovation-driven industries, the strategic emphasis moves from the efficient management of mass markets to the effective utilization of knowledge and human capital resources. The organizations and their leaders also need to change. The demands of this VUCA environment present a complex set of challenges-- and require a shift in focus and emphasis--for organizational leaders. To meet the challenges, organizational leaders must "loosen up" the organization--stimulating creativity, innovation responsiveness, and learn to manage continuous adaptation to change--without losing strategic focus or spinning out of control. To place the organizations to compete and win in the dynamic environment of the 21st century, the leaders have to place less reliance on traditional structures and controls, and focus their efforts on five key priorities: a) Using strategic vision to motivate and inspire b) Empowering employees at all levels c) Accumulating and sharing internal knowledge ,

d) Gathering and integrating external information e) Challenging the status quo and enabling creativity. In a small entrepreneurial organization one externally aware visionary, who is aware of the dynamic changes of the potential opportunity or understand the first signs of impending danger may suffice, but in a large organization, a CEO can't do it all. He or she needs to create and reinforce a culture of being sensitive to and being aware of its environment. Five key elements focused on creating a culture of external awareness are Priority, Involvement, Focus, Process, Motivation.

**Vrinda Nair**  
Assistant Professor, School of Management Presidency University, Bengaluru

**"LEADERSHIP IS SOMETHING YOU EARN, SOMETHING YOU'RE CHOSEN FOR. YOU CAN'T COME IN YELLING, 'I'M YOUR LEADER!' IF IT HAPPENS, IT'S BECAUSE THE OTHER GUYS RESPECT YOU."**

**BEN ROETHLISBERGER,**  
PITTSBURGH STEELERS QUARTERBACK

**STUDENTS' PERSPECTIVE**

**Leadership: My Viewpoint**



Leadership is a special quality that a person has with many skills which are unique. Leaders are considered as inspirational character for society for being a visionary. Leadership is bringing out the best in people for the common good of the organization, and placing the credit where it honestly belongs i.e., with the team. The primary task of leadership is to direct attention. To do so, leaders must learn to focus their own attention. When we speak about being focused, we commonly mean thinking about one thing while filtering out distractions.

In an Organizational Leadership, it is an inter-personal process in which a manager is into influencing and guiding workers towards attainment of goals.

It denotes a few qualities to be present in a person which includes intelligence, maturity and personality. It is a group process as it involves two or more people interacting with each other. A leader is involved in shaping and moulding the behaviour of the group towards accomplishment of organizational goals. Leadership is situation bound. There is no best style of leadership as it all depends upon tackling with the situations.

**"Leadership is not a designated position, it's a phenomenon. It is people following people because they want to, not because they have to".**

**Ajmal Ahmed M**  
MBA III Semester  
Presidency University, Bengaluru



Dr. Pratika Mishra @ World Marketing Summit



# CAMPUS TALK

## THE TEAM

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ARTICLES INVITED FOR NEXT ISSUE ON  
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## 2nd International Conference on Digital Entrepreneurship, February 8-9, 2019

School of Management, Presidency University, organized the 2nd International Conference on Digital Entrepreneurship on 8-9 February 2019. Speaking on the occasion of inauguration, Chief Guest, Mr K. B. Nagaraju, Director and Chief Customer Experience Officer, Big Basket, said that how we use customer experience is a key factor in the growth of digital entrepreneurship. Prof. Petr Jirsak, Faculty of Business Administration, University of Economics, Prague gave the opening remarks. It was followed by Prof. Amiya Bhumik, Lincoln University College, Malaysia.



## Cerebrum- Management Fest Held on 7th & 8th December 2018

"Cerebrum" the Inter- Collegiate Management Fest was conducted by the School of Management, Presidency University on 7th and 8th of December, 2018 and this year's tagline was "Battle of the Brains". Events cutting across all areas of General Management, Finance, Human Resource Management, Business analytics and Marketing were held. Events included Business Plan Contests, Business Quiz, Best Manager contests, Marketing Bazaar, Bull and Bears, Ad-World, Personnel Capital, Investment Goals, Fashion Show and others. 23 colleges from all over Bangalore with around 300 participants took part in the two days' event.



## CEO of the Year @ SOM

*If you've got the ATTITUDE, we'll give you the experience. Prove your #CEO Attitude!*

With the same theme, School of Management has conducted the 3<sup>rd</sup> "CEO OF THE YEAR" activity to give a real life corporate experience to our Corporate Strategy students. The objective of this competition is to provide a big platform to make our students confident and ready for the corporate world. It is an inter section completion of all the MBA students of Sem-2. After a rigorous HR selection process, one CEO of each class has been identified and they performed different role and responsibilities with respect to an identified organization. More than 50 different groups has participated in CEO OF THE MONTH activity under the leadership of different CEO's and based on the performance on different parameter, "CEO OF THE YEAR" got selected.



## Management Students @ The Bangalore International Exhibition Centre (BIEC)

Around 500 MBA II sem students of the School of Management from Presidency University, visited BIEC between April 10<sup>th</sup> & 12<sup>th</sup>, 2019. They were able to interact with firms and had an opportunity to learn about Production and Operations Management and Services in the food processing technologies associated with the beverage industry, the packaging industry and the printing industry. Students were very enthusiastic and motivated throughout the exhibition. The Professors also accompanied the students and later they discussed the same in classroom about the experiences and learnings. Learning by doing is the mantra at which the SOM students work and this was one of the activities which helped the students to experience the same.



## Campus Reverberates with Young Entrepreneurs

A one day work shop on 21<sup>st</sup> Century Entrepreneurship was held on May 13, 2019 at the University Auditorium. The program was organized by the Center for Innovation, Incubation and Entrepreneurship (CIIE), Presidency University in collaboration with Openly.com, Switzerland. Speaking on the occasion of the inauguration, Mr. Sameer A. M., Chief Executive Officer, Bonito Design.com, Bangalore said that the road to entrepreneurial success is long, winding and strewn with pitfalls, obstacles and blind turns. The risks of starting a new business are high, as illustrated by the high failure rates for new ventures. However, as is always the case, the rewards, both financial and personal, are commensurate with the risk.



MBA Students @ Marketing Mela



Campus Ignites @ Meraki 2019



International Yoga Day

## RECENT ACTIVITIES



FDP on Applied Econometrics



Dr. Srinivasan, Univ. of Vadodara



Student @AIT Bangkok



FDP on Goods and Services Tax