PROTRACTED LEADERSHIP: EFFECTIVE BEHAVIOR ROLES OF INDIAN BUSINESS LEADERS THROUGHOUT THE YEARS

Gaurav R. Umretiya[1], V. R. Umaretiya[2]

[1]Department of English, Dr. Subhash University, Junagadh, Gujarat, India.

[2]Department of Biotechnology, Junagadh Agricultural University, Junagadh Gujarat, India.

Abstract:

Background: The present paper "Protracted Leadership: Effective Behavior Roles of Indian Business Leaders Through The Ages" reviews the available literature on behaviour roles as business heads concerning a hard place, i.e. India from the pre-independence period until today We saw the effect of these transitions on leadership structures, then how post-independence existing economic elite families used western education to control management styles. It also comments on the role of the Indian state in setting economic policies in independent India and how leadership styles adjusted to post-independent contexts

Materials and Methods: The study takes a qualitative method of investigating how management roles have developed within the Indian enterprise context.

Results: The evolution of leadership roles among Indian business leaders has been shaped by historical and contextual factors. Post-independence, affluent individuals emerged as economic leaders, leveraging resources to build successful businesses. In the 1960s and 1970s, effective leadership involved navigating bureaucratic challenges and fostering government relationships. As the business environment evolved, adaptability became crucial, with leaders needing to embrace new technologies and processes. Looking ahead, leaders are expected to be creative entrepreneurs with the vision to drive growth and innovation, shifting from self-interested to more collaborative and adaptive styles.

Conclusion: The evolution of leadership in India has been shaped by historical challenges, resource access, and the need for adaptability. Future success hinges on leaders who embody creative entrepreneurship, transitioning from self-serving to collaborative styles to drive growth and innovation.

Key Word: Leadership, Indian Business, Development, Shrimad Bhagwat Gita

I.   Introduction

As previously mentioned, individuals gather in groups to meet both work and social demands. Their potential for Effective Behavior, these requirements are dependent on several Business Effective Leadership.

The idea is that the efficacy of a group is heavily dependent on its ability to develop a viable type of structure, namely one that specifies who will control, lead, and influence and who will hold subservient positions. The Indian business environment has changed dramatically over the years. From the pre-independence era to the present, several Leadership Effective Behavior responsibilities are critical in managing economic growth. This study discusses the Effective Behavior Roles of Indian Business Leaders Throughout the Years.

II.   Definition of a protracted leadership

Maintain that the term "leadership," as employed in psychology, sociology, science, economics, and literature, has three major meanings that are used concurrently; that is, they are used to refer to a person who possesses specific attributes, occupies a given position, and behaves in certain ways[1].

The three meanings are in no sense mutually exclusive; they are ways of recognizing them.

(A) "That the influence potential of leaders may be related to different qualities or characteristics a lieutenant will be obeyed by a company of soldiers if he gives a certain order regardless of whether he is the type of person they would ordinarily look to for leadership or whether the kind of behavior he displays is a very leader like according to the usual norms." In this case, his status alone qualifies him as a leader.

(**1966)** → **Daniel Katz and Robert** L. Katin.

(B) "Leadership appears to be the abstentions feature of group life and is probably a necessary condition for an assemblage of individuals."

→ B. **Kuppusawamy**

(C) "Management is doing things right, & Leadership is doing the right things."

→ **Warren & Peter Drucker.**

III. Literature review

(A) Research studies reveal that there is something more than leaders and leadership. Effective behaviors account for 57 to 70% of the success of organizational leaders.

(**Edwinl Megargee 1969)**

(B) The effectiveness behavior of groups depends largely on their ability to find a workable kind of structure, particularly and structure that makes clear who shall dominate, direct and influence and who shall occupy subordinate positions. The research by Smeleser 1961) that we discussed also indicated that such structural arrangements function better if key positions are occupied by people who are suited for them because of certain personal characteristics.

Smele 1961

IV.   PURPOSE OF THE PROTRACTED LEADERSHIP

Having made Protracted leadership an effective behavior role, the roles of Indian business leaders over the years from the first independence era to the present day are replete with examples of how different business leaders own unique parts in moving the economy forward. At the same time, leadership key and effective leadership traits that were opposed to the prevailing situational variables were frequently shown to yield unproductive results. Unwanted, chaotic, and, in some cases, disastrous. At the current juncture in the Indian economy, a specific sort of leadership is required. As a result, our research advises developing a model for leadership in the current context to meet the difficulties that lie ahead.

For this purpose, we have progressed from understanding what makes a leader to examining their predominant leadership taints about changing psychological, economic, and business scenarios, and finally to suggest a future strategy for ensuring the business's survival and success in a highly ambiguous environment.

V.   PROTRACTEDLEADERSHIP OF THE ROLES OF INDIAN BUSINESS LEADERS

The path of Indian commercial organizations from before independence to the present day, as well as the accompanying prevailing leadership attributes, are all separated into stages for the study's purposes.

(1) Pre-Independence

(2) Early year of Independence

(3) 60's 80's (Pre-liberalization)

(4) Liberalization - The 90's

(5) Post-liberalization and globalization

(6) What lies ahead? preparing for the future: the new

An integral part of effective leadership is having a vision. Thus, all successful business leaders have been visionaries. Having said that, certain predominant traits seem to mark successful leadership at every stage in the development of Indian business.

Indian business houses were limited in the years before independence. As a result, only leadership that possessed one or both of the following traits flourished:

(a) Appeasement of the Imperial power.

(b) Having access to captive resources

The few commercial houses that did manage to establish themselves during this time, like the Tata's, came from wealthy families. The founders of these businesses were not only educated abroad and exposed to the professional associations already in place in the west, but they were also very much a part of India's elite because of their lifestyle of thievery. Thus, a tiny group of affluent Indians whose families had historically owned captive resources gave rise to the economic leaders of this age.

On the other side, the shallow, solely self-interested leadership offered by the Maharajas, jagirdars, and moneylenders was in contrast. Those who could placate the imperial sultans were able to live on for themselves! Because the Imperial Empire would export all of England's raw materials to fund their textile mills, only cottage businesses (such as silk and spices) remained. All other industries, such as the Indian Textile Industry, were in ruins[2]. It's interesting to note that while this kind of leadership supported the leaders and those who relied on them, it was ultimately detrimental to their followers. The entire core of leadership was lost in this endeavor for personal gain because it favored subordination and passivity. We'll refer to this style of leadership as.

(A)   Roles of Captive Leadership: The Government of India emerged in the early years of independence as the ideal illustration of a classical organization. Office politics. Like other traditional leaders, the Indian government and planning commission played the three key tasks of formulating a strategy, coordinating the structure, and establishing and overseeing information and controls. Such a leadership style was necessary for a nation that had just emerged under the British Imperialists' shadow, with its economy in ruins, cottage industries destroyed, technology outdated, and systems and institutions nonexistent.

(B)   **leadership roles for Builders:** This leadership style will be referred to as the builder leader style. The majority of Indians found themselves in a state of turmoil when the country gained independence. They had fulfilled a lifelong goal of becoming independent, but they had no idea what to do next. This fashion gave the newly formed nation the direction it needed to go to advance. The commercial organizations that prospered during this time were those that set the standard for pursuing the policies that the government-backed and propelled the economy.

(C)   **Liaison Leadership Roles:** The classic skills needed for conducting business successfully in the pre-liberalization economy had far less to do with strategy or operations than with lobbying and liaison for licenses, permits financing, and concessions. The fortunes of the businesses rested largely on the networking prowess of their owners which meant leveraging contacts culminating in the corridors of power. As a result, the deterioration of the classical style and, more crucially, its consolidation into the Liaison - Leader, were defined by the 1960s and 1970s. The success of the leaders and their businesses during that period was characterized by their ability to build relationships with and win the favor of the government and the ruling elite. This means that you could succeed if you could find a way to get around the government's dysfunctions, such as red tape, bottlenecks, and corruption.

(D)   **Leadership Position in Liberalization:** Beginning in the 1990s, when the liberalization process got Indian business leaders off to a good start. The government's liberalization measures provided a wealth of chances for domestic players. Successful leaders arose from a group of people who had the intelligence to feel the charge, seize the chances, and have the aptitude to adjust to the charged situation.

(E)   **Roles of entrepreneurial leaders:** These leaders had the specialized talents necessary to start their businesses, as well as the ideal group of people who shared their goals and values. Together, they were able to build a portfolio of successful, independent companies.

A wave of opportunity washed up on the shores of Indian business in the new millennium. Some of the Indian business executives had by this point been quite successful at modifying their management approaches to the complex situation; their operations were now transnational and their viewpoint was now global. The leader that emerged was an adaptive entrepreneur who was able to thrive in such a fiercely competitive, unstable, and confusing environment.

(F)   **ADAPTIVE - ENTREPRENEUR:** The leader had to adjust to new duties, systems, technologies, and processes constantly. The rate of adaptability expanded in scope. The success of an entrepreneur depended on how quickly he could change.

(G)   **Creative Entrepreneur:** The Creative Entrepreneur will be the leader who succeeds in the future. In addition to achieving a fit with the environment, as the adaptable leader did, he will combine the skills that will enable him to expand to limitless possibilities. The major characteristics that will aid him in reaching this goal are those that also establish the vision for the leader of the future.

<div align="center">

VI   Protracted leadership Key:

</div>

Let us now enumerate what we believe will be the 1 to 14 key leadership traits in the new paradigm that emerges :

(1)   The highest levels of integrity and honesty must be actively demonstrated as the foundation of leadership. A leader must be able to distinguish between right and wrong with clarity. The leadership process can only ensure that the organization's ideals are upheld at all costs with a solid foundation of personal ethics.

"Lack of ethics is worse than poor performance and always fatal in the long run"

Shravan Shroff, Director, Shringar cinemas

(2)   Leaders need to be aware of how important each member of the team is. They can build synergistic, passionate, and committed teams by encouraging people with a variety of talents, but they will need to marshal the emotional and intellectual capital of their workforce to establish the proper focus.

"Leadership is about leading people with their consent, "Vikram Talwar, vice, Chairman and CEO of Ex/Service.

(3)   Considering that international corporations are everywhere, a leader must accept diverse cultures and recognize the benefits of working for one. The focus here should be on creating a global manager who also happens to be an Indian, rather than an Indian manager who works abroad.

"A leader must be like a conductor managing an orchestra comprising many musicians. Each person is not just an expert on a particular instrument, but also part of a greater whole. The result is great music". Anu Agha - CEO, Thermax.

(4)   Leaders must focus on trying to foster a culture of ongoing learning. They must be able to expand the organization's "learning capacity" to do this. This can be achieved by:

(1) Promoting the exchange of educational opportunities

(2) Fostering cross-disciplinary learning; and

(3) Dismantling informational obstacles.

"Good leaders are great simplifiers. They can cut through doubt, argument, and doubt to offer solutions everybody can understand, appreciate and follow. Good leaders are also educators who transfer learning across the organizations." R. Mohan President and CEO, Hinduja TMT.

"If it ain't broke, don't fix it," The people who do go broke" P.V. Kannan, CEO 24/7 Customer.

(5)   To flourish in this borderless environment, the leader's thought process shouldn't be constrained, his vision shouldn't be limited, and his creativity shouldn't be constrained either. The organization must always push its boundaries and grow exponentially, thus the leader must have the capacity to think large. The best leaders are those who recognize the need for change before the majority of their peers. They take the initiative and put all of their efforts into bringing about that transformation.

(6)   Encouraging an entrepreneurial spirit within the organization is another hurdle that leaders must overcome. Every employee should be encouraged to demonstrate entrepreneurial abilities so that the organization as a whole is filled with the desire to expand and thrive. A leader is a dispenser of optimism, whereas a manager is a dispenser of caution, according to a once-quoted proverb. In the modern world, we must continuously deal with uncertainty. In that sense, leadership is essential. Caution will not lead to inspiration.

(7)   To keep their company together, leaders must develop as skilled users of communication channels. The substance of the boundary-less organization makes this particularly pertinent. Leaders must be able to communicate effectively with all members of the company, which they can do thanks to the amazing power of contemporary communication techniques. Being a patient listener is another aspect of effective communication. Nearly all people can hear[3]. But few people, especially those at the top, actually pay attention. The key is to listen. They need to listen closely to themselves as well as to their partners and collaborators, markets, and constituents.

(8)   Joint ventures, mergers, and acquisitions are among the most significant developments causing an organization's inorganic growth. Leaders must be able to execute mergers and acquisitions successfully, which involves not just financial discussions but also integrating the cultures of the participating organizations.

(9)   Modern work environments are full of contradictions. For example, while we seek to minimize risk to the organization, we also want to encourage entrepreneurship; We seek to maximize human productivity and yet aim at promoting work-life balance. Leaders live with these contradictions every day. If and only if they can find the appropriate balance, they will be able to resolve these inconsistencies.

(10)   All levels of mentoring must be a part of leadership. They must recognize and develop talent. Their self-assurance will inspire them to choose and nurture the greatest candidates.

"Great leaders consistently worry about how soon can they make themselves redundant, so that they can stand at the sidelines and applaud the next leader" Swapan Seth, Co-CEO Equus Advertising.

(11)   More than ever, leaders must possess a deep sense of humility. It's easy to understand why. There is too much change for anyone to believe they can always be correct. They must possess the capacity to admit when they are mistaken and to receive criticism and new knowledge with an open mind.

"A leader must be always prepared to listen; to hear out ideas; even the revolutionary ideas, which he knows often bring chaos, he must make space for them and possess the vision to sieve the grain from the husk." Ninad Karpe, MD, Computer Associates, India.

(12)   The organization's values, or the company's views, principles, and convictions, are much more important than the leader's values. These principles must be protected by the leaders to prevent them from being overlooked in the pursuit of success. Building organizational values are similar to building a house. To channel and promote entrepreneurial spirit throughout the business, the leader must first set the groundwork, then provide space for individuals, height so that everyone looks up and is motivated by things beyond their present capabilities, and ultimately a stairway.

"A leader must be trustworthy, transparent and in addition, he should have respect for his people"

B. Mutthuraman, MD, Tata Steel.

(13)   Every business is evolving to become more human. Beyond maximizing shareholder wealth, problems including ethics, the environment, and social benefits are becoming more prevalent. The leader must include

their cultural world. The organization in the context of the wider social, economic, political, and cultural spheres.

(14)   In the words of Aristotle "A true leader must endeavor to the what he desires to appear"

A leader should be able to see the glass as half full and not half empty because this enables him to turn difficulty into opportunity and use every obstacle as a stepping stone to success. Even an effective leader finds it challenging to lead under extreme pressure. The ability to go through with the agenda for change despite difficulties, however, is what keeps such leaders going. Therefore, persistence is a key component of true leadership.

VII Effective Leadership abilities:

(1)   Possessing the proper viewpoint : Regardless of your task, it is always beneficial to handle various work-related challenges with the proper viewpoint or strategy. You could plan and strategy more effectively if you were aware of all the nitty-gritty details of your work. A good leader can see their objectives and make plans to achieve them. Additionally, this would assure effective outcomes and allow for the right division of work.

(2)   Positive Recommendations: Effective leadership is more than just asserting your superiority over others; instead, it would be a good idea for you to provide ongoing feedback to your coworkers or subordinates. Your methodical approach would make it easy for you to accomplish your goals. Make sure to always give praise when a job is well done and offer gentle criticism when necessary. If the work is not actually up to your standards, you need to tackle the situation properly if you want any project to be done well. Ranting and ranting about problems will only damage your reputation. However, if you approach the situation professionally, you might get greater outcomes from your juniors.

(3)   Possess a Positive Spirit: An effective leader must provide an example for others to follow and inspire them to do the same. You may inspire others to approach work with the proper attitude and spirit by modeling it for them. Be somewhat firm about things when schedules are demanding. When your team performs well, you may relax a little and create a joyful environment to put everyone at rest. You'd only benefit from better working conditions as a result of this. People will respect you more and work more effectively if they are thrilled to be working for your company.

(4)   Setting Objectives: Always have goals for both you and your team. This would assist you in maintaining order and streamlining operations at work. Setting short-term goals that will aid in scenario analysis and organizational transformation is possible with the correct attitude toward things. Working for a company with an entirely simplified function regarding numerous work-related concerns can't be greater than that.

(5)   Distribute of Responsibility: A good leader can assign responsibilities to the appropriate individuals. It would be easier for you to handle things effectively if you were aware of the strengths and shortcomings of your team. Recognize the talents that are available and assign jobs appropriately. Give worthy individuals leadership, and make sure they support their teammates' improvement.

(6)   Creating a Positive Environment: Effective leadership skills entail more than just setting an example or managing duties at work. To establish a pleasant environment that is conducive to work, one should also learn to recognize issue areas at work and deal with them. A competent leader will acquire the necessary abilities to keep a positive and productive work environment! These were some of the most useful traits and abilities of good leaders. You may effectively utilize these at work and get positive outcomes if you have the correct mindset.

VIII Business Necessity and Effective Leadership:

What makes a good leader? If you believe that the list of attributes that make a good leader is complete, you are incorrect since there are many more qualities that make a good leader. Running organizations and large businesses need a leader who possesses the charm and qualities that are a surefire prescription for success. Learn more about what makes a strong leader by reading on.

I.   Vision and Planning:

One of the most distinct leadership traits you'll discover in an absolute leader is this one. A leader possesses an exceptional capacity for future prediction. They are capable of foreseeing the passage of time, potential difficulties, and strategies for surviving and evolving in the future, making it more than just a dream. The biggest asset of any leader is his vision and the plan that is used to achieve the vision. An appropriate vision is what people want and the leader should be ready with both the vision and the plan to achieve the vision. The vision is, in principle, a goal and promise for the people.

II.   Great and Quick Thinkers:

Another essential characteristic that differentiates a great leader from others is the capacity to think quickly and intelligently. There is fierce rivalry in the market, which means that only a leader with the ability to think swiftly and strategically would be able to overcome this significant obstacle and survive. To prevent him from being crushed, you must keep up with the pace of the outside world.

III.   Setting an Example :

It's challenging to be a leader since it requires serving as a role model for many people in your business. Everyone is inspired by a leader, and you want your team members to perform in addition to just showing up to work. Employees often pay great attention to their bosses, their manner, how they communicate with them, and how they act generally at work. Thus, it is crucial to have a positive outlook even amid trying circumstances.

IV.   Motivation :

Understanding the degree of motivation among the organization's personnel is crucial for a leader. Maslow's Hierarchy Theory states that a person has many requirements at various levels. A leader must work on this crucial characteristic if it is not already there in him, and provide the employees

with what they require so that they may give their all at work. A little inspiration can be all that your staff and business need to succeed. Here are some suggestions for motivating your staff.

V. Recognition:

Another crucial feature that many leaders overlook is rewarding and acknowledging people for their efforts. This is the source of many dissatisfied employees. Keep in mind that your employees are your company's most precious asset, and they have many alternatives in this rapidly changing market. Therefore, if you don't value and recognize the important contribution they make to your success, they will be free to leave you as they have alternative options. If you're wondering how to put these leadership principles into practice, don't worry; as soon as you develop the aforementioned leadership traits, you'll be able to do so naturally in your day-to-day activities at work[4]. To be a great leader, a person must possess and uphold the most critical leadership qualities and principles. If you don't possess and uphold these qualities, you will just be managing people rather than leading them.

VI. Inspires others :

Effective leaders have a remarkable talent for inspiring others. Effective managers inspire others and create confidence in their team members in every management position. They are true visionaries that constantly keep their attention on the larger picture. They know how to motivate others to cooperate as a team to succeed because they have a strategy.

VII. Trustworthy:

Maintaining trust in all relationships is one of the traits of successful leadership. The greatest leaders in history were experts at gaining people's confidence and establishing enduring bonds, as can be seen by looking at their personal histories. Trust is one of the positive leadership qualities that everyone admires. Thousands of employees and workers are keeping an eye on your every move since you are the CEO of a significant MNC. Additionally, the opposition is. You must make sure that your honesty and integrity are never questioned in any of these situations. People will eventually have faith and trust in you if they witness you acting honestly and being true to your words.[7]

This demonstrates how crucial the leadership position is in big businesses. One of the best examples of strong leadership quality is the ability of a single person to inspire thousands of people and get them to cooperate. The greatest quality of a leader is gaining the confidence of the people in a promise and vision of righteousness. Modern leaders, particularly those in politics, rely on their integrity to win the public's trust. Transparency and public accountability are two excellent policies that have been put into place in numerous countries throughout the world. Many governments have also implemented several laws, such as the Right to Information Acts, to formalize policies and make them more transparent. Along with transparency, leaders need to have a solid foundation and guiding principles that enable them to win the people's righteous trust. The late President Abraham Lincoln is undoubtedly the best example of a leader who gained the confidence of the populace by successfully managing the Civil War and the Trent Affair.[5]

VIII. **Driven by belief :**

Leaders are motivated by a strong sense of faith and belief, which is one of the best leadership qualities. One needs a lot of self-confidence and self-esteem to instill confidence in others. This sense of self-worth and self-esteem is abundant in good leaders. They make snap judgments, follow through on them, and promptly and patiently address any issues that arise. Additionally, one of the most crucial qualities of effective leadership is self-confidence. Good leaders exude a sense of assurance that is contagious to others around them. A captain or leader who is afraid of issues unconsciously spreads unfavorable sentiment throughout the company. Therefore, optimism is a sign of good leadership.

IX. **High Levels of Self-Awareness:**

One of the finest qualities of effective leaders is that they are aware of their strengths and weaknesses. They set high standards for themselves because they are aware of how their actions and behaviors might affect those around them. They can quickly put themselves in other people's shoes, comprehend their issues, and make difficult judgments. Every personality may become a good leader if we work on our personalities and approach life's obstacles with patience and confidence.

X. **Communication**

One of the most crucial leadership traits is the ability to effectively communicate, and this quality alone may distinguish the excellent from the exceptional. Leaders may reach out to the public and share their goals and intentions with them by using communication. Gaining the support and trust of the populace is one of the many benefits of having strong communication skills. The issue is that many leaders fail to put their words into action. It is a persistent issue for many underdeveloped countries. Not that he was a brilliant leader, but Adolf Hitler is arguably the finest illustration of a leader who was adept at communicating. Hitler's preferred method of winning over the populace was through emotionally charged speeches that made people hopeful for (sarcastic quotes) "a better Reich."

XI. **Determined decision-making:**

Decision-making is a heavy responsibility of any leader. Fast, mature, and successful decisions make leaders successful. Golds Meir, the 'Iron Lady' and the gentle grandmother of Israel, was a fearless political leader who initiated two highly acclaimed operations, namely Operations Wrath of God and Yom Kippur War. Though Meir resigned after the war, the success of both operations is beyond doubt. Meir's policies to protect the interests of her people were certainly astounding and the quick reflexive decisions were noteworthy.

XII. **Commanding Respect:**

For all leaders, being able to command a certain level of respect is a need. The clearest illustration of this is Sir Winston Churchill, who had the inherent capacity to command people's respect and obedience at the same time. Churchill is frequently cited as having been in charge of the Second World War. One of his major accomplishments was his analysis of the fighting army and the decision-making process for how the battle should go. He was a gentleman deserving of genuine respect because of his

capacity for dealing with troops, members of the armed services, and politicians with just the right amount of pragmatism, humanity, and flawless comprehension.

XIII. People participation:

All leaders across the world have struggled with how to make it possible for people to engage in management and leadership. Examples of this style of leadership are uncommon. Ricardo Semler, a 20th-century Brazilian manufacturer, set the bar for the greatest workplace culture in terms of employee engagement. His firm, Semco, is well-known and generates untold numbers of technologies. Every employee at Semco participates in research and development, and they choose their superiors. Employees have representatives in management and are entitled to approve and ratify corporate expenditures. Semler has provided the entire globe with the best model of corporate leadership. These men and women have achieved success throughout history by turning the tide of adversity and working by their values. The people's support and bare credentials are not what accounts for their achievement.[8] They have achieved immortality in history by doing morally and thinking correctly in all circumstances. They were excellent examples of leadership positions because of their sheer tenacity, patriotism, and meticulousness. The best thing that can be said about them is how much they care about and are honest and sincere with the people who elected them to be their leaders.

VI. CONCLUSION

Leadership is, therefore, about perseverance. To conclude, Leadership Roles very; they could be democratic, entrepreneurial innovative, or built around the concept of mentoring. To use any role successfully and each can be used thus leaders have to first understand the issues at hand and define the goals that need to be achieved. The primary responsibility of New age leaders is to create a team that has the passion to forge ahead and yet possesses the ability to bounce back from reverses. It is difficult to distill and use the above-mentioned maxims on the job, yet a true leader should never call it quits. Leadership, in a nutshell, means making the difficult possible.

References

(1) Cappelli, P., Singh, H., Singh, J. V., & Useem, M. (2010). Leadership Lessons from India. Harvard Business Review.
(2) Ghosh, A. (2012). Leadership in Indian Organizations: The Way Forward. Sage Publications.
(3) Khanna, T., & Palepu, K. G. (2010). Winning in Emerging Markets: A Road Map for Strategy and Execution. Harvard Business Press.
(4) "Leadership secrets" - From Several issues of Business Today. Psychological Essay: Dr. Jamkuben & Dr. Sardaben (2010) Parsv Published Ahmedabad.
(5) Narayanan, V. K., & Fahey, L. (2005). The Relevance of Meta-strategy for Indian Business Leadership. Journal of Business Strategy, 26(6), 46-55.
(6) Rao, M. S. (2013). Smart Leadership: Insights for CEOs, Managers, and Leaders. IAP. Sharma, R. R. (2011). Change Management and Organizational Transformation in Indian Industry. Sage Publications.
(7) Sinha, J. B. P. (1995). The Cultural Context of Leadership and Power. Sage Publications.
(8) Tripathi, D., & Jumani, Z. A. (2007). The Oxford History of Indian Business. Oxford University Press.