ABSTRACT

TOPIC OF DOCTORAL THESIS

A STUDY OF LEADERSHIP FOR SUSTAINING AND DEVELOPING SMALL, MEDIUM AND LARGE ORGANIZATIONS AND INSTITUTIONS IN AND AROUND HYDERABAD

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INTRODUCTION:

Leadership is a complex activity. The Leaders are the people with a huge responsibility. The actions and thoughts of leaders have wide influence on the people and society at large. Often there are long term implications of the actions of leaders. The last one hundred years of human existence has seen cataclysmic changes. It is not only the changes in technology, demography, climate and the external social and economic changes but also the pace of change which has increased and is increasing exponentially by the day.

The concept of leading or modern leadership is relatively new. Leadership has generally been associated with the individual qualities like charisma and the personal characteristics of leaders. In the opinion of the researcher there have been very significant changes in the past one hundred years in almost all conceivable fields. The pace of change is getting faster in an exponential manner. The world GDP has multiplied by almost sixty times in the past one hundred years. The human population has increased by twenty times in the last two hundred years. There have also been rapid technological changes like the internet and the communication technologies which have changed the way in which people communicate and access information. The planet has become an increasingly complex place to live in. Leadership needs to be redefined in the context of issues. The researcher has identified ten issues which are the most compelling and demanding issues of the present times which leaders have to tackle. The issues identified by the researcher are:
1. Rapid technological changes -

The pace of technological changes is making technologies obsolete in a very short span. This is particularly true in the era of Communication and Internet. But today no field is exempt from this threat. Apart from the issue of science and obsolescence there are also dimensions of morality, ethics, law and religion to some of the issues like human cloning, artificial life, genetic modification, stem cell research, human genome research, organ transplantations and others. This only means that developments in science and technology are becoming complex and their various implications for the future are still not clear to a vast majority of human population. Even the future directions of these technologies are not clear.

2. Blurring of distinctions between different sectors like Governments, Public Private, NGO, and others and overlapping of their functions -

The leaders from the different sectors selected by the researcher are unanimous in their opinion about the complex issues being faced by them. The challenges are increasingly looking similar in the different sections of leadership. No sector of leadership can work in isolation with regard to the complex issues being faced. There has to be a commonality in dealing with the issues.

3. Global warming & Environmental destructions -

The CO₂ ppm in the atmosphere of the planet earth has gone up to 280 ppm from 180 ppm in the last hundred years. This is a phenomenal increase and this rise is
unsustainable. More than 80% of the species have got extinct due to these undesirable climatic changes in the last fifty years. Climate change is a threat to sustainability of the life on the plane and leaders from every sector are confronted with this challenge of mitigating and reversing the effect of climate change.

4 Skewed distribution of wealth / income among nations / individuals-
While the number of billionaires is increasing in some capitalist countries, the income disparities in the world have never been starker. 1% of the world’s richest people control wealth and assets equal to the remaining 70% of the population of the world. In India which prides itself as a secular modern democracy the picture could not be more dismal. In India the top hundred richest people own wealth and assets more than that of seventy crore people in the country. More than ninety crore people in India live on an average income of less than Rupees sixty per day. What is more disturbing about these numbers is that these disparities are rising by the day. The rich are becoming richer and the poor are becoming poorer.

5. Conflicts between systems of Governance (Capitalism, Socialism etc) and issues of Governance at company level (Corporate Governance Issues).

The launch of Glasnost and Perestroika in the erstwhile USSR signalled the end of socialism and shift towards the free market economy. Around the world obituaries were written for the erstwhile socialist and state run models. However the recent economic meltdown and the financial crisis have seriously eroded the beliefs in virtues of a free market economy. The capitalist economies are increasingly
looking for help from the state even as the state run economies are privatizing their economies. In a way both capitalism and socialism are reinventing themselves. There have been serious cases of fraud and manipulations of the system in the failed capitalist model of the USA recently. The shortcomings of the so called free market economy have been exposed brutally. Iconic companies and their celebrated CEO’s have beaten the dust and few of them have been exposed as no more than frauds and conmen.

This has raised a very relevant question as to what kind of system of governance is suited for the present times. There can be no easy answer to this. Capitalism itself is evolving and the role of state in providing social security and health security to its citizens is increasing in the so called liberal western capitalist markets.

6. Increasing competition between Governments & Corporations for natural resources / minerals, food grains and strategic energy sources.

There is a huge competition between governments and corporations to control the natural resources and the energy sources. This has in the past lead to wars and conflicts. The exploitation of the mineral rich Africa by the rich countries of the west and of late by China with scant regards to the rights and livelihoods of the poor locals is leading to the situation of civil war conditions in many parts of the globe. Reactionary forces like the pirates off the Somalian coast are already posing a grave danger and threat. In countries like India also officially about one hundred and eighty of the five hundred and forty districts in India have been declared to be affected by the Naxalite violence. There is no rule of law in these areas and the writ of the police
and the judiciaries do not hold. It is not an accident that these areas afflicted with naxalism also happen to be richest in mineral resources and the fruits of development have not reached these most backward places. A complex socio economic problem has occurred and slowly it is spreading its wings and leading to the armed struggle and uprising. Not surprisingly the state is being viewed as an oppressor and there is a grass root support and popular sentiment of the local population supports this struggle against the State. Probably in no other country in the world does the government acquire land on behalf of the industrialists by displacing the poor and downtrodden and deprives them of their livelihood.

7. Rapid rise of population & deterioration of urban infrastructure-

The population of the planet has increased twenty fold in the last two hundred and fifty years. This is the steepest rise in the history of humankind. For centuries the population of the world remained stagnant and at times of drought, famines and wars might have actually decreased. This sudden rise in population in such a short span has been accompanied by mass migration to the cities and rapid deterioration of urban infrastructure.

8. Enormous strain on the emotional will being of people as a consequence of the rapid changes-

The rapid changes taking place around in the planet in climate, economy, politics and technology are putting an enormous strain on the psychology and well being of humankind. Stress related disorders and psychosomatic ailments are on the rise.
People want peace and harmony but are often at odds with their compulsions of daily life. This is leading to new ailments like road rages and emotional disturbances. Happiness has become elusive and extreme pursuits of materialism have lead to a culture of deceit, greed and fraud which are fundamentally eroding the fabric of morality. There is utter confusion and chaos and the complexities of the market place have only added to the problems. Today humankind is not sure about which direction to take in the pursuit of happiness. Spiritualism and religion both play a crucial and stabilizing role. Leaders need to address these concerns in order to provide direction and leadership.

9. Low levels of human development indices & widespread hunger, diseases and poverty-

India ranks among the poorest countries in the world in terms of per capita GDP. Even Punjab which is the most prosperous agricultural state has hunger levels comparable to sub-Saharan Africa. On the HDI (Human Development Index) the performance of India is way below that of countries like Bangladesh and Uganda. While we pride ourselves on the GDP growth rate of the past few years after liberalization, the fact remains that on the HDI and hunger front there is not much success. A vast majority of the population is being left out of the growth story. This is an important issue to be addressed by the leaders.
10 Societal conflicts, terrorism and disillusionment with Institutions and Corporations-

In various parts of the globe ethnic and societal conflicts are on the rise. Around the neighborhood of India there are complex problems. There is ethnic violence in Sri Lanka, the near disintegration and civil war condition in Pakistan, the take over of Nepal by Maoists, the talibanization of Afghanistan and the problems of infiltration and terror modules from the neighboring countries. All over the globe there has been a marked increase in ethnic strife and conflicts. India has been seriously affected by terrorist violence. The civilian causalities in terror attacks in India in the past three to four years have been the highest after war torn Iraq. These conflicts are on the rise in different parts of the world including west Asia, Israel, Mongolia, France among others. Ironically globalization has not been able to overcome age old prejudices and today there is a world torn apart by ethnic and religious fundamentalism and increasing strife and conflicts across the globe which threaten the very survival of nation states. This calls for a serious introspection of the existing systems and models since in most cases the popular sentiment is in support of such causes.

The above ten issues have been identified by the researcher as the most critical and compelling issues of the times. It is the responsibility of the leaders to understand, be aware and implement workable solutions to the above problems. Leaders have huge responsibility to solve these complex problems. An integrated approach to leadership
is required which encompasses the above issues and this Model can be called The Global Leadership Model, TGLM™.

**HYPOTHESIS:**

1. Leadership is becoming issue based rather than individual centric.
2. An understanding of the effect of the rapid technological changes taking place is essential for leaders.
3. The challenges being faced in different sectors are looking similar and the vision of the leaders is converging on the common issues.
4. An awareness and understanding of the climate change and accompanied environmental destruction is fundamental for leaders. Leaders have to focus on sustainable development and have long term orientation.
5. The rising income disparities and skewed distribution of income among nation/individuals is a challenge to be addressed by leaders.
6. The problems due to conflicts between systems of governance like capitalism, socialism and corporate governance issues have to be addressed seriously by the leaders.
7. The rapid rise in the population levels and the accompanied problems like deterioration of urban infrastructure pose challenges which have to be understood by the leaders.
8. The increasing competition between governments and corporations for the control of natural resources /food grains and strategic energy sources would
lead to increased conflicts and roits. The leaders need to have an understanding and awareness and implement solutions on these problems.

9. The problems of low levels of human development indices and widespread hunger, diseases and poverty are challenges which are confronting a vast majority of the population and leaders need to provide a solution to mitigate these problems.

10. There is an enormous strain in the emotional well being of people as a consequence of the rapid changes taking place and leaders need to take this into consideration when implementing their plans.

11. The rise of terrorism, societal conflicts and disillusionment with Institutions and corporations is an issue that leaders have to be aware of and address these challenges and threats and means to counter them.

12. An integrated approach to leadership which encompasses the key issues of the present age is required and this could be called as The Global Leadership Model. (TGLM™).

**OBJECTIVES:**

The research has done this study on leadership with the following basic objectives:

1. To study at leadership in a holistic manner as an issue based subject by the study of 8 sectors identified by the researcher in Hyderabad.

2. To examine the shifting focus in leadership from the individual to the issues (Ten issues identified by the researcher).
3. To evolve a leadership model which can integrate the urgent issues identified by the researcher as crucial for sustainable development?

4. To test the basic hypothesis that in the complex world of today there is a requirement for a leadership model which is based on issues and identified by the researcher as The Global leadership Model (TGLM™).

**AREA OF STUDY:**

The following eight fields are selected as the areas of study. This study is conducted in around Hyderabad and in each field hundred respondents are selected.

1. Corporate sector
2. Universities and Academics
4. Political
5. Religious and Spiritual
6. Defense and Paramilitary
7. Government
8. Professionals (Others)

The above eight sectors were identified as they represent the wide cross section of leadership and is representative of the society.
METHODOLOGY:

The researcher has used a combination of Primary and Secondary data in order to collect the data test the hypothesis and draw the relevant conclusions.

Primary data-

1. Personal interview of Top leaders of Organizations and Institutions in an around Hyderabad.
2. Sample questionnaire administered to the leaders in the selected sectors.
3. Personal observations and situational analysis by the author.
4. The survey was conducted through a combination of the following -
   - Personal meetings
   - E-mail
   - Posting on Yahoo Groups
   - Posting on www.surveymonkey.com
   - Posting on Google Groups.

Secondary Data-

1. Literature Survey
2. Previous research work done on the subject
3. Books and Journals (as referred in bibliography)
4. Newspaper articles and editorials (as referred in bibliography)
5. Internet (as referred in bibliography)
**SCOPE OF THE STUDY:**

The scope of the study covers the geographical area of the city of Hyderabad and the eminent Organizations and Institutions in and around Hyderabad. For the purpose of development of an integrated model, eight different sectors were considered for the selection of 100 respondents from each sector. The scope of the study covers all eminent leaders from these Organizations and Institutions selected from the eight sectors.

Apart from the above, the scope of the study also involves sending the soft copy of the questionnaire by e-mail to the following:

1. Famous personalities around the world
2. Eminent political and religious leaders
3. All the top academicians in the country including the directors of IIM’s, IIT’s, NIT’s and other top Institutions.
4. Posting the questionnaire in [www.surveymonkey.com](http://www.surveymonkey.com)
5. Posting to eminent bureaucrats and diplomats in the country.

**TESTING FOR HYPOTHESIS:**

The chi-square method of goodness of fit was used for testing of hypothesis. Each of the hypotheses has been tested and statistically validated and each of the hypotheses is proved using the above statistical tool.
PRINCIPAL CONCLUSIONS:

The broad objectives of the study have been achieved by the researcher.

The hypothesis put forward have been tested and statistically validated. The broad conclusions drawn by the researcher based on statistical analysis are as follows -

1. An integrated leadership model encompassing the ten key issues identified by the researcher is required and this model has been called The Global Leadership Model (TGLM™). Ten key issues have been identified by the researcher. This is a totally new concept in leadership thinking and theory, the researcher has applied for the Copyright and Trademark and henceforth this model would be called The Global leadership Model, TGLM™.

2. Leadership is increasingly become issue based rather than individual centric.

3. While individual qualities of leadership like charisma, personality and other traits may be important in the development of leaders, it is imperative that we have a models & institutions that can create leaders without waiting for some messiah to emerge to lead people. Leadership has become too important a subject and cannot be left to chance.

4. The approach to solving common problems has to be necessarily global because globalization has flattened the world & made the word “local” a very relative term. Leadership has to be global in outlook & it has to have scalability from the local to the global level.
5. The problems may appear to be local but the solution has to be global & integrative since the wider issues are no longer local and do not have purely local solutions.

6. The leadership has to provide solutions to the important issues instead of piecemeal and short term solutions knee-jerk re-actions cannot be solutions. The solutions have to be long term & involve the common good. The hit and run tactics of a few selfish capitalists cannot be allowed to sabotage the interests of a vast majority of human population.

EXPECTED CONTRIBUTION TO THE SUBJECT AND BODY OF KNOWLEDGE:

The primary aim of the researcher in this study is to focus on the solutions to the development of a new issue based approach to the subject of leadership. So far most studies on leadership have focused on the individual and the personal qualities and traits that shape leaders.

In this study the researcher has tried to shift the focus to the issues rather than the individual glorification and this has lead to the development of The Global Leadership Model (TGLM ™) which is based on contemporary issues.

This model or the concept is The Global Leadership Model (TGLM ™) which is issue based and a totally new way of looking at leadership.

The expected contribution from this study is wide and immense in scope. The responses to the survey conducted validate the hypothesis and the following contributions are expected from the study.
1. The study provides a new framework for the discussion on the subject of leadership.

2. It provides an issue based model which can be used for developing an integrated approach to leadership for different sectors.

3. It provides a useful basis for Organizations and Institutions to develop leadership focusing on contemporary issues. This can be applicable for almost any sector.

4. It provides a framework for developing leadership as a separate discipline/subject that can be a part of curriculum right from the school level.

5. It provides a guideline for evaluation of leadership.

6. It provides a reference for various Organizations and Institutions for developing vision/mission statements and for long-term performance standards.

7. It provides a basis for multilevel treaties, partnerships collaborations and curriculum design on global level.

8. It provides a framework and model for attaining the ultimate goal of world peace and sustainable development.

9. The Global Leadership Model (TGLM™) can provide a basis for the development of Global Leaders.

T Bhaskar
Ph. D. Student

Dr. (Capt.) C. M. Chitale
Research Guide
APPENDIX - 4

TGLM™ MODEL

Rapid technological changes

Global warming & Environmental destructions

Blurring of distinctions between different sectors like Governments, Public Private, NGO, and others and overlapping of their functions

Conflicts between systems of Governance (Capitalism, Socialism etc) and issues of Governance at company level (Corporate Governance Issues)

Skewed distribution of wealth / income among nations / individuals

Rapid rise of population & deterioration of urban infrastructure

Increasing competition between Governments & Corporations for natural resources / minerals, food grains and strategic energy sources

Enormous strain on the emotional well being of people as a consequence of the rapid changes

Societal conflicts, terrorism and disillusionment with Institutions and Corporations

Low levels of human development indices & widespread hunger, diseases and poverty
Sirs,

Sub: TRADEMARK – submission of application for registration of your trademark, TGLM – reg.

Pursuant to your instruction and execution of the General Power of Attorney in our favour, we have submitted an application for registration of your trademark, TGLM in Class 41 under the Trade Marks Act, 1999 at the Trademarks Registry, Chennai.

On receipt of the number allotted to the said application, we shall revert. In the meanwhile you are advised to exhibit “TM” in a circle at the right side top-end of your trademark to indicate that you have been using the same as your trademark.

Thanking you,

Yours faithfully,
For RAO & RAO

(K. Hemaprakasa Rao)
Advocate & Attorney
Mr. T. Bhaskar  
Flat No.1, Sai Charan Apartments  
Plot No.30, Chandragiri Colony  
Neredmet, Saifiguda  
Secunderabad-500 056 (A.P.)

Sirs,

Sub: TRADEMARK – Allotment of number to your trademark  
Communication of – reg.

We are glad to inform that your trademark **TGLM (W.P.)** has been serially numbered as **1795639** in class 41 dated **16-03-2009**. The said number will ultimately be the registered number of your trademark when it is finally accepted for registration.

On receipt of the Examiner's report on the subject from the Government, we shall revert. In the meanwhile we would like to advise you to exhibit **“TM”** in a circle at the end of right side top corner of the mark to indicate that it is your trademark.

Thanking you,

Yours faithfully,

RAO & RAO

(K.Hemaprakasa Rao)  
Advocate & Attorney

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**BRANCHES:**

**HYDERABAD** : Room No.6, 3rd Flr., Twincities Market Complex, Opp. Troop Bazar Lane, Abids, Hyderabad-500 001.  
Ph : 040-24735852, 66105852, 66105853

**Vijayawada** : G-6, Sri Sai Vista Apts., Mayor T.V. Rao Street, Maruthinagar, Eluru Road, Vijayawada. Ph : 0866-2436286
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| 14 | Remarks if any |

The concept and idea was developed by Mr. T. Bhaskar during basic research and study and analysis of leadership as part of Ph.D thesis under the guidance of Dr. (Capt) C. M. Chitale, University Dean Faculty of Management studies, Pune.