

How to Better Nurture Leadership in B-Schools?



Prof. B N Srivastava
Director (In-Charge)
Professor of Organizational Behavior
IIM Calcutta
Kolkata, India



Nurturing Leadership based on experience at IIM Calcutta



- This presentation focuses on 4 broad components that help nurture leadership skills at IIM Calcutta:
 - Cognitive inputs
 - Vicarious Learning
 - Developing Conative Orientation
 - Cultivating a Global Mindset

Leadership Defined

- i. Leadership is taking responsibility and fulfilling it.
- ii. Influencing others to perform tasks.
- iii. Motivating and developing subordinates and peers.
- iv. Managing Team work.
- v. Managing acquisition and utilization of resources.
- vi. Strategizing and achieving short term and long term organizational goals.

Cognitive Orientation

- Concept sessions:
 - Managing Self
 - Interpersonal Relations Orientation
 - Conflict Management
 - Inter-personal communication
 - Leadership Theories
 - Transformational and Transactional Leadership
 - Charismatic Leadership
 - Authentic Leadership
 - Ethical Leadership



Vicarious Learning

- Being a CEO sessions: Talks by industry leaders
- Leadership courses which draw on biographies, autobiographies, movies

5



Conative Orientation

- Leading face to face and virtual teams (group projects/assignments)
- Leading in Crisis Situations (exercises, case studies)
- Involvement in one or more of many student clubs (e.g., INCA) and student interest groups (e.g., Women in Management)

6

Developing a Global Mindset

- Inter-cultural Leadership
 - Incoming international and outgoing IIMC students through student exchange programs (STEP) and CEMS
- Participating in domestic and international case competitions and conferences
- Organizing/Participating in business meets (e.g., Lattice, Intaglio), cultural festivals (e.g., Carpe Diem) and inter-institution sports events

Thank You!