

## Global Leadership Approach – A Case Study

Divya Rani Pradeep,

Research Scholar, O.P. Jindal Global University, Sonipat, India

### Abstract:

As the world's business operations are getting bigger and spreading around, the demand for global leadership is escalating. It involves opportunity, ability, knowledge, skills, and behavior to execute leadership in the global platform (Caligiuri, 2006). With a swift in globalization, the call for global leadership is growing to transform fundamentals of global operations with an open attitude in a wide-ranging environment (Aycan, 2001). Moreover, it's also necessary for the organizations to recognize the leadership requirement and enhance progress in raising global leadership (Bruning, 2013).

The main objective of this paper is to understand why global leadership is important and how to develop valuable and sustainable global leadership. To understand this, a successful multinational organization with a presence in over 150 countries is chosen for this case study, and the opinion of the leaders in this organization holding key positions are recorded through the interview method. The company is based in the Middle East, with regional headquarters in Dubai. The positions held by the executives were liable to transform a sustainable development within the company's global work culture as per the indicated record within the company. The outcome of the interview emphasized that leaders must be capable of not only driving performance but also building trust, inclusion, and consistency in the global environment through embedding diversity management, structural reform, and culturally responsive leadership support.

### Introduction:

Countries strive for rapid development to keep pace with changing global trends. The vision of a developing nation is to achieve "global fit" in the current business world. The new trade and industry model initiatives are targeted for goal achievement, which is complex, technology-oriented, and with higher economic commitments (Council, 2013). The model influences the transformation of the nation from middle to higher revenue generation only when the trade flourishes. To bring a successful global trade, what are needed are proficient and competent leadership with a good approach towards technology and manpower skills (Nealia, 2013). Moreover, a diverse and complex global business environment aspires to sustainable global leadership.

*"Due to the changing nature of organization, a distributed view of leadership is needed for a long-term success. A global leadership development pipeline is required to enable individuals to perform at their highest standard, personally and professionally."* (Maranga, 2016).

Many leadership researchers argue that prospect leadership is the most required human resource function to support organizations to participate globally. Companies can enhance development through culturally reactive leadership to produce competitive advantages (Gillis, 2011). Global leadership is an existing key leadership development issue due to global challenges like the movement of capital, the movement of labor, technology change, and cultural dynamics. Understanding the differences to improve the corporate culture in this complex environment is emerging as a leadership challenge (Caligiuri, 2006). A conscious leadership by considering the environment of the host country may increase the capabilities of successful leadership in a diverse culture. An effective leadership style may promote better communication to bridge the cultural gap.

*"According to a 2013 survey of 210 human-capital executives in Asia, only 11 per cent of those polled indicated that they 'have been very successful in identifying and accelerating leadership talent'. Furthermore, the same report found that turnover, particularly among high performers, was substantially higher than that in other regions of the world. These findings highlight the challenges that confront firms in the Asian region as they seek to attain and/or sustain economic growth and development. As such, Asia continues to be a fertile ground for the examination of leadership development and global talent management."* (Bruning, 2013).

This paper, through the conducted interview, attempts to answer the importance of global leadership and how to develop leadership in a global platform.

### **Conception of leadership in the global context**

Global leadership appears as a relatively modern concept that became prominent during the 1990s during the widespread establishment of organizations with international collaborations (Allan, 2010). It places a high emphasis on skill and quality, demonstrating knowledge, personality, and interpersonal relations while managing a diverse work environment to achieve success. Individuals who emerge as global leaders significantly influence positive change in corporations to build global communities with trust across multiple cultures, involving stakeholders, resources, authorities, and geographical conditions (Caligiuri, 2006). The leaders are required to deal with the problems of human resources to balance the uncertainties due to emerging behavioral differences like beliefs, attitudes, and values of people in diverse locations.

Effective global leadership is also defined by researchers like Caligiuri as the organization's capability of operating business effectively with respectful cultural diversity. Other researchers also explained global leadership as holding responsibility in an international capacity, managing effectively the complexities. Authors like Mendenhall have interpreted global leadership in several forms of diversity like operations, multiple cultures, gender, social class, religion, diverse groups, and customers. It means the ability to function on a global platform with international reach, exhibiting global responsibilities and positions (Allan, 2010).

The other forms of global leadership also emphasize global competition, high-level world-class performance, and flexibility. Businesses are functioning across borders with a widespread manufacturing, service, and customer presence (Osland, 2001). Flexibility finds a way in altering one situation or nation to another for the use of efficient resources. Another form of leadership spoken by Mendenhall is about a global mindset, where working towards a common goal for the betterment of universal population. Some research also stated that the implication of strategic leadership promotes reputation and reforms competitive advantages over perceptions (Caligiuri, 2006). This can provide a vision to achieve leadership goals based on organizational and social requirements. A global mindset is complex with diverse people and environmental influences.

Better leadership networking may promote advantages over reducing the complexities. With the ability to adopt awareness and operate in a diverse culture of host environment, the leader can effectively produce positive leadership outcome (Donna, 2012). Good leadership creates followers, and the followers can be accessed easily by the leaders through good affiliation. The community and the leader can be connected as motivated followers, bringing trust and empathy through mutual association. Some researchers have highlighted majorly in terms of applying different leadership styles in the global market to express effective leadership. Sometimes, even a failed leadership at the local context may succeed by applying a different leadership style most suited for the host environment. Effective leadership needs to be aware of host country leadership style and behavior (Caligiuri, 2006). The local cultural and the global cultural context are in conflict most of the time, and hence, it's very common that young leadership may find themselves more often caught between such cultural conflicts while performing in a global context.

With rapid global advancement, emphasis on global leadership development has been given additional importance. Most organizations are falling short of global leadership due to super-fast international business developments, but the supply of leadership talent is mostly unspoken in the current global market (Dakin, 1995). Several organizations are suffering from a lack of global leadership talent. Through this research, by carefully learning successful leadership trends in a corporation, we will try to find possible solutions to overcome a few challenges.

### **Literature Review**

The literature “*Global Leadership through innovating, entrepreneurship and good governance*” presented by Dr Prajna Pate, Dr Manish Singhai and Dr Punit Dwivedi of Prestige Institute of Management and Research Indore, published by Bookwell in the year 2018, reveals that global leadership ability has been a major concern in literatures of business, social, and HR (Ranjana, 2018). It emphasizes the multinational companies facing problems not only cross border relations but

also cultural roles being a major problem. The literature stresses the need for efficient global management to handle the wide-reaching environment. The authors in the above literature have referred to several other works from authors like Caligiuri and Tarique Amagoh, which provide an inference and critical analysis of requirement and expansion of global leadership skills along with dynamic cross-cultural management (Ranjana, 2018).

Some of the major global leadership characteristics revealed in the above literature are mainly spoken about intellectual understanding of the world business to unlock the secrecy of working with diverse workforce and also achievement is described as a great deal of success as it involves experience living and performing in a global environment of the world (Chaudhary, 2018). Leadership was domestic until the 1970s. Literature speaks about development in the fields of leadership research that flourished in the 1980s as European and Japanese social scientists began their input prominently in the study of leadership (Chaudhary, 2018). During the 1980s and 1990's deployment of power to leadership through visionary leadership styles like transformational and charismatic gave a major model of leadership (Chaudhary, 2018). Moreover, researcher Dr Bernard M Bass contributed majorly in the other associated leadership opinions and models. Different traits of leadership inspire leader behavior to induce followers to accelerate leadership interest to the greater good. Intellectual empathy emerged as a needed behavior to learn cultural diversity as one of the prime characteristics of global leadership (Chaudhary, 2018). It also spoke about pre-requisite leadership skills in the global platform. Some of them are development awareness, understanding cultural stereotypes, and increased self-assurance to provide comprehensive responses to the challenges such as emerging directorial efficacy, motivation, employee development, change management, organizational politics, and stakeholder management. For countries like India, the US, and China, very specific managerial skills like time management and task prioritization have been described as necessary tools for successful global management (Saxena, 2018). Global leadership does not depend on training, but all organizations need to develop confident leaders for the future who can handle difficult phases of businesses (Chaudhary, 2018). Global leadership competencies such as ethics, cultural skills, strategic thinking, and shared responsibility will generate additional values towards global leadership management. The leader's qualities and skill sets have to tap the behavior context and requirements in an approach with cognitive and emotional developments (Chaudhary, 2018).

As per the literature and the book based on *"learning leadership"* by John Gillis, University of Peninsula, globalization is majorly dependent on global leaders to set up and execute global functions as companies evolve domestically but expand globally. The shortage of global leadership is a significant HR problem due to leadership capacity shortages. Domestic leadership practitioners many a times do not sustain in global platform due to lack of host country cultural acceptances (John, 2011). There is a need for global development leadership programs urgently at the domestic level to prepare for global leadership as much of the businesses born locally as well as the leaders (John, 2011). Skills like social judgment, self-awareness, global competencies, networking, business transformation, and cultural change can be induced in the domestic leaders to encourage performances at the international platform.

Other development learning is expatriate management, global team handling method, and intercultural communication can induce talent development influencing leadership development mindset in individuals. The literature argues strongly about similar competencies between global and domestic leaders but with host country differences (Anil, 2002).

*"Global leader is required to reality adapt to change and deal with the complexity of interpersonal relationship to flourish in an environment of ambiguity comprised of cultural differences in values, beliefs, attitudes, and behaviors"* (Daud, 2011).

### **Global leadership - barriers and approaches**

Three major barriers discussed by the researchers are people, skills, and organizational environment. Global leadership is carried out by global leaders, and it cannot be developed without people's interest (Jordi, 2014). Nonadaptation of host country environment by the people will be challenging for the organizations to develop leadership. On the other hand, companies are de-motivated rapidly by assignment failures due to severe global competition and limit their development goals of global leadership. Leadership at the local level is highly focused and prioritized due to the mere chances of organizational failure.

Studies also recognize that high cost is another important factor of leadership barrier (Jordi, 2014). Developing global leaders causes additional expenditure for the organizations in terms of exclusive training and high-paid salaries. Global

organizations of medium scale fail to promote leadership with the perception of non-return high expenditures. Another value factor which affects the development of global leadership is the fact of global mobility (Jessica, 2014). Companies prefer to promote only people known to the management whereas expatriates are treated as second citizens in host countries and their leadership abilities are biased.

There are several discussions in past research highlighting various approaches of global leadership development in the organizations. It emphasizes leadership development through specific experience-oriented exposure such as multi-cultural team management, global assignments, international exposures, managing cultural sensitivity, technology adaptation, and desire for learning (Anil, 2002). People with an extended range of competencies show extraordinary qualities to direct the team on a global platform. Cultural agility developments are supported by organizations in leadership development. There are also other competencies identified by the researchers in the global leadership approach such as governance, training and guiding actions for external environment interdependence, dealing with multiple roles, understanding the managing of complexity and creating individuals to cope up for challenges (Herd, 2014).

People believe leadership is a generalized behavior despite where it is practiced. Such beliefs treat leadership as constant across cultures. A model-oriented role will be adopted as an approach in leadership development. The leadership will be built on the foundation of traits and theories such as charismatic leadership, transformational or transactional leadership approaches (Hollenbeck, 2001). Applying transformational model leadership can produce a vision for managerial directions, whereas transactional applications can produce a relational approach with employees for better management. However, the effectiveness of any leadership style will depend on the country's cultural practices (Kyoko-Seki, 2012). However, the other approach, which is called as normative approach, is constantly focused in terms of personal development of people in skills and abilities to create global leader characteristics where whereas the cognitive approach focuses on stabilizing personality and mental abilities of leaders to exhibit determined results (House, 2006). On the other hand, the contingency approach determines modification with culturally surrounded process as the existing research proves that success cannot be achieved in all geographical locations.

### **Case Study**

The organization that we have chosen for the study is a multinational company with an extensive range of customers in over 150 countries. Its long, successful presence in the global market ever since 1885 stands as a benchmark for many companies emerging in the global market today. The approximate current number of employees worldwide in this company is nearly 130,000, who are creating energy-efficient, smart, and intelligent next-generation building efficiency solutions through modern technology. The organization expresses high commitment towards sustainable global development with the promising leadership. The company has remarkably shown development towards strategic stakeholder management, diversity management, and environmental care through value leadership (Controls, 2018).

The study is conducted through interviewing key position executives of the above organization based in Middle East regional Head Quarter – Dubai. Middle East being a regional pool of diverse employees and highly recognized local authorities and legal supremacy may exhibit high host country challenges. However, the organization has proved leadership through successful management with its presence in this region for over three decades. The team performance has been appreciated by world organizations several times

### **Interview Summary – Questions, Discussion & Opinion**

Six top Executives of an MNC based in Dubai, Middle East HQ, were interviewed. Positions held by the executives.

1. Vice President, HR & Training, Middle East and North Africa
2. Senior Manager, Legal & Compliances, Middle East
3. Director, IT Security, Middle East & Africa
4. Senior Manager, Information Technology, Middle East & Africa
5. Finance Head, Middle East

## 6. Director, Supply Chain Management, Middle East and North Africa

Below are listed interview questions that have been discussed in detail with each executive. Each one expressed their opinion differently based on the experience and the nature of work they handle in the organization. We found some variations in their replies on some questions, and we perceive that the difference is due to dissimilarity in tenure and the nature of work they handle. However, in general, the perspective of each executive towards global leadership development remained uniform as all of them were held responsible for organizational leadership development. Answers are sorted with key points and presented below.

### **Q1. According to you, how important is global leadership?**

Executives expressed their opinion saying global leadership is a fact and it replicates the changing humankind in which global performance is flourishing. Professional leadership is required in the global platform to manage global supply with interactions between civilizations of various backgrounds. The world today is a conceptual market with access to incredible information and therefore, an expert leadership will need to grow to handle the complex events in a multicultural context. We need stability in global leadership to manage various stakeholders and to improve and interact with people.

The executives also expressed that global leadership is not limited to business and economy only but has a much greater emphasis on building great relationships between countries to exchange friendship and peace. A leader with his style of leadership has the capacity to generate followers who, in return, can convert to great business. The future of business is highly dependent on technology and interpersonal relations; therefore, global leadership has a vital role to play in connecting both technology and interpersonal relations across the globe. However, the importance of global leadership has been prioritized as the most required element of globalization to achieve peace and successful business transactions.

### **Q2. Do you think leadership development is significant for organizations?**

In the interview, the executives showed more emphasis on the need for aspiring global leaders to develop and carry competencies. To encourage leaders, organizations need to be oriented towards leadership development trials. It requires a certain amount of experience and skills to exhibit power in a global environment. Non-quality leader/people's acquisitions will not satisfy the need of the organization, instead may destroy the whole development ideas. Moreover, ethical leadership development is widely required to attempt a moral practice in global business as the millennial generation, the current workforce, is practicing a changed work culture with the help of technology the reeducation in personal interactions. The practice of continued leadership development is necessary to handle the changing business environment. Leadership has to exhibit guidelines and create ways for the business to move ahead along with the change management, which can only be powered by the organizations.

### **Q3. How do you source leadership in the new recruits? Are there any recruitment strategies?**

Very interestingly, the executives came up with a sourcing solution. Sourcing leadership has to happen continuously through HR and recruitment activities. If one starts to recruit only when there is vacancy companies may end up with wrong choices with desperation and short cut hiring. Whereas continues interview and interaction with prospective candidates can help to source quality manpower and required talent. The company builds up a database of talented people and sort when needed. So the executives express that they are never short of talent in new recruits. What is challenging is identifying the talent. Every job has the criteria requirement in the company which the candidates have to exhibit through some project handling experiences. Not only the skills but also beliefs, empathy and emergency handlings are tested in each individual must show remarkable results and capabilities.

Recruitment strategies are quite diverse with a focus on people who can job-fit in the host environment in terms of intellectual as well as personal abilities. Diversity is a priority, which includes nationality, culture, and gender. There is a strong organizational belief that diversity is the next level of global leadership, with an emphasis on cultural literacy to connect people globally. The hiring accomplishes effectively with the source of required talent but under the umbrella of a corporate branding which also exhibit company's value statement to promote ethical practices. Every reference in the candidates' profile is verified and enquired if necessary. Without signing compliance agreement any new recruitment is not possible in the organization.

**Q4. Do you think skills exhibit leadership? What are the skills set that you need for development?**

In this section of the interview, the executives gave varied answers. The difference is basically due to departmental differences. But the general view is that leadership is organizational quality expression in the global market in terms of influencing satisfaction, power. Whereas the skills are the tools required to accomplish quality and satisfaction. The major skills required to perform leadership are risk taking, correction of errors through trials, interpersonal and cognitive approaches. Conflict resolution and cultural introductions of host countries are the major training programs exclusively performed for leadership enrichment at global teams.

When spoken about technical skills and global leadership were discussed, much emphasis was given on the company's well-maintained central information technology system, which provides transparency and time-saving techniques to perform organized leadership. Information technologies have boosted the thinking power of individuals and people with quality contributions. Managing behavior skills is discussed as another key factor of successful leadership. Emotions, stress, perceptions, and style of leadership that a leader performs have the greater orientation towards quality leadership development.

**Q5. What are the major challenges of Global leadership and your answers to minimize problems?**

Global leadership is predominantly in demand in the organizations due to dissimilarity in leadership prospects and management performance. Communication, motivation and language barriers, cultural differences, observations, and follow-up are critical due to geographical barriers. A lot of discussion about organizational structure as a challenge in global leadership was discussed. The organizational designs are seen as complex, especially the matrix and networking structure as a complicated reporting system due to accountability complexes. Many times, opportunity goes non-visible to the headquarters due to structural barriers.

But there are also opportunities in the global platform where leaders can bring difference by behavioral change, that is, by adapting and appealing cross-cultural interactions. Involving continuous cross-cultural integrations, guiding, instructing, meeting, building rapport, team mentoring, teaching, resolving conflict, motivation, and feedback are some of the tools that can minimize the differences and take people into confidence to develop global leadership.

The practice of smart leadership is what is necessary in the contemporary business. An elegant way of presentation can change many things. Hence, maintaining leadership disciplines like setting targets, gaining clarities, delegating, expression of unique values, rewards, and recognitions can be proactive in setting focused goals and tracking the team performance. A leader should fully avoid surprises rather than re-focus on the outcome. The success of global leadership is nothing but the followers that you create, and even if the company collapses due to any internal or external problem, what will remain is the leadership qualities that you have created, and your followers will carry these qualities into the future.

**Q6. Provide your opinion on next-generation global leadership development.**

Next-generation leadership development is high in demand as diversity, gender equality, extended organizational boundaries, work efficiency, and virtual employment are influencing today's millennial workforce and highly deviating towards complex management changes. To handle the pressure, to motivate, and to guide towards right directions what is required is the next generation global leadership development. The millennial generation is smarter and has the power of technology as a supporting tool to deliver better performance. Perhaps a supply of ethical leadership is what is required for sustainable gen-next leadership.

The best leadership development should have value-added lessons, training, measures, ethical behavior, capacity of understanding the mission and the vision of organization, care for society and environment with empathy is what is required for the Next Gen leadership. These are complex challenges. It requires comprehensive reaction from the new workforce. The organizations need to ensure and design training to meet the required development in the global platform. Leadership challenges across several countries also spoken out here, countries like India, China, Egypt, Singapore, UK and US are focusing on developing employees, managerial effectiveness, inspirations and motivations, team leadership, diversity

management, change management, stake holder management and political understanding, which are also seen as common practices in these countries where there have emerged of successful leadership.

## Conclusion

The study presented an indication that leadership challenges are more serious, and it is a concern for an organization's growth in the global platform. Leaders need to be more culturally agile to handle competitiveness. Future growth needs to be handled strategically with the consideration of work culture change in the millennial workforce. All the above interview participants have expressed managing diverse cultures as the priority concern, which is a threat to competitive success. There is a demand for leaders who can deal with the complex global business environment effectively, which includes negotiating cultural challenges, conflict regulations, cost reduction, and stakeholder management in a foreign land. Hence, it is important that global leadership addresses critical diversity management in every single step of the business process. However, as global leadership needs are accelerating, companies need to adopt policies to organize culturally responsive leaders to gain advantages over competencies and aim for development (Lombardo, 2018).

The interview also brought clarity on the constructive relationship between global leaders and global leadership. As global being a unique dimension, an adequate global operational process needs to be strategically formed within the organizational framework where global leaders job fit to adapt the geographical requirement. The complexity of modern organizational structuring has been spoken as a possible barrier, like a matrix kind of structure where the flow of information can be restricted. Moreover, structural barriers are not significant, but yes, for a better interpersonal relation, it can influence to form good governance. A better interpersonal relation also can influence better diversity management. Other measures like competitive training, joint ventures, better administration, and partnership can lead global leaders to maintain collaborations in host countries, bringing a mediation of national, cultural, and technology differences and influencing the leaders to fit within the organizational leadership framework.

Finally, this paper acknowledges that global leadership is a constructive field that poses additional challenges for development and sustainability. Companies need to take higher responsibility for promoting boundary spanning actions to empower global leaders and to experience and acknowledge the role of global leadership with responsibilities in influencing diverse cultural environment. However, the threat to future global leadership can be minimized by developing conscious and moral leaders who exhibit not only skills but also call for empathy and interpersonal relation development across borders to create followers.

The outcome of the interview emphasized that leaders must be capable of not only driving performance but also building trust, inclusion, and consistency in the global environment through embedding diversity management, structural reform, and culturally responsive leadership support.

## References:

1. Allan, B. M. (2010, 11 09). Defining the content domain of intercultural competence for global leaders. *Journal of Managerial Psychology*, 810-828.
2. Anil, K. G. (2002, 02 01). Cultivating a global mindset. *Academy of Management Perspectives*, 116-126.
3. Aycan, Z. (2001, May 01). Human Resource Management current issues and challenges. *International Journal of Manpower*, 253-260.
4. Bruning, N. S. (2013, 12). Leadership development and global talent. *Asian Business & Management*, 381-386.
5. Caligiuri, P. (2006). Developing Global Leaders. *Human Resource Management Review*, 219-228.
6. Canals, J. (2014, 05 06). Perceived managerial and leadership effectiveness in a Korean context: An indigenous qualitative study. *Journal of Management Development*, 487-502.
7. Chaudhary, S. (2018). An innovative approach for the development of global leadership skills. In D. M. Dr Prajna Patel, *Global leadership through innovating, entrepreneurship and good governance* (pp. 36-41). Delhi: Bookwell.
8. Controls, J. (2018, 09 19). [www.johnsoncontrols.com](http://www.johnsoncontrols.com). Retrieved 09 18, 2019
9. Council, N. I. (2013, 08 03). Retrieved 10 15, 2019, from <http://globalinnovationroundtablearchive.nic.in/>.

10. Dakin, P. C. (1995, 07). DEVELOPING A LAY MODEL OF MANAGERIAL EFFECTIVENESS: A SOCIAL CONSTRUCTIONIST PERSPECTIVE. *Journal of Management Studies*, 443-474.
11. Daud, A. S. (2011). Developing Global Leaders. *Journal of Education and Social Research*, Vol 5.
12. Donna, B. K. (2012, 12 20). Preparing the professoriate to prepare globally competent leaders. *Journal of Leadership Studies*.
13. East, J. C. (2019, 12 9). [https://www.johnsoncontrols.com/en\\_middleeast](https://www.johnsoncontrols.com/en_middleeast). Retrieved 12 15, 2019
14. Gillis, J. (2011). Global Leadership development an anaysis of talent management. University of Pennsylvania.
15. Herd, A. M. (2014, 10 12). Assessing global leadership competencies: the critical role of assessment centre methodology. *Human Resource Development International* , 27-43.
16. Hollenbeck, G. P. (2001). A serendipitous sojourn through the global leadership literature.
17. House, M. S. (2006, 02 02). In the Eye of the Beholder: Cross Cultural Lessons in Leadership from Project GLOBE. *Academy of Management Perspectives*, 67-90.
18. Jessica, D. R. (2014, 02 01). Leadership theory and research in the new millennium. *The Leadership Quarterly*, 36-62.
19. John, G. (2011, 08 07). Global Leadership Development: An Analysis of Talent Management, Company Types and Job Functions, Personality. Penensuela.
20. Jordi, C. (2014, 05 06). Global leadership development, strategic alignment and CEOs commitment. *Journal of Management Development*, 487-502.
21. Kyoko-Seki, K. H. (2012, 06 02). Global Leadership: A Developmental Shift for Everyone. 196-215.
22. Lombardo, J. (2018, 09 12). *IBM's Organizational Culture and Radical Thinking*. Retrieved 12 10, 2019, from panmore.com.
23. Maranga, D. K. (2016, 11 03). The Role of Global Leadership in Organizational Development. US.
24. Nealia, S. B. (2013, 08 20). Leadership development and Global Talent management. *Asian Business Management*, 381-386.
25. Osland, A. (2001, 02 09). Going beyond twentieth century leadership. US.
26. Ranjana, P. D. (2018). *Global leadership through innovation, entrepreneurship, and good governance*. (M. S. Ranjana Patel, Ed.) Delhi: Prestige Institution of Management and Research, Indore & Bookwell Publishing.
27. Saxena, R. (2018). Enhancing Employability skills in India. In D. R. Patel, *Global Leadership* (pp. 83-101). Delho: Bookwell.