

**An Innovative MBA Pedagogy  
&  
Women Managers In Banking Sector.**



**BMA  
E-REVIEW**

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Article

Prof. T. Prasad - **An Innovative MBA Pedagogy**

Ms. Meena Seta - **A Study of Leadership Styles of  
Women Managers**

*Volume : 03*

*E-REVIEW*

Dear Members,

Welcome to the 3<sup>rd</sup> Issue of the BMA E-Review, in this issue there are two interesting articles. One is **An Innovative MBA Pedagogy** where practice gets results an example based article.

The Other article is another specific Case Study highlighting the note of **Women Managers In Banking Sector**.

Both are practical and very relevant.

Happy Reading

Best regards,



**Nirmala Mehendale**  
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# Hamara Dhandha @ NITIE : An Innovative MBA Pedagogy

## where medium of instruction is ' PRACTICE '

“ Orientation for entrepreneurship has to start right from the schools. Teachers need to teach the role of entrepreneurship on national development in the schools. During college education, students must be exposed to business development opportunities and must be trained towards creation of new enterprises...”

**Shri A P J Abdul Kalam**, Former President of India,

Address to the Nation on the eve of Republic Day 26<sup>th</sup> Jan 2007.

It was June 28<sup>th</sup> new MBA batch 2007 – 09 with a total strength of 170 students arrived at NITIE campus for their program. The profile of the students include top class engineering graduates with wonderful work experience in various multinational companies. Every students single point agenda is, at the end of the academic course, being picked up by multinational companies with excellent remuneration and promise of fast track managerial careers. No looking back.... And no second thoughts..

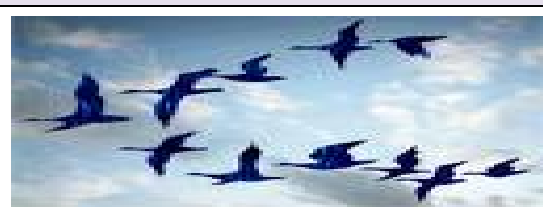
Suddenly some shocking news for the students. In the very first session of the course, a said to be crazy professor who was teaching a subject called Principles of Organization and Management course, Prof. Prasad, announces that all the students, with out any exception, has to Register their own Business Firms and run those firms for the next two years as part of the studies. The formation of firms should happen with in the very first month of their stay in the college. It was planned that every other subject in the two years MBA course will be taught taking in to view the students live experience of running their own firm. It was a sudden shock to most of the students.

Suddenly many questions abound the students. Why professor demands own Dhandha by students that too needs to be run by the students themselves.. when so many Dhandhas as cases are available all around..? What is the need for the students to run their own Dhandha..? Which

Dhandha students should start..? Who will give money to start a Dhandha.. that too for a student? How come a student who is a novice and a non MBA – who had no idea of business can start and run a Dhandha..? How far a student can allocate the time and effort for Dhandha and studies ..? Doesn't it disturb the structured academic learning.. and become a hurdle in the systematic learning of a student..? When a student confronted with close alternatives like – need to attend the lecture by the professor and satisfying the customer – which one the student should take it up..? What is the guarantee that the business the student launched will succeed ..? Isn't the business failure, if at all, in the very beginning, shatter the spirit of the student for all along ...?

Set of above questions are very much genuine, for any body who wants to learn the business. Every other businessmen and women has faced these challenging questions in their lives. Even Dhirubhai Ambani must have faced these questions. Only important thing that needs to be noted is that earlier one faces these questions, better it is. There is need to understand that it is not that one will be able to find solutions to every other question but the sojourn of finding the answers to these sets of questions which constitutes the real learning in a MBA program. Pertinent issue here is - whether or not students are made entrepreneurs or managers, whether students succeed or fail on their endeavors as engaged in a business activity, it is the **'Practice as Pedagogy'** is the only 'Just' and 'Reasonable way' to learn business when students have the real intention to learn the business. As story goes on .. it is inspiring to share that many of the students have tried to answer these questions and some of them, for sure find the answers in near future.

***Hamara Dhandha @ NITIE***



***Hamara Dhandha @ NITIE***

170 First year students at NITIE have registered 19 Partnership firms with Registrar of Firms, Mumbai within the close of one month of their stay in the college. Partnership firms ranged between 5 - 9 students as partners. Every group has executed a partnership deed in accordance with Indian Partnership Act, 1934. Every partnership has negotiated their capital base, relative contributions of each of the members in the firm, and finally penned down the profit sharing ratios as part of the document. The business of firms varied all across. The businesses firms engaged include, Students counseling, IT consulting, Branding and franchising the tea shops, Offering Industrial Engineering solutions to medium scale industries etc.

Even student themselves were very much surprised for their achievement for forming their own business firms. What students thought impossible or never would have been, is already created by them. For most, it is a dream coming true. Some of the firms are networking with other firms outside. Some of them have launched their websites so as to find the customers. Some of have developed new hopes. Of course, some were just sleeping in their somber.

### **Golden rules of Hamara Dhandha**

First, for some body to engage in business the real bottlenecks are not finance, lack of business opportunities. The thing required for somebody to start a business is - Passion, Conviction, Comprehension, Confidence, Courage and Commitment. Second, there are many a variety of businesses opportunities which can be started with Low Investment, and High Growth centered. Students being creative should be able to visualize these opportunities and pursue these opportunities. Further, one should be able to choose a business activity that does not hamper but complement the studies that one is pursuing. Once again, it is left to the business acumen of the student who needs to decide on the nature of the business that she / he prefers to pursue.

Third, the purpose of engaging in business is - Not to just make money - but to learn the fundamentals of business. Hence, there is need to keep in mind and focus on 'Learning' which is a primary concern for student businessman. Fourth, it is possible to integrate both - Knowing and Doing. There are umpteen ways available to integrate both the aspects - Knowing and Doing. Only thing, it needs to be tried and tried. Fifthly, **TINA (There Is No Alternate)** factor comes to real use

and builds in 'Sense of Urgency' in the minds of the sophomores so as to launch and run the businesses. Sharu S Rangnekar, reputed senior management consultant feels that leadership in all spheres of life needs to put this factor to practice. Academic leadership is no exception for this rule.

### **Need for Innovations in Education Arena**

One of the major inadequacies of the professional management education all across the world is lack of innovations in its practice. There is need to think laterally and bring in innovative pedagogies which can electrify the learning process. Especially underdeveloped economies to catch up with the developed world need to innovate their methodologies and education sector is one area where innovations are at their lowest ebb.

Commenting on Hamara Dhandha initiative @ NITIE, **Mr. Ganesh Natarjan**, Chairman and MD Zensar Technologies wrote ' New business ventures and successful entrepreneurship holds the key the long term success of any economy and it is very conceivable that the NITIE program represents the dawn of a new opportunity with the right support from the industry and the funding community, the possibilities are truly infinite! '.

### **So what.. ?**

There is tremendous scope to extend the similar pedagogy all across the educational arena. Starting with the higher education similar pedagogy may be extended to under graduation even to higher secondary school levels. There are alternate ways to solve all the existing problems. There are enough challenges worth pursuing for every one of us.

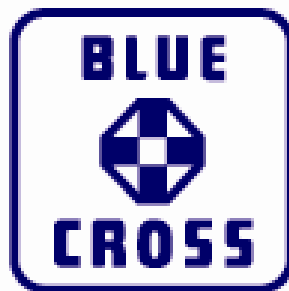
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# **A Study of Leadership Styles of Women Managers** **In Banking Sector in India and Canada**

**\*Ms. Meeta Seta**

This paper highlights the long journey of women managers in banking sector in India and Canada. It talks of their power and self-belief that has helped them to rise, fly and break any barriers or cross any boundary. Reviewing their leadership qualities, they deserve their present status and are undoubtedly here to stay. The time is not far off when women will surpass men in every aspect.

The world has finally awakened and taken notice of women power unleashed in its full glory. Number of examples can be quoted where women have reached the pinnacle of heights in their organizations that recognized their talent on par with men. For instance, in Indian banking sector, we can mention the success stories of Chanda Kochar - Executive Director, Retail Banking Division of ICICI Bank, Naina Lal Kidwai of HSBC Securities and Capital Markets, Ranjana Kumar – Chairperson of NABARD, Lalita Gupte – Joint Managing Director of ICICI Bank and few others. In Canadian banking sector, powerful women managers like Sylvia Chrominska - Executive Vice-President, Human Resources and Public Corporate and Government Affairs of Scotia Bank, Barbara Stymiest - Chief Operating Officer of Royal Bank of Canada, Patricia Curadeau-Grou, Chief Risk Officer of National Bank of Canada, Gisele Desrochers – Senior Vice President, Human Resources and Operations of National Bank of Canada and others.

The key positions these women hold today in their respective companies can be attributed to their courageous nature and risk-taking approach, positive attitude, strong will power and determination to succeed by successfully balancing their family and career. A glimpse into their lives will surely provide great inspiration and encouragement for all women.

## **Indian Case Studies of Women Managers in Banking Sector**

The paper elaborates the case study of Naina Lal Kidwai of HSBC, who is the highest paid women executive in India and that of Ranjana Kumar of NABARD, who is the best turnaround strategist.

Naina Lal Kidwai, Deputy CEO, HSBC is a sensational business women in India. Her outstanding battle and sky touching performance in the corporate battles earned her a place in the Fortune's List of "Top 50 Corporate Women in the World". She is known for her proactive role in materializing many

financial deals including the Tata Group's acquisition of VSNL. She does not crib on the problems that come in her way. She is known for her penchant for taking risks; also possess the great quality of learning from her mistakes and uses that knowledge in her future endeavors. She believes in performance and comments on her style of dealing with various issues, *"For my part, I have always believed one must have a dream, set goals, do ones best and not worry about the result. Any accolades that have come my way have only been my endorsement that I am on the right course and an encouragement to go on"*. Her shrewd negotiating skills and her talent to anticipate new sectors of growth made her engineer a joint venture between Morgan Stanley and JM Financials. Kidwai is a team player and believes that investment banking is about getting people with various dimensions and skill-sets together. She looks for inner exuberance in people. She said that passion is a key element for the completion of the deal and such passion has a price.

Ranjana Kumar, Chairperson of NABARD has had a challenging career. She is a supreme example of women performing brilliantly in adverse circumstances. Kumar joined the Bank of India as probationary officer in 1966 and she was made the General Manager in 1995. However, her mettle was put to test when, in 2000, she was given the charge of Indian Bank, which was undergoing the worst crisis in its history. Kumar implemented a new restructuring strategy which aimed at the overall development of the bank. Her efforts did pay off as Indian Bank emerged out of crisis and became a good competitor in the market. She received the Golden Peacock Women Business Leadership Award as a tribute to her hard work. The qualities that set her apart from others are her tolerant nature, belief in open communication system, use of influence rather than authority, and less bound by social traditions. She is the best turnaround strategist for public sector banking. Her firm belief in the public sector, people skills, and attention towards customers helped her attain her goal.

### **Canadian Case Studies of Women Managers in Banking Sector**

The paper also presents the case studies of Barbara Stymiest of Royal Bank of Canada and that of Gisele Desrochers of National Bank of Canada.

Barbara Stymiest, Chief Operating Officer of Royal Bank of Canada has obtained her degree in Business Administration from the Richard Ivey School of Business and is a Fellow of the Institute of

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\* Faculty in Patuck-Gala College of Commerce and Management, Mumbai

Chartered Accountants of Ontario. She believes in prioritizing things in life to maintain a work-life balance. She reached the pinnacle in her profession due to her inner drive and ambition, basic values, leadership qualities and a bring-it-on attitude. *"I think I'm just wired this way,"* Stymiest says, *"I'm not satisfied with anything I do unless it's to the best of my ability. I love to discover a better or higher standard than the one I currently know - you can always continue to raise the bar on your own personal standards."* She believes that if something is worth doing, its worth doing well. One of her winning qualities is the power of persuasion. She faced the task of convincing an entirely new group of partners, that she, in fact, deserved her early promotion. It took her very little time to establish herself as an extremely bright, hardworking professional, to the point that within four years of the transfer, she was nominated by the Toronto Partners and then elected as the first women partner of Price Waterhouse in Canada.

Gisele Desrochers, Senior Vice-President – Human Resources and Operations has obtained her Masters Degree in Public Administration from the Ecole National d' Administration Publique. In 2003 and 2004, the Toronto - based Women's Executive Network named her one of the 100 most influential women in Canada. In October 2005, she received the Professional Emeritus Award from the Quebec des conseillers en ressources humaines et en relations industrielles agrees. She was recognized in the Corporate Executives position at publicly traded and privately owned companies in Canada. Her commitment, leadership skills and contribution to achieving the Bank's results are the key elements that set her apart from other candidates. As Senior Vice President - Human Resources and Operations, Ms. Desrochers has the dual responsibility of developing National Bank's human resources policies and practices and optimizing its operational processes. Over the past years, she and her team have improved the efficiency of the banks administrative units, while increasing customer satisfaction and employee engagement. Drawing her own strengths as a leader and an innovator, Ms. Desrochers has instituted an array of programs to foster employee engagement and create a stimulating work environment. Her accomplishments include the introduction of a human resources management system, which coupled with a continuing education program, is designed to optimize the Bank's performance.

## **CONCLUSION**

The case studies of the above mentioned women are indeed the role models for the budding women managers. They belong to those rare breeds of women who have shown the world that with determination and guts they can take on the toughest of responsibilities.

India and Canada though culturally two different countries, having different moorings and different levels of development, some commonalities with respect to their leadership styles have been observed among women managers in banks in both the countries.

The commonalities and the general traits of the women managers in India and Canada are:

- Women have a positive attitude towards their work.
- Women possess strong communication skills.
- Women believe in managing by results and can delegate work easily.
- Women have the ability to adapt talents typically thought to be male domain.
- Women are better suited to newer styles of management such as the ability to build relationships with customers, strike up joint ventures, partner with suppliers, teamwork, time management, and interactive leadership style.
- Women are more organized and have higher commitment levels. They plan their work more efficiently and are more effective in achieving results.
- Women have the qualities of empathy and participative decision-making style.
- Women are better at empowering teams and staff.
- Women are more tolerant to differences, so they are more skilled at managing diversity.
- Women leaders respond more quickly to calls for assistance.

It is high time that the society wakes up to recognize the indomitable spirit of the women, who have reached the top of the corporate ladder, taking all the hurdles in their stride. These women not only serve as role models and icons of success, but are also a beacon of hope for the coming generation.

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