GLOBAL LEADERSHIP- THE INDIAN WAY

Mrs. T. MALARVIZHI
Assistant Professor, Department of Business Administration, Sengamala Thaayar Educational Trust Women’s College, Mannargudi.
E-Mail: saseeraja6@gmail.com

ABSTRACT

In the recent decades, business across the globe has been taking a tremendous transition due to several changes that occurs in the global business environment. In most of the instances major nations had gradually began to change their policies concerned with trade and commerce due to the pressure with their counterparts. Sustaining and being occupying the leadership position becoming a challenging task. This article elaborates a framework for understanding the globality in leadership, As businesses continue to expand their operations beyond their home boundaries, the following list of items become more important like attracting customer, maintaining customer relationship and developing new products and offering innovative services etc., people who can successfully perform in such a global environment is receiving more and more attention. Indeed, global leadership has become the buzzword of the 21st century: Nowadays most of the organization prefers executives who has enriched with a global leadership attitude.

KEYWORDS

INTRODUCTION

Global leadership is not doing our own business in abroad. It’s about organizing an integrated enterprise across borders where we come across various cultural, legal, regulatory and economic systems,” furthermore global leadership is about functioning in multiple environments trying to achieve a common objective.”

Today’s world especially business world is extremely packed with competition, in that we came to hear the buzz word, Globalization, Global leadership etc. if we take the Global organization, those industries faces high level competition, so success demands the unsurpassed performance. When the person who has the unsurpassed performance worked across multiple borders, they can become global leaders, thus the executives need to understand different business contexts and be able to identify opportunities, in order to take business decisions about global markets.

This article elaborates a framework for understanding the globality in leadership, As businesses continue to expand their operations beyond their home boundaries, the following list of items become more important like attracting customer, maintaining customer relationship and developing new products and offering innovative services etc., people who can successfully perform in such a global environment is receiving more and more attention. Indeed, global leadership has become the buzzword of the 21st century: Nowadays most of the organization prefers executives who has enriched with a global leadership attitude. However, despite the growing attention brought to the topic and several scientific contributions made to understanding it, there is no common conception of what we mean, when we refer to global leadership. Specifically, there is no clarity about the term ‘global,’ which posits a risk to knowledge development in the area. Global leadership is very different, remarkably different. “The core leadership skills that facilitate the management, getting results through people... but for those leaders have to adapt their own style. The environment, the way things are done, the things that help you get it done.”

CORE SKILLS FOR GLOBAL LEADERSHIP

Seeing differences, making connections, adjusting, integration and changes, these are the core skills for global leadership. Not only has that, Leaders also needed to understand the factors that shape international interactions in their businesses, by undertaking a structured examination of cross-country differences and their effects.

“A German company that operates only in Germany can manage in a certain way,” says Guillén. However leaders of an international firm needs do to a lot, depending on where the firm is located, in addition with they needs to reshape so many aspects. That may be in production department or in designing process. Even they have to revisits HR policy also. Marketing requires innovation for that the leader has to learn continually. In the
globalized world, the world is not flat. There are so many variations on the ground level that need to be managed. Once we started to shun those variations, the entity is likely to underperform.” According to Black, it’s inquisitiveness. “When in a new country, high-potential global leaders seek out new experiences. They want to try the local food, not the internationalized cuisine at some five-star hotel. They pick up the local newspaper; they talk to local residents.” He said that kind of curious orientation toward new experiences may be an inborn trait rather than a learnable one, Black notes, companies can “select” for inquisitiveness among potential leaders before sending them abroad for international experience. “Without this, they are not likely to engage. If they don’t engage, they are unlikely to learn the lessons that will be of value to them later as global leaders.”

INDIA AN INSIGHT

Yes of course India is a developing country. But lucidly and undoubtedly we can say it plays an important role in global economy. We can proudly say we the Indians are leading in exercising “new strategies in marketing, manufacturing, offering best customer services, entrepreneurship, and finance”.

INDIA AS AN EMERGING SUPERPOWER

India is considered as one of the emerging superpower in global world. This is because of various contributing parameters. The primary one is its demographic trends and a rapidly expanding economy. in the account of GDP India became world's fastest growing economy in 2015 with 7.3% GDP rate. To reach this the country must overcome many of the problems. Factors which help to the position are listed below.

POSSIBLE FUTURE ADVANTAGE OF LOCATION

In the future, the world is going to experience and enter renewable energy age. Indian subcontinent located in the sunny tropical belt thus it could greatly benefit from a renewable energy trend, as it has the ideal combination of both - high solar insulation and a big consumer base density.

HIGH AND YOUNG POPULATION

Compared with financial and physical resources human resource plays an important role. India has the world’s second largest population. A very large number of India's population, half of them below 24, thus the nation enriched with large workforce several decades, helping in its growth.400 million-workforce got training from government, which is larger than the population of the Brazil and United states combined. Due to its high birth rate India has a young population compared to most aging nations.
GLOBAL DIASPORA

Indians live across the globe (more than 35 million). Because of fair opportunities, they have become successful both socially and economically.

LANGUAGE SKILLS

All over the world people can easily understand English compared with other language. India has the world's largest English speaking/understanding population. Indians are also good in learning Dutch, Italian, Japanese, Korean, Mandarin Chinese, Russian, and Spanish. Effective Communication is what most important for global leadership. Thus Indians can easily lead global organization in an effective way.

FOREIGN RELATIONS

Core attitude for global leadership is to fabricate an admirable relationship with outside world. India has developed relationships with the other nation who excel in power like the European Union, Japan, Russia, and the United States. Besides that developed relationships with Africa, Arab, and South East Asia. This favors the executives who work across the border especially among Western nations.

ECONOMIC GROWTH

Even though it is a developing country, India's current economic growth has improved its standing on the world's political stage; many nations are moving to forge better relationships with India.

BOOMING ECONOMY

After USA and China, Indian economy is world’s third largest economy in terms of real GDP. India to overtake China as the fastest-growing major economy in the world in 2015[^1], this is what World Bank’s estimation about India’s booming economy. Thus India has secured a recognizing position in global economy. It proves Indian leader’s globality.

IT AND SERVICE SECTOR

As a developing country India, currently it develops it’s IT sector which is considered one of the best in the world. Some nations have begun to summon “superpower India” additionally it is leading in Services Industry as well. It offers world class service in the entire field especially in medical field. All these are possible, mainly due to the availability of a large pool of highly skilled, low cost, English speaking workforce.
SCIENCE AND TECHNOLOGY

India always ready to train up skilled people in order to make them as a highly skilled, especially in science and technology, this is what most important skill for global leaders. India is becoming one of the world’s leading producers of computer software. A typical example of India's rising scientific endeavors is that it was the 3rd nation to found a National Space Agency called ISRO, and DR.A.P.J is the best example for India’s excels in science. In October 2008, India launched its first unmanned lunar probe, Chandrayaan 1, India is also trying to join international R&D projects - e.g. recently joined the European Galileo GPS Project. Some Indian educational and research institutions like IIT, NIT, BITS Pilani, IIM, IISc, TIFR and AIIMs are among the world’s best. Best institution can easily produce best fellows, best fellows can be best global leaders.

ENERGY

India is presently constructing 9 civilian nuclear power reactors and several hydro-power stations. Recently it also made a civilian nuclear energy deal with the US and EU. Hence it proves the India’s nuclear sectors.

MASS TRANSIT SYSTEM

Most important aspect to become a global leader is to adapt the change or in other word expertise in change management. India is in the process of developing modern mass rapid transit systems to replace its existing system. This mass transit system has implemented in, Chennai, Kolkata and. Work is in progress or would be commencing shortly for developing similar mass transit system in Mumbai. Thus proves the India’s leading position.

TOURISM

The unique and interesting fact about India has its diverse and fascinating history, arts, music, culture moreover spiritual & social models has witnessed the growth of a booming tourism industry. India is a historic place with a diverse history, hence it can easily impress the travelers, and thus it enhances the tourism department, via this, it proves in generosity in tourism department as well.

MEDICAL SERVICES

"First World medical services at Third World prices" - this statement proves the global leadership quality of India. Proceeding years, an estimated 150,000 foreigners visited India for medical procedures, at the same time this rate will increase about 15 percent a year. This kind of continuous again proves India’s familiarity.
INTEGRATED GUIDED MISSILE DEVELOPMENT PROGRAM (IGMDP)

IGMDP is India’s self-reliant missile development program. This program has included five missiles like the Prithvi and Agni of ballistic missiles, surface to air missiles Trishul and Akash and also the anti tank Nag missile. Prithvi and Agni missiles are inducted into the armed forces and form the basis of Indian nuclear second strike capability. The know-how in developing these missiles has helped Indian scientists to contribute to joint weapon development programs like the Brahmos and Barak-II. India is also developing long range cruise missiles there are some samples which proves Indian scientists innovative thinking. Indians think innovatively in all the aspects, such innovative thinking easily impress the others towards India.

NUCLEAR WEAPONS

Indians did not left nuclear field, they have contributed their best and possessed nuclear weapons since 1974, when it did the Pokharan I nuclear tests, and the means to deliver them over long distances.

ARMS IMPORTS

One of the world's largest arms importers is India; it has made military technology dealings with the Russian Federation, United States, Israel and EU. India has proves it’s potentiality via this.

CULTURAL FACTORS AND ITS RELATIONSHIP WITH GLOBAL LEADERSHIP

To ignore cultural differences is unproductive… Choosing not to see cultural diversity limits our ability to manage it – that is, to minimize the problems it causes while maximizing the advantages it allows… When we blind ourselves to cultural diversity, foreigners become mere projections of ourselves.” (Adler, 1991, pp. 97). To become a global leader, change agent should have to have a higher degree understanding and clear knowledge about the cultural factors, because to understand the various cultural background of the employee will enhance the effectiveness of the change agent. But it is not that much easy to implement.

CQ (CULTURAL INTELLIGENCE AND GLOBAL LEADERSHIP)

We cannot live or lead a life alone, we are in integrated world that is because we need to understand and adjust with the other cultures. Moreover that is the main reason we need to develop the understanding about cross cultural dynamics while we tries to improve our global leadership traits. For those who are in that position, that is not enough to have higher degree IQ and EQ but also have to have CQ (cultural intelligence).
THREE COMPETENCIES FOR TRANS-GLOBAL LEADERS

We know that already leadership is somehow differing from global leadership, to be a global leader, executive need to acquire the following three such as:

1. **Being Culturally flexible**: tries to realize that there are differences in other countries, populations, and cultures but those are not wrong or weird, just different.
2. **Value Cultural differences** and **Minimize Ethnocentricity** never think or better to avoid “My culture is better than yours”.
3. **Tolerance of ambiguity**.

THREE OTHER WAYS HOW THE LEADERS DEMONSTRATE THEIR CQ

Building awareness, adapting and communicating are the 3 methods that help the leader can easily works in a global platform. Whether the leader task-oriented or relationship oriented but they can easily mingle with the cross cultural platform if they ready to take over the above mentioned three aspects.

CULTURAL FACTORS

**History**

India has got very old but valuable history, that dating back to at least 5000 years; Indians invented the system, the concept of zero, basic algebra, etc. India has cultural intercourse with many regions all over the world, the best evidence is buddhism, Hinduism both have spread India’s cultural influence all over the world especially Asia. Thus this show the leadership position of Indian culture. There is no doubt that a healthy dose of CQ is an indispensable asset for today's global leader.

**Economy And Global Leadership**

Russian experts believe “India will bypass China in the following years in terms of economic growth”. India has its large population; the increasing employment in commodity production has a strong stimulating effect on the progress of the country. The world has changed a lot, so we must change our leadership style as well in order to fit with it. Globalization has made traditional isolationist approaches outdated. Leaders are now forced to do more; they need to balance their national interest with their responsibilities as a global business team member. It is not easy, that will create the frustration, to get rid from it they always ready to adapt the following such as courage, open-minded, & integrity. If so, then they can easily enhance their own firm’s economy status, via that the country’s.
History Of Indian Economy

The big story of the last decade for India has been its arrival on the global scene. The Indian economy had broken free of the low-growth trap from the early 1980s. By the mid-1990s, following the economic reforms of 1991-3, India began to appear as a player of some significance in the global economy. After that India’s exports began to scale, its foreign exchange reserves, after the economic reforms and in little more than a decade had risen to 300 billion dollars. Indian corporations normally ventured outside rarely, but suddenly I has started to trade outside and has started to invest all around the world, When, in 2009, the Group of 20 (G-20) was raised to the level of a forum for leaders, India was a significant member of this global policy group. The globalization of India has given rise to new opportunities but at the same time it has also brought with it new challenges and responsibilities. It paves the way to the financial crisis as well. Every time there is a major financial crisis anywhere in the world, there is need to take brace position. And, in turn, the rise and fall of India’s growth rate has an impact on global growth and there is need for India to take this responsibility seriously.

Global Trade (Exports): increased competition and financial war, forced Indian business executives design their product in an innovative way. They try to include value to their existing product. Benefited consumers have started to prefer Indian products, thus the Indian economy started to climb up. One of the features of the ‘new normal’ in the world economy is the way savings as well as investment rates are distributed between the advanced and emerging economies.

Therefore, even when the emerging economies (including India) witnessed a slowdown in growth in 2011 due to the renewed bouts of uncertainty in the global economy, there are reasons to suggest that the growth prospects of most of these economies remain robust in the medium to long run. This is due to various factors that drive growth such as demographics and size of the domestic market, apart from more conventional economic drivers such as high rates of investment and savings.

LOCATING INDIA IN THE NEW GLOBAL ECONOMY

Unlike last decades, India has now become an open economy. The total share of imports and exports accounts for close to 50 per cent of GDP while that of capital inflows and outflows measures up to 54 per cent of GDP. It is mandatory to match the current economic position with the recent trends in order to withstand the current successful status, India that may be relevant in its further engagement with the global economy as also for its future development.
INDIAN CONTRIBUTION TO ECONOMIC WORLD

Abhijit Vinayak Banerjee is an Indian economist. He is currently the Ford Foundation International Professor of Economics at the Massachusetts Institute of Technology. His work focuses on development economics. Together with Esther Duflo, Michael Kremer, John A. List, and Sendhil Mullainathan, he has proposed as an important methodology to discover causal relationships in economics.

Amartya Kumar Sen is a Bangladeshi-born Indian economist and philosopher, who since 1972 has taught and worked in the United Kingdom and the United States. He has made contributions to welfare economics, social choice theory, economic and social justice, economic theories of famines, and indexes of the measure of well-being of citizens of developing countries. He was awarded the Nobel Memorial Prize in Economic Sciences in 1998 and Bharat Ratna in 1999.

ENGAGING THE WORLD

Recent studies show India has entered a ‘critical decade’. It has emerged as a top most and systemically vital economy on the global trade. It enjoys the unique advantage of having many economic indicators in its favor; predominantly it has large domestic market, robust investment-to-GDP ratio, and demographic advantage. Even though it has so many facilities those all requires leverage in order to benefit the full advantage. India is in compulsion that needs to address its internal challenges, which include the long-standing problem of poverty and the development of its social and physical infrastructure. To reach the best position in global economy on overarching macroeconomic issues such as trade, capital flows, financial regulation, climate change, and governance of global financial institutions have to be reformed. India has already initiated the process.

ECONOMIC REFORMS OF INDIA

Globalization freed up the restriction, it brings revolution, encourages the modernization, efforts have been made to attract foreign investment, apart from the above motioned initiatives, India has focused its economic concept, so it has adapted several reforms as well. It has highlighted some of important points such as

a. **Abolition of Licensing**

After the revolution India has started to follow free economic policy, but before it pursue strict policy.

b. **Freedom to Import Technology**

It freely allows foreign countries to make an investment.
Contraction of Public Sector, increase the importance of small scale sector, reduce the restriction in export and import, full convertibility, providing incentives for export, these are so examples of India’s restriction free economic policies.

**Will India Lead The Next Wave Of Global Economic Growth?**

Almost 10 years has gone but still global growth is tepid. This not only for developing countries, both advanced economies and emerging markets have suffered. Given that global trade was growing significantly faster than global gross domestic product (GDP) in the pre-crisis period on the back of global production chains, the extent of its decline is particularly surprising.

International Monetary Fund (IMF) and the central statistics office indicate that India is now the fastest growing major economy in the world. Index of Industrial Production, export figures, corporate profits, credit growth, and investment data, tell another story. Those are figure out and argue that India’s growth may have suffered as much as China’s.

India’s primary engine of growth is putatively domestic, making the sharp decline in Indian growth more surprising. Closer analysis shows that the reality is more intricate. India was indeed less dependent on global demand than China in 2007, exporting just 20 per cent of its goods and services, compared with China’s 40 per cent. But by 2012 India’s ratio had risen to 24 per cent, while China’s had declined to 27 per cent. India’s adjustment to the global demand compression was thus more imbalanced than that of China.

Three things are abundantly clear. First, in its current form, India is unlikely to be the new engine of growth. Second, it needs to improve its export competitiveness through politically challenging structural reforms, rather than follow the western folly of expecting monetary policy to do so. Third, since the timeline for the revival of external demand is uncertain, the primary focus of its Make in India, Start-up India and Skill India initiatives should be on leveraging domestic demand. Even so, in an open economy, the success of a domestically driven Make in India initiative hinges on becoming globally competitive. To withstand in the successful position it is important to focus the marketing technologies, but it is very important that should be creative.

**GLOBAL MARKETING**

Global marketing requires “think globally and act regionally” strategy. International arena has brought so many challenges to the business people. According to Philip Kotler, Marketing is “a social and managerial process by which individuals and groups obtain what they need and want through creating, offering and exchanging products of values with others”. In order to understand global marketing, we should start from
generic marketing and then distinguish the peculiarities in its “international version”. It can be said that, from the international point of view, the main difference between global and local marketing is the target market, which happens to be in another country. Most other components of marketing remain the same, with a need to tailor strategies to the characteristics of each particular nation, in its economic, socio-cultural, political/legal, financial and technological aspects.

Global marketing is, then, very important to internationalize a business, and preparing a good strategy for it has obviously some advantages: reduction of cost inefficiencies and of duplication of efforts between national and regional subsidiaries; opportunities to the transfer products, brands and ideas to other subsidiaries; appearance of global clients; improvement of the ties between national infrastructures, leading to the development of a global marketing infrastructure.

SOME SUCCESSFUL INDIAN STRATEGIES IN GLOBAL MARKET

Successful MNCs in India and the marketing strategies;

NOKIA, SAMSUNG, P&G

Nokia is the largest mobile company in the world, while it holds very strong leadership position. Techniques which it employs are aggressive pricing, focused on replacement, enhance product portfolio, improve collaboration on design etc. Nokia embarked on direct to consumer advertisement. With the innovation it is always ready to satisfy customer needs. It is good in offering information as well. Information providence plays a crucial role in product design. Thus nokia succeeded. Hence the Indians prove their leadership quality in marketing not only national level but also in international level.

INFORMATION SECTOR

If one wants to reach success position in his/her own business, they need to update their knowledge about the business, for that we approach the information technology. It experiences tremendous growth. Indians established their success in this IT field as well. GOOGLE India pvt limited is the best example for this. It works as an online search engine, we all knew the popularity of this search engine ,whatever we want, we need to approach it, within in a fraction of second all the relevant information will be presented in front of us, thus proves the familiarity and success of this organization. The company provides access to online information. It also serves as a platform for users to use as vehicles for social networking, video engagement, mailing and blogging. Without internet we cannot do anything, in this computerized world, once we enter into net world we will see this search engine, thus the Indians shows their ability and their leadership skill.
CONCLUSION

Concept of Globalization is not only a boom for business people, but also for the public. To be honest public they enjoy a lot compared with the business firms. Innovation in design, reformed procedure, well versed and a world class customer service, impressive marketing strategies, economic up-lift these are very few reimbursement of globalization. Executives have already begun to think and act globally. Especially Indian executives pioneered this global journey. Sanjay Jha, Ajit Jain, Dinesh Patiwal, Ajay Banga, Rakesh Kapoor are the best Indian pioneers who gear up their manpower globally. Indra Nooyi, Sundar Pichai are also lead their firm globally in a successful way. Thus this essay clearly proves global leadership plays an vital role in global trade.