



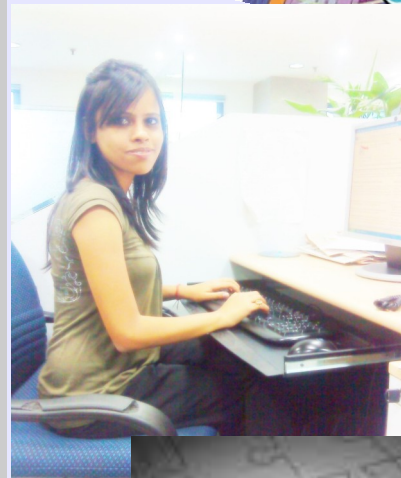
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Role of Culture and Leadership in Strategic Decision Making

(Excerpts from a paper by Professor Ramola Kumar, Dean, DSC)

Strategic Decision Making (SDM)—stems from the core ideology of an organization's corporate culture, it's very soul - the *raison d'être* of being. Visionary corporate thinking and planning moves the organization at every stage and is extremely pivotal when integrated with guiding principles ingrained through intense training. SDM has generally been defined as the art and science of formulating, implementing, and evaluating cross functional decisions that enable an organization to achievement objectives. This implies that SDM integrates management, marketing, finance, production, R & D, and computer information systems to achieve organizational systems. The purpose of SDM is to exploit & create new & different opportunities for tomorrow.

A strong **corporate culture** and a strong **leadership** will hold and carry forward the organization through its life. Business ethics play a critical role in SDM, irrespective of the game plan. Relationships among a firm's various functional activities can be better understood when we

focus on the culture of the organization. Organizational culture can best be defined as a pattern of behaviour developed by an organization as it learns to adapt to the external environment integrating internal variables – resources for its evolvment. It captures the subtle, unconscious forces that shape a workplace. Corporate culture can prove to be a major strength or weakness for the organization. An organization's culture must support the collective commitment of its people to a common purpose by fostering competence towards attaining corporate plans.

Strong ownership of one's work acts as a driving force, the energy guiding all action towards evolvment, especially towards long term benefits, unlike when it is an external business and when it looks at short term goals only. It almost develops a cult-like culture for the organization and its product. A core ideology which rests upon change as key element builds for stronger SDM, since change is the only constant factor. In the same vein, an organization that may be seen to be conservative may also take bold steps for e.g. in launching into an unrelated venture and remain strong therefrom.



A corporate culture that encourages operational autonomy also encourages good leadership. Whatever a firm's goal is, be it profiteering as in a private firm or wealth creation and its management (as in family enterprise), corporate culture needs to be preserved through the firm's core ideology and evolved, involved leadership.

Culture, therefore becomes the most critical variable that encompasses sub cultures and classes that characterize a group of people in an organization.

The three key elements that are passed on from generation to generation by learning along:

- Values
- Norms
- Institutions

The afore stated discussion clearly points to the fact that core essence of beliefs, religious and spiritual directives passed down to generations affect-effect each one's thinking in totality, somewhere, and so too in an organization.

In addition to the strong cultural reference in the **Indian context**, our ethos suggests that work is worship. Indian culture rests upon three yogic philosophies, namely – *Bhakti yoga*, *Karma yoga*, *Gyan yoga*. That Karma is our Dharma appears to dictate our life's path – the daily ritual is pre-prepared and given to us based on past deeds. Present deeds lay the foundation of future destiny.

The principles that prove to be our anchor include truth, trust, respect towards one's various connectivities, transparency, being a benevolent elder. These core values form the basis of life's progression to some extent, in accordance with the rules of nature.

In family businesses, the place of each member in the family hierarchy, his/her performance, and attitude – aptitude all play a critical role in defining and deciding their position in the family business.

Whatever the offshoots of strong business families, to follow the family enterprise or to work elsewhere, leadership qualities evolve from this powerful anchor. The entrepreneurial spirit guides us not only through futuristic visioning, but it also provides an anchor to fall back on during trying periods.

95% of Indian firms are family businesses yet GenNext has shown keen interest to take off into alternative, unrelated ventures for many or any one of the reasons listed below:

- Faster returns in new and upcoming fields of business
- Keenness to take up their interests as careers
- An urge to be a lesser burden on existing corporate resources
- Desire to have their own way and make a contribution
- The existence of too many inheritors, and
- Breaking free from the tag of inheritance of familial wealth

Dreams Do Come True

Ms. Priyanka Gandhi

Student Executive, PGDC XV

Intern at Lowe Lintas

Ambition leads me not only farther than any other man has been before me, but as far as I think it possible for man to go - James Cook



With each passing day, I visualize this thought with more intensity!

Advertising has always been a passion for me. As a career, it is now my lifeline. This summer, DSC provided me with a wonderful opportunity to call **'Lowe Lintas'** an integral part of my life. Founded in 1939 as a part of Hindustan Lever, Lowe Lintas is one of India's largest communication groups.

It was 3rd May, 2010, while the sun was relishing its power, the birds were chirping joyfully and I was getting ready for my first day at work. A bit excited, a little confused, with a thousand concerns I stepped into my office cab. I joined the Client Servicing Department. As I realised , the job of a Client Servicing person is one of the most challenging in an Agency, as he/she has to co-ordinate with not only the Client, but also the Creative Team, the Media Department and of course colleagues. This calls for a really proactive personality and gradually I managed to establish good contacts with everyone . Contributing in my own small way, in building brands such as Woodland, Nestle Polo, Fever 104FM is indeed a privilege. I've got some of the most exciting accounts to work on, quite different from one another, but truly adventurous.

Each day is a new day here. And as they rightly say 'Opportunity does not knock, it presents itself when you beat down the door', I work hard to get more responsibilities and efforts, so as to figure out every small prospect that there could be, waiting to be unleashed.

When People Turn WILD!

Ms. Rashi Walia

Student Executive, PGDPC XV

Intern at City Plus, Dainik Jagran

This is not a post on travel, but a post on travelling. My tolerance is rather low and I blame it largely on the new breed of tourists who follow me wherever I go.

I have nothing against tourists in particular, but I seem to find a huge disconnect in the way they travel. I often travel to escape from the maddening crowd of the sprawling cities, to merge with the silence of the valleys. I choose monuments and forests that are off the tourist track and many a time, a New Year's Eve has been spent in a silent jungle resort, especially one which is not yet on a tourist map. But then, of late, travelling has become a fad and travel stories have become conversational currencies.

I understand that most tourists believe in letting their hair down when they travel and holidaying is all about relaxing and having fun. But I wonder if it is at the expense of a

fellow traveller's peace and quiet! "Notice me" says the brand of these new tourists. However, I wish to tell them that their behavior is literally like an assault on me and my senses! They speak loudly, dress loudly (and inappropriately), listen to loud music and crave for attention when they travel. Why can't they let a nondescript traveller like me enjoy my anonymity?

Some time ago, I went to Kabini (a wildlife destination in Karnataka) and I couldn't recognize it when I landed. It seemed to have become a national park and a zoo rolled into one. Almost a hundred people and the bulk of them were noisy, loud children throwing tantrums with their parents screaming louder than the kids to be heard. One hip young mother told her son that she would throw a hot cup of coffee on the child if he didn't drink his milk. Another hyperactive kid was gargling water at the tap and spitting all over. The mother looked at me and mumbled a 'sorry' when I walked away in disgust.





That's not all folks! Tourists of late, have hugely misunderstood the word "adventure". In a trip to Bhadra, in Karnataka, a bold young mother forgot that her eleven-month old baby would be hungry at 5 pm in the evening. So when the winds were making it difficult for the boat man to veer his vehicle and the boat was rocking in the waters, wetting our feet inside, her daughter let out a loud wail announcing she was hungry. The adventurous mother didn't mind that the boat was extremely shaky, but went on to mix the formula in the bottle and started silencing the baby by walking on the boat (which still seemed to be shaking grumpily) and feeding her, a scene we watched with more rapt attention than looking at the elephants on the opposite bank.

And there is more... Food has always been the most important aspect in any trip. We all gorge on every delicious morsel and of course not just live to eat, but also travel to eat. However there are some who only eat! While we were at a home stay in Masinagudi in Tamil Nadu, a couple of families with teenaged kids dropped in as well. They made sure they didn't move beyond the dining room. They stood around the table attacking every dish with more vigour and patting their stomach after every meal. In fact they were least concerned that there were other guests at the property - after all, they had paid for the meal. While the kids protested after eating a dozen *puris* and an equal number of bread and other delicacies, the mother stacked away a few more for the journey, but not before coaxing her daughter to eat more of the bananas... "You will feel hungry and we will not stop on the way... After all, we have paid ..."

In the end, I am now tired of running away from such people. I am also tired of tolerating them. All I am hoping is that these families would enjoy travelling as much as I do. After all, like the mother said, they have 'paid' for it, but it would not hurt anyone if they became just a little sensitive, a little inconspicuous and non intrusive. This way, they won't bother anyone, and also will have had the pleasure of enjoying their sojourn. Am I asking for too much?

Cartoons! What Serious Fun!

Ms. Megha Gupta

Student Executive, PGDPC XV

Intern at McCan Erickson



Cartoons have become the extremely colourful and fun-filled threads woven through the fabric of our lives. They are such an integral part of each day that we perhaps don't appreciate their artistic value. We hurriedly seek cartoons out in the morning papers to start the day with a chuckle, or to confirm our thoughts on politics. Knowingly or unknowingly, cartoons have trespassed the bar of age that was put to limit it to the domain of children. Sarcasm or comment on any social issue blooms best in the form of a cartoon strip. But we forget that making cartoons is a serious business; and making someone laugh is not at all easy. Very often, politicians find themselves the subject of a cartoon. In the hands of a talented artist, the editorial cartoon can be a powerful weapon, because the point it is making can be quickly absorbed and transmitted. Nevertheless, cartoons are frequently overlooked as a form of political communication and opinionating. This, however, is just one small topic in the ambit about which cartoons are made which make us laugh. However, these are essentially nothing but human follies stripped naked. Cartoons hold the mirror against us and, well, truth had never before seemed so amusing!

What we must not forget is, however, to see them as they truly are: Works of art.

Each panel, comic strip or caricature is carefully planned. It is painstakingly drawn, inked and coloured. Cartoons range from simple yet enticing line drawings, to the intricately detailed. The story behind those strokes and lines is as interesting as the cartoon itself. The artists develop an inclination at an early age and their doodling finds space in the back pages of notebook. And it leaves a legacy of textbooks with imaginative cartoons scribbled on the pages and covers. Cartoons give us perspectives in kindness, religion and philosophy. They teach us life lessons in single panel jabs and four-panel bytes. They urge us to think about the world around us, to laugh, and sometimes, to cry.

Isn't that what art is all about?

Last Wish...

Madhulika Atri

Student Executive, PGDPC XV

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The sight of a rainbow is what my eyes pine for,
The smell of the buttercups is all I fancy,
The touch of the gentle breeze
Is what I long to rush through me,
Alas! That's too colossal, only a reel!

Hardly can I summon the last time
I saw dew drops on the foliage,
Or heard the chirp of the cuckoo bird,
Sunshine seldom pays a visit at my portal
Indeed I've a tiff with Artemis- the Immortal.

To have been betrayed by whom 'You' nurtured
I know it must be hard to see,
I know what 'You' are going through lady
Tell me the place where I can mourn for thee!



My conscience weeps, it weeps for thee,
Your pain takes the life out of me,
My soul cuts into countless pieces,
How I wish I could give 'You' the love
That 'You' gave in to me.

Is there still a hope left?
O tell me Lord there's one!
Let's call for a re-union my lady
How about a rendezvous someday?

I'm rueful for my wrong deed
And with my bosom full of remorse I plead
Come along with me
For I can't breathe without thee.

I'm dying, I'm dying, yes I'm dying
But what better way could it be
To breathe my last in your vicinity,
With this sole union,
My soul gets a ticket to eternity
My soul gets a ticket to eternity.

We welcome your feedback, suggestions and comments!

Do contact us at info@dsc.edu.in

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