



To cite this article: Dr Arpita Kaul (2025). LEADERSHIP STYLE AND QUALITIES OF DR. S. VENKATA KUMAR: A CASE STUDY OF ADMINISTRATIVE LEADERSHIP OF SRI VENKATESWARA COLLEGE, UNIVERSITY OF DELHI 2020-2021, International Journal of Research in Commerce and Management Studies (IJRCMS) 7 (6): 608-620 Article No. 570 Sub Id 1006

LEADERSHIP STYLE AND QUALITIES OF DR. S. VENKATA KUMAR: A CASE STUDY OF ADMINISTRATIVE LEADERSHIP OF SRI VENKATESWARA COLLEGE, UNIVERSITY OF DELHI 2020-2021

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DOI: <https://doi.org/10.38193/IJRCMS.2025.7647>

ABSTRACT

This is a case study on Dr. S. Venkata Kumar, Vice Principal, Sri Venkateswara College, University of Delhi, India. This case aims at bridging the gap between the theory and practice of leadership. This piece of research shows some instances and incidences in the college that will help understand how leadership theories can be applied in educational institutions. Some real-life examples from Dr. Kumar's life show how a leader can lead by example. He has many qualities that make him a true leader. The case shows how various theories of leadership can be related to his life.

KEYWORDS: servant leader, transformational leader, democratic leader, crisis manager, charismatic

INTRODUCTION

Dr. S. Venkata Kumar is Associate Professor, Department of Commerce and also Vice Principal, Sri Venkateswara College, University of Delhi. He is a PhD in Commerce from Sri Venkateswara University, Tirupati in 2007, PG Diploma in Personnel Management, Industrial Relations and Labour Welfare with first-class from Andhra Pradesh Productivity Council, Hyderabad in 1984, M.Phil. in Commerce with first-class and a recipient of university merit fellowship from Sri Venkateswara University, Tirupati in 1986 and M.Com. with first-class from Sri Venkateswara University, Tirupati in 1983. His areas of specialization are Industrial Relations, Business Law, International Business, Tax planning, Organizational Behaviour with special focus on learning, perception, group dynamics v/s Individual behaviour etc. He has held the following administrative roles/ responsibilities:

- Vice-principal of the college from 29th May 2020 onwards.
 - Acting Principal of college from 29th May 2020 to 17th January 2021.
 - Member of the College Internal Quality Assurance Cell till January 2021.
- I. Examinations
- Was the founding member of the college internal exam system having been started in 1998



and was continuously associated with it for more than a decade.

- Worked as Deputy Coordinator of the Central Evaluation Centre on many occasions, i.e., in annual system pattern in 2006, 2007, and in semester system in December 2011, May 2012, November 2012, November 2015 and November 2016.
- Was part of the conduct of Delhi University Theory Exams as Deputy Superintendent and Superintendent in 2008, 2009, and former status for several years till 2017.
- Convenor of the Central Monitor Committee w.r.t. Internal Assessment on earlier occasions including the present period.
- Convenor and member of the College Time-Table Committee from 1998 to 2008.
- Member of the Academic Planning Committee for one term.
- Convenor of Admissions for four years from 2015 to 2019.
- Secretary Staff Council from May 2019 to May 2020.

II. Finance Related Activities

- Member of Governing Body appointed College Finance Committee (convenor) in and from 2011.
- Bursar of the College in two spells, i.e., four-year period starting from April 2010 to March 2014, and for a brief period between February 2018 and October 2018.
- Was a member of PF Committee, Hostel Committee, XII Plan Committee, Building Committee and Development Fund Committee.
- Has the experience of working and coordinating with C&AG Audit team in the year 2013 and preparing comprehensive responses to the Audit notes and the Audit report related objections.
- Has been actively associated with the process of pay fixation of the staff of the College in all the three pay commissions since his permanent status, i.e., V CPC, VI CPC and VII CPC.

III. Student Associated Activities

- Was the Proctor of the College during 2004-2006.
- Staff Advisor Students Union during 2006-2009.
- Initiated the placement activities in the College and was in charge of placement for around eight years from 2000 to 2008.
- Was part of the Sports Committee for a couple of terms between 2002 and 2006, and actively participated in the development of sports grounds, and in initiating the project of Sports Grounds and Cricket Development through an MoU with Sonnett Sports Club.
- An active participant in the Joint Coordination Committee in various capacities which involves student participation in evolving student-centric policy matters including fee revision etc.

IV. Staff Associated Activities

- Held the posts of Secretary and Treasurer of the Teaching Staff Association.



- Held the position of Secretary and President of SV College Employees Thrift and Credit Society Ltd.
- Presently holding the position of member of the Staff Grievance Redressal Cell.
- Presently functioning as Nodal Officer for the Pensioners Grievances and redressal of various issues arising in the course of pension fixation as well as revision of pension.

After Dr. P. Hemalatha retired from the Post of Principal of Sri Venkateswara College, in May, 2020, Dr. S.Venkata Kumar took over as the Acting Principal of Sri Venkateswara College. The wide knowledge of university system, more know-how of financial and other administrative rules and the passion for effective implementation of the rules embedded with empathy and humanism, has helped him in being considered by the college Governing Body in appointing him as Vice Principal. It wasn't very pleasant circumstances under which he took over; it was the dreaded Coronavirus pandemic period under which he took charge. It was very troubling times and not very ideal circumstances under which any one would like to take charge. He was in office as the Acting Principal for close to eight months and during this short period he achieved various milestones which even his predecessors could not achieve. Since, the lockdown had started in India in March, 2020 and educational institutions were majorly working online/ working from home even after the opening up of the country, it sure would have been very difficult to coordinate a lot of activities.

When asked about what he understands by the term Leadership, he says, **“Leadership for me is to make your team belief in you. It is an outcome of your actions at any given time of adverse conditions. Make your team assured that our leader can give us an effective and achievable direction. Secondly, make sure that you are there to not point the inefficiency of any group member without you yourself being unaware of the solution. Thirdly, to be amiable to any brilliant idea of any of your group member. Fourthly, take the criticism on you, while attempting to reorient your team. Fifthly, you should always make your group members believe that you have the competence and you can give them most satisfying answers to any of their queries. Finally, I always believed that a leader should always show empathy towards anyone who looks at you for help or guidance. I followed this to the core while interpreting a rule in a given situation.”**

During his tenure as Acting Principal, he proved that a lot of things require power and when power is vested in the right hands wonders and miracles can be expected. Power if misused can mar the person and the institution but if used correctly it can build both the person and the institution. Under his tenure, some of the important initiatives that he took were **screening of forms of the post of Assistant Professors, promotions, cleaning up of the surroundings, new add on courses, online faculty development programs and pension settlements** etc.



Since many years, adhoc system prevails in the University of Delhi. After every 4 months the contract of these adhoc teachers is renewed. Sometimes the posts are advertised, people fill the forms but since thousands of people fill up the form even screening of the forms does not happen and eventually the time period of the advertisement expires. When Dr. Venkata joined office, he was sure that he wanted to make the interviews for permanent posts of Assistant Professor happen and for that he requested the various department Teacher in Charges to complete the screening process so that the interviews can be arranged. After his repeated reminders and follow up the screening of permanent posts of Assistant Professors in various departments was completed.

During the pandemic when after summer vacation teachers were to join college, he asked both permanent and adhoc teachers to join online. When asked for his comment on the issue he said “My notice of permitting all the ad-hoc teachers to also report for duty online on the reopening day at a par to that of a regular teacher in the last academic year in the midst of the pandemic. I still remember and some teachers have shared with me the appreciation of this action by many Delhi University Teachers’ Association (Delhi University Teacher’s Union) leaders and activists. My thought, at that point of time, was that if it is not possible for a regular teacher to physically report to college, it is unfair for an ad-hoc teacher to come and report to college. This decision was taken though my office was not happy and insisted that it is their reappointment and they should physically be present. Therefore, it is very important that there is no rule in any law which prohibits you from being humane”

On 10th August, 2020 Ms. Sagarika Bagga a student of Department of Commerce, Sri Venkateswara College Batch 2016-2019 approached the researcher/ author, who happens to be an Assistant Professor, Sri Venkatwsara College. Since, the lockdown was going on and she urgently needed her marksheet which she had lost somewhere, she sought her guidance on the matter. It was suggested that she could mail to the principal for the same.

The very next day Sagarika messaged the researcher/ author as she got the marksheet in her mail. She was very happy and spellbound that within a day the marksheet has reached her mailbox. She was so happy that she sent a thank you mail and a virtual Thank you card to Dr. Venkat. This shows that how quick Dr. Venkat is in his work, also how concerned he is for the wellbeing of even the ex-students of the college. He is a leader who tries to **satisfy all the stakeholders** of the institution i.e. **students, ex-students, teaching staff, non-teaching staff and ex-employees.**

On his contribution in settlement of Pension he had the following words to say, “I would appreciate the opportunity given to me in being able to help my seniors who have since retired in settlement of their Pension. There were instances at least in couple of cases where I took decision in certifying on my personal understanding of that particular file which allowed University in processing their Pension



fixation.”

Dr. Vartika Mathur, Assistant Professor, Department of Zoology recollects that on one occasion one of the retired faculties visited the college regarding pension settlement and Dr. Venkata was seen running around and visited every single window to get the work done. When you see the Acting Principal running around like this it inspires you. When another person visited for pension issue, the office staff was seen running around. She says that, “Leadership is all about **setting examples** and not just giving instructions, it’s not about delegating work. In his case it is like if I can do it so can you.” She further says, “Leadership is not by the virtue of position but by the virtue of character, he could have continued as the Acting Principal for longer and kept the power to himself but rather he took the initiative and got the Permanent Principal’s position filled in merely 7 months’ time. He always rises up to the occasion when needed. He has not only put in hours, but heart, mind, body and soul in the betterment of the institution. The more and more I know him the more I admire him. In 17 years of my working with him, I have always seen him respect people whether a senior, junior or retired colleague.” This also proves that he **respects** individuals, an important quality of a leader. He is an **objective** person who does not discriminate between juniors and seniors, gives them equal opportunities and never uses the word adhoc, rather he calls his junior (adhocs), his young colleagues. With no stereotypes in his mind, he just aims to make Sri Venkateswara College one of the finest educational institutions.

He is a perfect example of **servant leadership**. He serves the community with no need for power and achievement. Eva et al., (2019) states that “Servant Leader was a term first coined in 1970 by Robert K. Greenleaf. “The Servant-Leader is servant first ... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. "I think the simplest way to explain it would be to say that servant leaders focus on identifying and meeting the needs of others rather than trying to acquire power, wealth, and fame for themselves," says Kent Keith, CEO of the [Greenleaf Center for Servant Leadership](#), a Westfield, Indiana-based non-profit that promotes education about and implementation of servant leadership. Greenleaf believed that "leaders of organizations should care about everyone that the organization touches." *Servant leadership is an (1) other-oriented approach to leadership (2) manifested through one-on-one prioritizing of follower individual needs and interests, (3) and outward reorienting of their concern for self towards concern for others within the organization and the larger community.*”

In an interview with Mr. S. Mohapatra, Associate Professor, Sociology, rated Dr. S. Venkata Kumar as a very good leader on a 5-point scale where 5 is very good, 4, good, 3 fair, 2 poor and 1 very poor. He stressed that one of the most important qualities of a good leader is conflict management. He said that; “Venkata, establishes a balance between various stakeholders of the institution like teaching staff,



non-teaching staff, Delhi University Teachers' Association etc. He always maintains a smile and is familiar with all the rules. Not only this, he counsels people very well. He is not only a good teacher but very enthusiastically participates in other activities of college like time table, bursarship, He never misses his class." When asked that he really connects with the institution very well, he revealed that his father had a job with Tirupati and that's why he considers all this as his sacred duty rather than a mere job. He is very meticulous and never does something that law doesn't permit. He makes maximum people happy but will not go against law to make everyone happy. So, he is not only an ethical leader but he puts equal stress on task and relationship.

Buble (2012) "defines ethical leadership as the process of influencing employees through values, principles and beliefs that extensively border on the accepted norms in the organizational behaviours." Kalshoven, Den Hartog, & De Hoogh (2011) states that "ethical leaders promote honesty and engage in actions that mirror his values and beliefs. Obeying the laws and regulations is the foundation of ethical leadership and thus, it becomes notable that ethical leadership revolves around the primary responsibility of dealing with conflict among employees and demonstrating a guiding platform for instructing them on the right thing to do. This is manifested in the outward display of transformational and servant attitudes. The ethical leaders thus embody inward virtues that direct him in making ethical decisions for the benefit of the wider organization. (Alshammari, A., Almutairi, N.N., & Thuwaini, S.F. 2015)."

It was under his leadership only that second Other Backward Class Tranche appointments were also made. Thirty-two new people were appointed on the Adhoc Assistant Professors position of various departments of the college. Dr. R.K. Yadav, Assistant Professor, Department of Hindi appreciated him for getting the promotions interview done so speedily. He also points out that Dr. S. Venkata Kumar has not missed even a single day of college during admissions; he used to be in his office from morning till evening even when coronavirus was making people sceptical to leave their houses. He has also contributed in getting the College greener and cleaner, since a lot of construction was going on a lot of waste was to be cleaned up and he also made sure that the surroundings of the college are well maintained. There is no doubt that he is a **committed, punctual, conscientious and hardworking** person.

Dr. Venkata has always been an active man who speaks little and is a man of action rather than words. People always take him seriously since he has that charisma in him. His work commitment, loyalty and ethics inspire everyone. He is one of the finest gentlemen and a very good administrator.

He always motivates and inspires his colleagues to come up with new initiatives and continuously supports them. A new add on Course that was started under his leadership was Bioinformatics &



Computational Biology from September 2020- January, 2021. 42 students participated in the course under the Convenership of Dr. N. Latha, Dr. Anita Verma and Dr. Mansi Verma.

The Department of Commerce used to offer an Add on Course on Entrepreneurship every year since 2018 but this year the researcher/ author (Convener) Add on Course, Department of Commerce, initiated a course on Digital Marketing keeping in mind the need of the hour and the business trends. Initially Dr. Venkata was a little skeptical considering that the college had been offering a particular course since 2018 and now if suddenly we introduce a new course, it might not reflect well. When the researcher/ author tried to convince him about the need of such a course in the pandemic and the demand of the students for the course he fully supported the idea and finally the course was offered online and ran from 16th Jan, 2021-3rd April, 2021. 26 students from Sri Venkateswara College, PGDAV College, Miranda House, Gargi College, Shyama Prasad Mukherjee College and School of open Learning from Courses like B.Com, B.Com Honours, BA Hons Sociology, BSc Hons Electronics, B.Sc hons Statistics, B Sc. Life Science and B Sc Hons Biochemistry joined the course. Dr. Venkata is also a transformational leader. Transformational leadership lies in the leader's ability to inspire trust, loyalty, and admiration in followers, who then subordinate their individual interests to the interests of the group. Rather than analyzing and controlling specific transactions with the followers by using rules, directions and incentives, transformational leadership focuses on intangible qualities such as vision, shared values, and ideas in order to build relationships, give larger meaning to separate activities, and provide common grounds in order to enlist followers in the change process.

This style of leadership seeks to elevate the level of performance of the followers by transforming them. A transformational leader creates a shared vision for the future and, followers are inspired by the leader to improvise. The four characteristics of this leadership style are as follows:

Intellectual Stimulation

In committee meetings, Dr. Venkata always gives chance to the faculty to put their ideas forward. He is always available on whatsapp for students and teachers to discuss issues and strategies and plans. He doesn't accept anything and everything but thinks over it and then gets back to the faculty with his feedback and insights.

Charismatic Personality/ Idealised Influence

Dr. Venkata smoothly handles everything. He inspires everyone to give his/ her best. Under his leadership Internal Quality Assurance Cell of the college organized an online Faculty Development Program from 25th July, 2020-29th July, 2020 ICT Enhanced Teaching and Learning 2.0. The idea was to provide the opportunity to teaching fraternity of the college and beyond to understand the intricacies of online teaching and learning. The program had 98 participants from Sri Venkateswara College and other colleges.



Individualized Consideration

Dr. Venkata never fails to acknowledge and appreciate the endeavors of each and every member of the team. On 27th Feb, 2020, Abhay Rustom Sopori was the Chief Guest of Nexus, the annual festival of the College. Dr. Venkata saw the researcher/ author working really hard for the event and in order to appreciate her he made sure while the photo session was going on with the Principal, Chief Guest and other position holders like Extracurricular Committee Convener, Students Advisor, Staff Council Secretary etc. that she was there in the picture too. It made her really happy and motivated. This shows how he notices each and every employee. He considers all employees as individuals and motivates them, supports them and facilitate them.

Inspirational Motivation

His working style is absolutely fair when it comes to division/apportionment of work. No one can ever accuse him of biasedness. In 2019 a National Seminar on Quality in Higher Education: Current Priorities and Future Challenges was organized. He appreciated the younger Coordinator of the event Dr. Nitika Kausal, Assistant Professor, Department of Biochemistry for her whole hearted contribution in the success of the event during his Vote of Thanks. No one's effort ever goes unnoticed by him, this quality of his inspires everyone, as pointed out by Dr. Vartika Mathur also above.

Zagorsek, H., Dimovski, V., & Skerlavaj, M. (2009) empirically proves that transformational leadership strongly affects organizational learning. Peter Senge, who popularized learning organizations in his book *The Fifth Discipline*, described them as places “where people continually expand their capacity to create the results, they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together.” According to him the 5 disciplines of a learning organization are systemic thinking, mental models, personal mastery, shared vision and team learning.

Dr. Venkata has helped many faculties to expand their capacity and create the results they truly desired. The first disciple of the Fifth Discipline is **personal mastery**. Personal mastery goes beyond skill and competence, both of which are present in him. All the University rules and regulations are on his tips be it admissions, finance, examination etc. Even today he remembers how much the seating capacity of each and every room in the college is; which he learnt when he was taking care of examinations and this is only because of his sincere dedication and willingness to do things perfectly. Personal Mastery goes beyond spiritual unfolding or opening, although it requires spiritual growth.

The second discipline being **shared vision** is also very well seen in Dr. Venkata. He has been trying to build a shared vision with all the stakeholders of the institution for years now. Sri Venkateswara College



is not a place of work for him but his sacred duty. He loves the place and wishes to take it to greater heights and in this journey he has taken together with him a lot of colleagues who get inspired by him, learn from him and respect him.

Individual learning, at some level, is irrelevant for organizational learning. Individuals learn all the time and yet there is no organizational learning. But if teams learn, they become a microcosm for learning throughout the organization. Insights gained are put into action. Skills developed can propagate to other individuals and to other teams (although there is no guarantee that they will propagate). The team's accomplishments can set the tone and establish a standard for learning together for the larger organization. He keeps in mind, **team learning** discipline also while getting tasks done.

The last principle is of **systemic thinking** i.e. looking at the whole and the big picture rather than parts. Dr. Venkat looks at the institution as a system with sub systems like teaching staff, students, non-teaching staff, retired employees etc. and integrates all of them towards a shared vision. On the other hand, failure to understand system dynamics can lead us into 'cycles of blaming and self-defense: the enemy is always out there, and problems are always caused by someone else' Bolman and Deal (1997), Senge (1990). You will never find him blaming the other person rather always resolving issues amicably.

This year since the entire admission process was online, even the Extracurricular Admissions this year were online. The ECA Committee of the College was headed by Dr. Arvind Kumar Meena, Assistant Professor, Department of Hindi. Though the process involved the 3 judges from different colleges, verifying of certificates and marking according to the guidelines, Dr. Meena had a lot of difficulty as some of the judges and the Information Communication Technology support staff was suffering from corona virus. Dr. Venkata Kumar is a conflict manager and in these trying times he provided support to Dr. Meena in the form of the researcher/ author and Dr. Abhishek Chandra. Help was also sought from Dr. Garima and Ms. Neha, Assistant Professors, Department of Mathematics. During the formulation of the merit list many times guidance was sought from Dr. Venkata and he was always available for guidance. The efforts of the college were also appreciated by the main ECA Department of the University.

He is a true **Crisis Manager**, who without losing his calm assesses a situation and works to resolve the issue in hand while keeping the various stakeholders in mind. As a Vice Principal, he very quickly resolved the issue of revaluation of skill enhancement course in May, 2021. Without pointing any finger towards any one and without keeping any harsh feelings against anyone, he just kept his mind on the solution rather than on whose fault it was. He has promoted the culture of learning in the institution by allowing people to make their fair share of mistakes and not reprimanding any one until and unless it is absolutely necessary. He truly believes that, "To err is human, but if you don't accept



your mistake, you will not correct it.” So, it is important to learn from your mistakes and not repeat them in future.

As a Teacher in Charge of the Department of Commerce, in his initial years he would do most of the work on his own from setting up of time table to all the other activities of the department. He always had the willingness to take up new duties; he did not ever restrict himself to teaching as a result of which he gained extreme ability over a period of time. So, an able and willing subordinate is bound to become a leader. According to the fourth quadrant of Hersey and Blanchard model he is **able** and **willing** and that is what makes him a leader. He is not one of those who want to keep the power to him and refuses to delegate; rather he aims at developing other people and creates more leaders. As he grew and became more involved in the college activities and his department had more colleagues, he made sure that all get the required exposure and learn by doing. As Confucius say “I hear, I forget, I see, I remember, I do, I understand”, he also gave his young faculty all the chances to experiment and learn. He is very open to new ideas and never hesitates in giving authority along with responsibility when needed. As Ralph Nader says, “The job of a leader today, is not to create followers. It’s to create more leaders.”

He is always considered before formulation of a committee, since over the years he has come to know who has a knack for what and who gets well with whom. He can tell who has the ability for what and who has the willingness for what, which means he can easily decide who falls in which quadrant of Hersey Blanchard Model of leadership and accordingly can decide what kind of leadership is needed.

The initial version of Hersey-Blanchard’s normative model stipulated that leadership styles should match the followers’ maturity (Hersey & Blanchard, 1977). In their later version maturity was replaced with the more specific term “readiness” (Hersey et al., 1996, 2013). Readiness includes the willingness and abilities of followers. Four levels of readiness require using four different styles—S1 Telling; S2 Selling; S3 Participating and S4 Delegating. These styles are based on the combination of two dimensions, task orientation and people (relationship) orientation. Followers at the lowest level of readiness, R1, are not willing and not able to perform a task. In this case leaders have to use the S1 Telling style, which involves high task and low people orientation. Its essence is creating a structure, i.e., providing specific and explicit directions on what tasks should be carried out (Hersey et al., 2013, p. 125). Moderate level of readiness, R2, involves high willingness and low abilities. The right style for this level is S2 Selling, which reflects high focus on both task and relationship. Applying this style, leaders use persuasion, explain the rationale of assignments to followers, and show consideration so as to maintain followers’ motivation (ibid., p. 126). When employees reach R3, high level of readiness, leaders need to gain followers’ participation in decision-making. S3 Participating style involves low level of task focus and high level of people focus (ibid., p. 127). Followers are knowledgeable enough so as to provide valuable input in solving problems, so they do not need much structuring, like in previous cases. The majority of the leader’s effort and attention should be directed towards



relationships rather than task dimensions. Followers at the highest level of readiness, R4, are experts in their field; they are motivated and capable of doing the job autonomously. The behavior which fits these circumstances is the S4 Delegating style. It includes a low focus on both task and relationship dimensions (ibid., p. 128). A leader delegates authority and responsibility to followers, who make their own decisions.

Since, the new Principal joined her duties on 18th Jan, 2021; Dr. S. Venkata Kumar took up the job of orienting the new Principal as he is the Vice Principal. Every department of the college was to give a presentation to the principal in which the Vice Principal made sure he was available to help both the principal as well as the departmental faculty to acquaint themselves to each other. He made sure that the transition was smooth and subtle. A change in leadership is not very easy but in this case nothing of that sort was felt by the employees.

It will also not be wrong to term him as a Democratic leader. According to Anderson (1959) democratic leader is one who encourages participation in decision making and democratic leadership relates with higher morale in most leadership situations. Democratic leaders offer guidance to group members, participate in the group and allow input from subordinates. Democratic leadership is termed as the most effective leadership style (Lewin and White, 1939). Democratic leadership relates with increased follower productivity, satisfaction, involvement, and commitment (Hackman & Johnson, 1996). They delegate authority to followers and also give on-going support and focus for the challenging works. Often this style of leader has the vision to realize what people need and ensure that they get it. In the process they generate successful and sustainable organizations. Member satisfaction is greater under democratic leadership (Bass, 1990; Stogdill, 1974). They have confidence and trust in their people. When issues arise and decisions must be made, relevant and varied participants are involved to discuss the situation and a majority view is taken as the final decision. However, the impediments to democratic leadership are time consuming process in taking decision though the participation in the process enhances the productivity (Denhardt & Denhardt, 2003; Hackman & Johnson, 1996).

In 2017 under his Teacher In charge ship, the researcher/ author, proposed an idea of doing an internal workshop on Stress Management in association with Indian Commerce Association, Delhi Chapter. This was the first time that the Department was going to hold such a workshop; after hearing the proposal, Dr. Venkata immediately gave his nod. It is pertinent to mention that one day before the workshop he asked the researcher/ author about all the preparations. He inspires his junior colleagues, gives them their creative freedom and space. And 2017 started another era for the Department of Commerce, every year since, 2017; the Department has been conducting workshops, faculty development programs and add on courses regularly.



Tannenbaum, R. & Schmidt, W.H. (1973) gives a continuum of Leadership in which if you move from left to right the authority of leader decreases and freedom of subordinate increases. Dr. Venkat follows the sixth stage of the model which is “Manager defines limits, asks group to make decision. At this point the manager passes to the group (possibly taking part as a member) the right to make decisions. Before doing so, however, he or she defines the problem to be solved and the boundaries within which the decision must be made. He always poses great trust in his people; he does not interfere in the working of committees until and unless it becomes absolutely necessary. Having said this, he does confirm to the sixth stage of Tannenbaum and Schmidt model, he does change his style from stage 1 to stage 7 depending on forces in manager and forces in situation. Besides organisational growth he does have the following objectives just like the other modern managers:

1. To raise the level of employee motivation.
2. To increase the readiness of subordinates to accept change.
3. To improve the quality of all managerial decisions.
4. To develop teamwork and morale.
5. To further the individual development of employees.

It was under his leadership (he was the Acting Principal of SVC), online admissions happened for the first time in the University of Delhi. As he was the Convenor of Admissions for four years from 2015 to 2019, the rules for the same were on his tips. He was guiding everyone in the Committee room of the college, on phone, email and WhatsApp so that everyone is able to accept the change and perform efficiently.

He is a servant, ethical, transformational and democratic leader who has never misused power but rather used it for the betterment of individuals, groups and organisation. Though many people do say he is rigid, but by rigid they mean in terms of rules and regulations. He is a principled man who knows all individuals are unique and have different strengths and weaknesses. So, he changes his style of leadership according to situation and forces in followers but having said that he would never compromise on the basic rules of the game. He is a disciplined man, who wakes up early and sleeps early in order to remain healthy and make the maximum of the day. A lot of leadership lessons can be learnt from him.

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