

**Leadership**  
**Prof. Kalyan Chakravarti**  
**Vinod Gupta School of Management**  
**Indian Institute of Technology, Kharagpur**

**Lecture - 12**  
**Case: Rai Bahadur Mohan Singh Oberoi (Part-II)**

Student: We can first of all say that Rai Bahadur was, put in a way, a benevolent autocrat. First of all, there are certain facts of his time, which I would like to bring to your notice. Number 1, Rai Bahadur was a perfectionist to the court, so when he set up his hotels he gave attention to every specific detail, while setting up his hotels; so he was of a perfectionist.

Secondly, his personality involved concentrating on particular facets or particular aspects of a particular task. So, when he was doing something, he could simply compartmentalize and concentrate on that particular task. So, that was one aspect of his personality, which helped him become a great leader. Say also Rai Bahadur was accessible to one and all to his employees and staff, they could of readily go up to Rai Bahadur and detail their personal problems to him.

Rai Bahadur also had the acumen for selecting the right kind of persons. His leadership style or strategy consisted of taking a cool and calculated approach to every problem that his upcoming hotels faced and he could put these strategies into practice. He was patient, he was nonaggressive in his approach and yet he was object oriented. He was totally committed to the task and his perseverance and his great reserve were other aspects of his leadership style.

We remember the way, how his hotel construction work had stalled and yet he went up to the minister, used his personal contacts and ultimately he got the money to build these hotels. He also had the ability to learn; so that was another aspect of Mohan Singh Rai Oberoi. He was great dreamer and I have already pointed out his perseverance and intelligence.

And another aspect of Mohan Singh Oberoi was the incredible personal rapport that he built; I mean he built his personal rapport for his own benefits. But, sometimes it was not only short sided games that he had in mind, he was a person, who could easily build this

sort of rapport and this rapport helped him for creating funds and in setting up his hotels. So, he was also accommodative, when approaching, when the dealing with the union leaders he always advised his managers that he would take an affirmative approach towards solving your problems and to try to build up a consensus.

And instead of firing employees or taking strict disciplinary actions against them, you try to solve the problems to mutual consensus and understanding. And he was also; however, aware of his own exultant position. So, when the general manager confronted telling him that it was one of his jobs to deal directly with the unions, he told him in answered in terms that he knew, what his responsibilities were and he made it very clear to the general manager.

So, he in spite of the fact that he was accessible to the people at the same time, he was also abruptly aware of his owns position and the authority that he as the chairman of the Oberoi groups of hotels. The human imperatives also formed a very important part of Mohan Singh Oberoi. He paid a lot of attention to the human factor, he developed a management career and he had the ability to motivate his subordinates in a very good way.

For example, when the bar tender, who used to take the bars in the hotel left, he immediately noticed his absence and tried to take steps, so that his bar revenues did not go down. And he was also a man of honesty. So, the bankers who lent him loans, he was always very particular about repaying the loans in time. So, that sort of built up a very good person relationship with the bankers helped him in build developing this relationship.

And he showed a lot of empathy for his subordinates, for example, the cook who had his own personal problems or newlywed person, who had come up to him and told him that these are the problems that I am facing. So, he immediately sanctioned funds for them, so he showed a lot of empathy for his staff, for the managers, he told them, where to buy land and build houses.

And whenever, he went out he used to remember the names of every single manager, every single employee and he would bring things which suited his or her case. For example, once went out he brought ties for all his for the males and skirts for the females. So, he was very particular and he paid a lot of attention to his employees, he

had a knack for detail and he also had a phenomenal memory. Whereby, he could remember the names of every single individual that he had ever met or that he worked with.

And lastly, the Rai Bahadur had a grand vision, that vision enabled him to translate his goals into reality, so this is I can say the leadership style of Rai Bahadur Mohan Singh Oberoi. Good, do not go away and ask him some questions, I will kick off with the first question and the first question come and stand here. First question is that we have studied about various types of styles classification, management styles could you tell me, how you would classify his management style.

Student: Sir, I had said that at the very outset.

Tell me, benevolent autocrat.

Student: He is a benevolent autocrat, yes sir.

So, it is a directive kind of style, but benevolent.

Student: But benevolent yes.

He does not believe in participative style or...

Student: I mean.

Basically, it is a directive authoritarian style right

Student: It is, he knows that...

Everyone agrees.

Student: He is the boss, but at the same time, he is benevolent he take steps to see to it that the concerns of his employees are met that they are given a fair deal. But, when it comes to taking the final decision, he is not democratic rather, he is autocratic.

Student: it also says.

One movement, I can see that you have opened the Pandora's box, let us have one at a time, come on Francis.

Student: Sir, the case where he is motivating people to work in teaching them, what are the best ways and he knows that, it is not to tell a person do the work, he would not do it that way, you motivate him and make him understand.

How, then give me a specific example from the case.

Student: I think it is participative, because he is...

He is participative, he is not authoritative.

Student: No sir, like he says that he never goes and say I am the boss, he waits for

Except, when he has to say it...

Student: yes sir like...

He said once in the case it says...

Student: ((Refer Time: 9:20))

So, let us let us hold, it for a while, you say that he is participative, he is more motivating; that means, he is not a task oriented style, he is a people oriented style, that is what you are saying, he is saying, he is task oriented, authoritative.

Student: I do not deny the people orientation that Rai Bahadur had...

Student: But, I use the term.

You do not have to deny, we will come to that, yes.

Student: No sir, there are some examples in the case two like, what we has said

Which group are you in...

Student: I am in.

His group, but changed sides is it.

Student: No.

Cross row.

Student: I am just giving you an example.

All right, come up and say...

Student: I will stand, when American...

Come here otherwise.

When, American fired an employee.

Right.

Student: And he went up to the chairman, he said you are ((Refer Time: 10:12)) and he is a High court, but I am the Supreme Court. So, it is say that when the he is required to put his thumb down, when he required to exercise his power

When, he is required to show pull his, so there is cloud that I am the owner, he does it

Student: He does it

To that extent, he is authoritative right

Student: yes sir and

Now, he has also demonstrated that when required, he is also very human, he coaches, he motivates and so on, but he is also a man so he is a man of many personality, it seems.

Student: Sir, one thing sir.

I will come to you, let us finish this.

Student: Sir, what he has said can that come under the heading of participative style, you are participative, but at times when you have to press the accelerator, you do to that can that come under domain or participative style or it has to be viewed differently.

You, tell me.

Student: No sir.

You have forgotten; what you learnt.

Student: Participative.

One more Francis, we come to this side now, yes Krishna.

Student: ((Refer Time: 11:14))

Was he autocratic, even at times?

Student: I do not think, it was autocratic.

Can you have to stand now, Krishna.

Student: He was not autocratic.

He was not autocratic or what was he then...

Student: He used to ((Refer Time: 11:29))

He was persuasive, he was a great salesman, there is no doubt, but with the external environment with his own people, was he persuasive

Student: Even with his own people, he that also he had Construction Company.

Construction Company.

Yes.

Student: At that time, he did not ask him to reverse the order even though lot of pressure at that time; he did not do the job.

[FL]

Student: There is a one more example in this case.

Now, would you agree gentleman.

Student: No sir.

That does not disagree with him.

Student: ((Refer Time: 11:22))

Before, I have said what I want to say, would you agree if I said that he was very skillful at bringing to the appropriate style, for the appropriate situation.

Student: Yes sir

Because, situation also demands a some kind of style, that is what we have learnt in the last few sessions, when we talked of styles and skills, that you have to be at that at the as a leader or a manager to be able to judge, which situation demand which kind of a style. And, I think the case brings out an ample measure that he had that ability and the flair and the knack to choose the right kind of style.

Student ((Refer Time: 13:06))

Yes.

Student: what we are trying to say is go down to their demands to certain extent.

Right.

Student: And he tries want to have a shown and all that try to solve the problem whether it sometimes it is ((Refer Time: 13:31)) Even sometimes, it is ((Refer Time: 13:35)) managers, general managers ((Refer Time: 13:37)).

Right.

Student: He is trying to prevent and take the organization in a smooth way.

Student: Sir, he is he saw in that problem he managed to get the...

That was very skillful, that was great.

Student: then getting the wrong eggs out, so that the omelet is right.

Student: He understood the business, he was it necessary that everyone.

But, does not the case also bring out, it is not enough to understand, it is not enough to theorize, but you have got to execute. And I think he executed the entire task which he selected for Escalon and his style was he took one at a time, you know. There are many

managers or leaders, who do many things at the same time, he did not believe in this, focus, remember no phone calls, when he was in meetings.

One issue at a time, total focusing and he solved it, when the situation demanded he was harsh, same example I am glad you brought it up. He had a declared policy, no sacking of people, it says so, but at the same time, when the opportunity came to get rid of some dead wood, people who given the opportunity to come and work. But, they choose not to, when they came back again they were said turned away, he said sorry, you had your chance and you did not take it.

So, he combined the rare ability of focus on the one hand task orientation, when it was needed and throughout a very human kind of approach to people driven, kind of culture. And it was so appropriate, because as Krishna says, he was in the people business known, hospitality business is essentially to do service to people. And he ingrained that culture of doing service, starting from your home, that is own employees, do service, he was benevolent, there is no doubt about it.

His managers, who did not have the fore sight like him, he virtually forced them, it is a very unusual for a owner chairman you know to even fill up the forms for his manager. It was like a father you know, remember he marked also where the managed had to sign, in order to buy that piece of land near his farm.

Student: Sir, but at the same time, he also made it sure that the managers do subscribe to that particular piece of land, I mean, so to that extent, he was autocratic to in addition to being benevolent.

Student ((Refer Time: 16:20))

You are very right, I would even say benevolent, he is paternalistic also in his style, a paternalist, did the style suit the people that is the point. It seemed to have suited the people, yes and that also is important, there should not be a mismatch between the styles, you adopt and whether it suits the people, you are targeting.

Maybe, it would not have suited his, you know there is a cross cultural issue, which also comes into the case know. He had foreign properties, he would have had local people and this benevolent paternalistic kind of thing may not have gone so well. But, when the



case does not talk too much about it, expect that one foreigner, that general manager, who objected and then he led down the law, he said I am Supreme Court.

Any other points to be asked from group one, thank you.

I want to ask the class a general question, if I want to ask you, what was the core values of Rai Bahadur Mohan Singh Oberoi, which is reflected from this case core values, what would you answer me.

Student: Professionalism.

We will note it down, core values, one professionalism

Student: ((Refer Time: 18:00))

When you say professionalism, what do you mean by that?

Student: It includes things like attention to detail profession and ((Refer Time: 18:12))

Even restructuring is orientation, because he realized, it cannot be only run by his relatives. Also the very fact, that his son had to go through the mill, like any other employee, that was his professional approach, he also had to carry the trays you know and do like any other trainee would have to do. What else honesty someone said, what reflects his honesty from the case

Student: Sir, as I said repaying the bank loans in time.

He was quite paranoid about repaying, so that there are no default on his loans, even from New York he sent a Telex to his finance chief you know, not to forget the payment.

Student: Sir, he believed that no task was too lowery and no ambition too high.

Student: ((Refer Time: 19:09))

Humility, what else...

Student: ((Refer Time: 19:19))

Humility, also comes his old servant said he never thought he was ever a millionaire, remember that he was so rich, he had become so famous, but he retained that humility.

Student: Sir, diligence of perseverance.

Hard work, fantastic hard work, this is one common thing between him and Talwar, is it not?

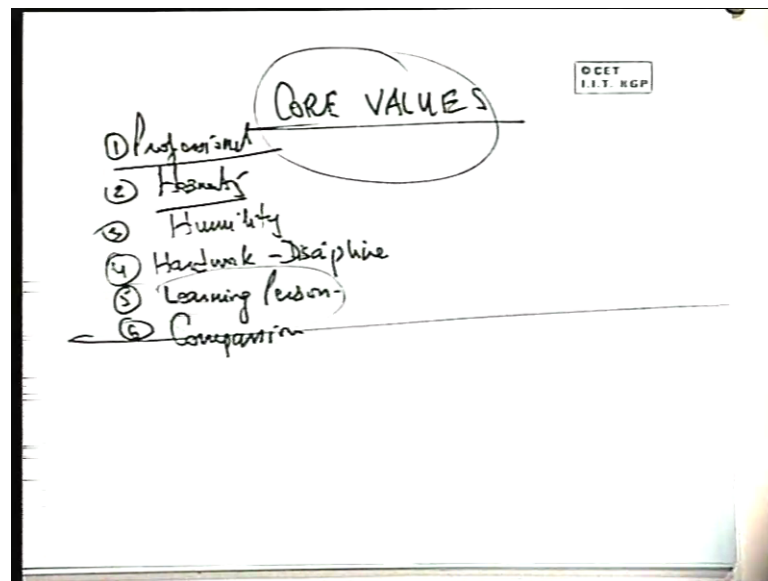
Student: Yes sir.

Hard work, so one thing seems to be very, very clear that leadership, one common thing undisputed is ability desire and motivation for consistent hard work, you never retire years and years and years, they will keep on doing hard work.

Student: Discipline.

Discipline.

(Refer Slide Time: 20:11)



This is self discipline self management ability to learn, ability to learn even at 75, he never stopped learning, he never turned off, so he is a learning person.

Student: ((Refer Time: 20:30))

But, let us not go away from this, we are talking of values, what are values, someone give me the definition values, strong beliefs and conceptions. So, he had a strong belief in honesty, strong belief in professionalism. Even not the defaulting on a loan is also a

hallmark of professionalism, that when a payment is scheduled, you must pay it as per that.

Hard work was that a core belief, learning person does it come under a core belief or it come under ability. His attitude was of learning, convection and belief, what else open to ideas open minded, any other core beliefs values

Student: Patience.

Patience.

Student: Sir, he said that, even if you do not like, what the other person is saying what the worker is proposing, you just go back to him after 24 hours. So, that they get the feeling that you have thought about it, that shows what about features coming to the future and he was not getting the funds and his construction was lying in that mid.

Abandoned.

Student: abandoned.

Abandoned, I so next to the golf course.

Student: ((Refer Time: 22:05))

Determination patience, perseverance, good.

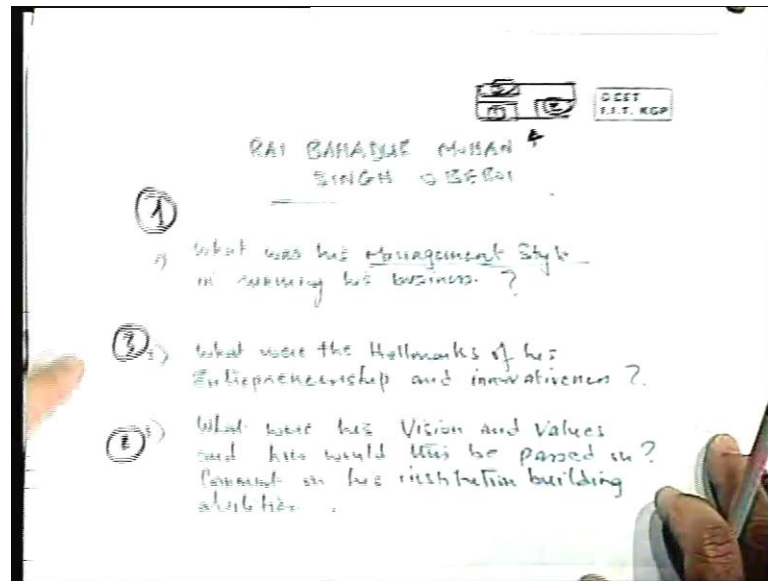
Student: Sir, he was accommodative rather than confrontonist.

That is right, he believed that solutions lie not in confrontation, but accommodation and collaboration that also is something which is a core belief

Student: Caring for people.

He was caring compassionate compassion is it not it, although wherever he had a chance he was a sure businessman, he could combine that with what was good for the business also. But, that did not take away from his basic compassion, now we will go to group 2, come group 2, who will lead the charge.

(Refer Slide Time: 23:17)



Group 2 is here, group 2 is here.

Student: No sir.

You are group 3, yes.

Group 2 is there, you are group 2 is there.

You got question 3, you are group 2.

Student: ((Refer Time: 23:34))

Yes.

You are looking puzzled.

Student: No sir, I am...

So, this is question 3.

Student: ((Refer Time: 23:45))

What did you prepare?

Student: No sir, we do not know, what we are saying is since we are going question by question?

No we are doing random, so second question, we want to discuss is entrepreneurship and innovativeness, come, third question third question, what were his vision and values. Values, we have discussed a bit and how would this be passed on that is after he is no more, how is it going to be perpetuated in the organization. Start, come here switch is on do not touch it, put it close to your, so that it can recorded it.

Student: Well, first speaking about the vision and the values it went with it, well regarding the vision there is not much said about it, but what we feel his vision was create a western class hotel chain. And western class meant not only in India, but around the world and his he developed a vision throughout his career, right from the start. When, he started his first hotel, when he was a clerk trying to get what are the things, which he tried for hotel, what does, what rise the hospitality industry.

Researching, what are the best practices around the world to every detail and then going out incorporating it in his vision, the grand vision of a big chain of hotels in India, what are the values, which drove him, which helped him attain his vision. Well, we just discussed some of them now, just reiterating some of them, what we feel are the core one's.

His professionalism, which he maintained throughout his life and which, he tried to incorporate in everyone who joined his organization. His professionalism also stem formed, his discipline in everything, he took up and the perfection. And because of discipline and perfection, he was able to incorporate hard work into what he did and we feel because of his work and his professionalism, he was also able to instill.

And set an example in organization, which could be followed by anyone, throughout right from the clerical person, right from bell boys to a manager. These are core aspect of his core value, which is the main thing, which helped him achieve vision is it humanity and his ability to build relationships depending on his humility.

There are many instances is this case, when he had problems of getting funding for his hotel, where he was able to get rounded, get round of situations only because of the relationship that he could bond and what was relationship based on. He was not a wealthy man at that time, but he was known for being a humble person and he was known to be a very straight forward person.

Humanity, can be also be understood by the fact that he was waiting he slept all night on a carpet. So, that he could meet the minister and put his case forward, so that his that hotel in Delhi would not be destroyed. The quoting out from the vision and values, the other thing was how he built an institution and in fact he has been involved in every stage. Right, he has built from scratch and then the latter half of it was kind of passing over the range were the people.

Well, the real core value or core thing which helped him build institution was his people oriented nature and his people oriented nature again, I will repeat was not only building a manager, it was also choosing the right people for serving the customers. He took interest in the kind of jobs and the kind of attitude of the bell boy or the person at the bar, there is an example to that nature and on the managers, he also set up a school to train people and imbibe these qualities in them.

And his professionalism played a big role in this as just mentioned, he will put his family members that will got into this business through this curriculum this nature of learning, what is professionalism in this industry. And other thing, which really helped him keep together his grand vision and in fact keep together his whole institution, was his conflict resolution.

He believed to take it, by take or his or conflicts by the horns, he will not avoid conflicts, in fact it is mentioned that he would like to get into conflicts, but resolve it with his charm and with his humility. The fact that he kept his doors open to anyone coming in, even the person right at the bottom part of the hierarchy, means he wanted people to come with to him with issues. Because, he knew he had the confidence that he could resolve them.

And these two people orientation and conflict resolution actually helped him motivate the people and this is the main crux of building an institution getting people into professional mode and also motivating them to keep up their provisional mode, even then he is not involved. After, he became a big chain his level involvement to will decrease, but because he has instilled professionalism throughout his institution and motivated them to work towards it he was able to keep the vision together, that is all.

Thank you, do not go away, all right, questions, any questions.

Student: That his talks about how he has build up by vision, so that he can carry on this institution how he did institution building, so that this culture keeps on going, what was this effort making.

Student: As we I have said factors or giving detail to everyone, so that he knows, what are the things, which are involved in institution in every role in this or he tried to keep it open. So, that he could even give his say his learning from all around, the world people who are at the low level, he had an institution, he had a place, where he could young budding managers could learn the art of serving.

And also he had this same professional learning was extended to everyone right to his kith and kin, so that it was professionalism coming in not just his charm it was working. People, after he left or after he started going out, the people up there were people right professional people, who are trained in this industry and who understood, what has to be done, if how has to be done for keeping.

I think, the question is his specific question, which Vikas is asking is how did he set up, let us say systems, which would perpetuate the culture, he is zeroing in on the word culture, so what is culture

Student: ((Refer Time: 31:43))

All right.

Student: ((Refer Time: 31:49))

Service culture.

Student: Service culture was instilled there.

By building a school, in fact anything else?

Student: Sir, the other thing is open door policy, where people would come and address him with any issue, so he is actually a given culture an open culture of working.

How do you build cultures, how would you go about building a culture.

Student: Sir, major thing is setting an example.

Walking your talk that becomes culture setting example.

Student: Sir, actually our main thing is...

What about communication, does communication have a role to play in culture, I think we covered this also know, What about folklore, you know this thing which has been mentioned, about him going to the minister, driving all the way up, there was no accommodation, raining, he was a still a big man in those days.

Student: Sir, in every organization, there are certain stories.

Stories.

Student: Certain. Myths which is ((Refer Time: 33:14)) to that organization, I mean those things perpetuate the culture.

Anything else.

Culture, how do you perpetuate a culture, you have a hall culture not yet, he is true and how would you make our culture and perpetuate it. R K hall has a one hall culture, Patel hall is a culture, Nehru hall they have some different cultures, there is an IIT culture. Culture is made on what, common shared values is it not, common shared values, once you have common values, if you we all share that that is the beginning of a culture.

So, what are these kind of values, these are the values are they shared values or his own values.

Student: I think those zone values which he shared with others to the way he dealt with people.

I think the platform he used was through his benevolence, you know like a patria and he brought in that culture that you must give, you know give for the employees, look after the welfare of the employees, I think he tried to do it by example. A welfare oriented culture, so far as employees are concerned, made some policies which helped that do not sack people; do not allow people to go to the Gulf.

But, there you see, what I like about him, he always could find a business angle to it because as he explained it, if you allow one man to go, keep him do not allow. Because,



he will go, he will come back and he will see how much money, he earned there what are the opportunities and other people will leave from the hotel. So, he said nip it in the bud, maybe you give him some increment promote him, but keep here do not let him go to the Gulf.

So, that business also he could manage to bring a business angle to his benevolence thank you very much, last group will talk about entrepreneurship and innovativeness.

Student: I am here representing the third group, we will be answering the second question, entrepreneurship and innovativeness in what way he was he different from other hotels. He had and detail, he was process oriented; I will give examples from the case. This person went to the US visited the best hotels studied the process in great detail experienced it came back and trained his people.

He also tried to transfer the best practices, throughout the organization by doing so, he was people oriented, people oriented there are many instances in the case. He established trust within the organization on he even wrote to when he said I have brought another property for you, for your organization. When was in Singapore, he established trust by a telling the employees that he will never be sacking any one.

He always tried to use many times, he used a very accommodative type accommodative mean he used accommodative means to solve problems. Then, he was different in the sense that at that time he thought of globalization, he went outside and brought properties, that is another thing which is unique. Then, at that time, there was no formal education it seems in India for developing talent in the hotel business; he established the Oberoi institute of hotel management.

Then, he set imposed a set of standards for himself that is he tried to as those it has come out so many times in the discussion till here that he walked the talk. He handled the business environment quite well it seems, because he went and met to Balasaheb Thackeray to solve a union problem. He went up to the minister to when his property was about to be confiscated attached.

And he also tried to build a good culture inside his organization by establishing lot of trust. He imposed discipline in his own way and he took decisions on what he took tried

to solve problems one, after the other rather than trying to solve many problems at one time.

In fact, he said, if you create a hay stack it will be difficult to he had a good memory and in this way, he was slightly different from the other of his time, that is why is entrepreneurship was different from the others.

Good, now some questions, I will start of by asking you one question, normally we associate an entrepreneur as someone who has a risk taking ability do not we...

Student: yes sir.

Unlike persons who would rather go and take a job with a multinational is the entrepreneur has risk taking ability, so can you bring out from the case his just taking ability.

Student: ((Refer Time: 41:00))

Come.

((Refer Time: 41:15)) he was a clerk earning rupees 50 a month and he went on to create an empire earning millions. So, how does he do that, means what is the ability he had which makes him manage this big organization. The first ability, which we see is that the risk taking ability, he really has much money with him to handle his business. So, he went on to arrange funds to fulfill his vision.

He used all his property and money for his business, which a normal person would not generally go on to. So, this shows that a person, who has entrepreneurship ability, should first have the risk taking ability. And he can apply his personal suggestions and his personal timing. So, that and this maybe a family relationship, because of that time, he has given to the business.

So, these were all the risk he was taking and the innovativeness, which he is reflected in the case, is that in India, there were not many good hotels existing. So, he went on to various places and learnt the system and structure and he down and then implemented it in the in his own hotel. To an every detail, he made up a system, so that everybody will follow those activities.

So, his streamlining the system and writing in it and following it was the innovativeness, another his innovativeness shows us the arranging the funds for the hotel. When, he was in short of fund that his construction was then he felt on to develop, again he went on to search for the areas from which he can find out the funds and this was he went to arrange for funds from the American program.

So, since it was not available and funds were not easy India to start from, so this was another opportunity to make use of this, which is showed in the case, thank you.

Any other questions, good, thank you keep this here, I have another question, what else makes up an entrepreneur, Vinod Gupta, Rai Bahadur, Mohan Singh Oberoi.

Student: Sir the most important aspect of entrepreneur is the ability to dream big.

Dream big, did he have it, he did have it, who are the other examples, you can say who dare to dream big.

Dhirubhai Ambani, another example, petrol station attendant at Eden, you know that know, but he had fantastic dream.

Student: yes sir.

He had a dream apart from building a hotel chain, best in class in the world was also Dhirubhai's dream, but in petrochemicals, you know textile. Now, Rai Bahadurji he wanted to be the Del Carnegie of India, so that was also a vision you know, what is Del Carnegie famous for apart from making his multi millions, the art of winning friends and influencing people. So, Rai Bahadurji was a great believer in that also, what are the other hallmarks of an entrepreneur.

Student: Sir, Ability to find an opportunity.

To identify an opportunity.

Student: in India it.

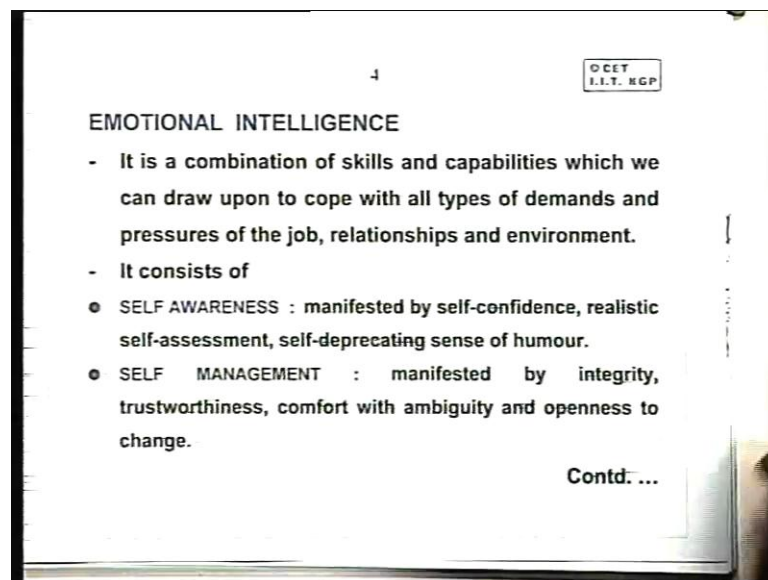
And what else?

Student: An exploit it to...

Exploit what that requires what, it requires perseverance, even in the case of failures in the face of failures, advance impossible conditions, you have to persevere here. He ran out of money to make his flagship hotel, the Oberoi international and it stood there an ISO next to the golf course till the Delhi authorities has got fed up. They are going to bulldoze it, but still he could find some innovative way through his perseverance to come out of it.

Did he have emotional intelligence, we started this class by talking of emotional, what it manifests itself; let us see combination of skills and capabilities. Let us see Rai Bahadurji's, self awareness, manifested by what self confidence he had it.

(Refer Slide Time: 46:48)



Case brings it out, realistic assessment, he could assess a business proposition, self deprecating sense of humor we do not know from the case. But, maybe he had, when he told that chap that you are the sessions judge or sessions court I thought there is a bit of humor in that. He is giving it in a palatable humorous way, there is a high court which is my son and I am the Supreme Court.

Student: ((Refer Time: 47:27))

Self management manifested by integrity, he had integrity I think it brought out in the case, trustworthiness, would you trust Mohan Singh Oberoi with your money, I think the

shareholders trusted him, he could bring out that feeling of trust. Comfort with ambiguity and openness to change was not he open to change.

Student: Yes, he was open to change.

He did not ask Biki that in my days, I did not want require this 20 million rupees, you know of computer, he was open to change he was willing to learn he had that. What about comfort with ambiguity.

Student: He had opened doors that people would come with problems to him.

Right.

Student: And try to solve those problems.

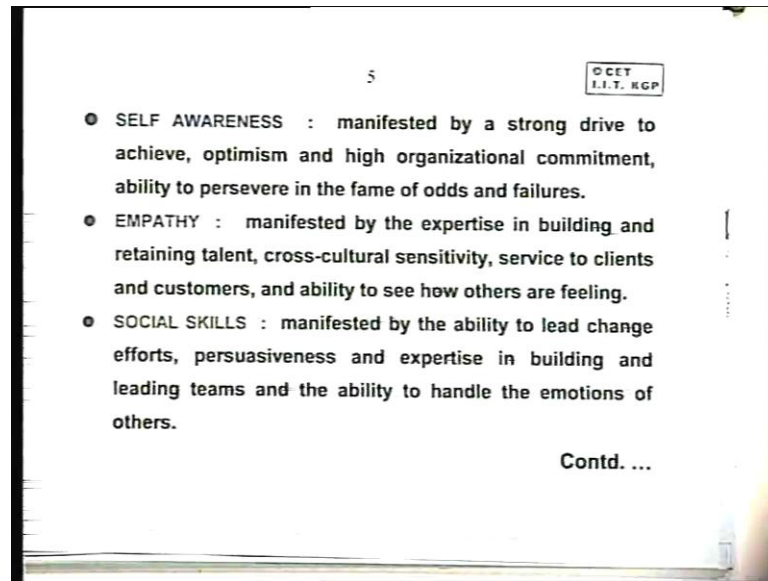
It gave him an ego boost also, you know why he wanted to be Del Carnegie of India, he wanted to influence people make friends build networks. But, what about ambiguity to openness comfort with ambiguity.

Student: The fact that initially, when in the hotel was late 6 years.

Right.

Student: He was not very sure that whether the hotels will come up or not, but still you know whatever he could do get the hotel up. So, he was not knocked down by the fact that you know he did not know, what could happen?

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Empathy manifested by expertise in building and retaining talent, he certainly built talent is it not, it including he started a core program of a hotel the first in India, like you know the Kellogg's have started a hotel in America. So, Oberoi hotel is now quite famous in this part of the world, you know south Asia and south East Asia, lot of foreign students come.

And with his employees you know, building retaining talent, he certainly had a policy to retain talent, he did not want people to go away. He did it by a multiplicity of ways benevolence, you know that Swiss hotel when it was sold that property, he gave it to his managers, but on conditions he was a businessman through and through. And right at the end of the case, it says also that you may give, but you are not a in a charity, you know you have strike hard bargains.

So, he said every increment, you get 50 percent you give back as part of repayment, but he also see it was beautiful innovative way is which I see, he said you pay it back first 50 percent down and payment period to suit you know the loans servicing capability, he was very benign. Some people can pay, let us say, he has a wife earning also he can back in 5 years others cannot say 20 years paid in 20 years.

If you pay in 20 years, what is the implicit understanding, at least you retain the talent for 20 years, because unless he has chosen a wrong man. Because, in this culture of honesty

truth integrity is reasonable to expect his senior employees and his managerial cadre, they imbibe the same value, so they would not go away without repaying the loan.

And the ability to see how others are feeling, I think it brings out enough in the case to say that he had all these skills, social skills manifested by ability to lead change effort, in ample measure lead change efforts. Expertise, in building and leading teams and the ability to handle the emotions of others are there any examples in the case to illustrate these.

Student: He wants to pay to the manager of Bombay hotel.

Yes.

Student: where he feels sorry going against him that was part of case, where the person felt that he might be fired, but in fact a kind of bottom bag can motivate them for more work more.

Student: So, his ability his persuasiveness came into picture, when he tackled that issue in Bombay by persuading BAL Thackeray, so there he was...

Student: That was a fantastic job, he did very clever, he said I have come all the way to Maharashtra to benefit your people, because Balasaheb is for the Marathi people, Marathi men's.

So, and now you want to drive me away with this behavior, so he was very good at it, even this the case you know of the general manager, who said that you should not directly approach the employees was he angry or was he hurt, I think he was more hurt is it not it. Because, it was a kind of I think message which came to him, that although I found it this etcetera, when I professionalize there are other rules of professional conduct which I have to play by.

So, it was a self realization for him that is the way I interpreted it, so does this inspire you to become an entrepreneur? That is the point. You have attended this class, we have a charter in Vinod Gupta School of Management and this school has been endowed by a great entrepreneur. Sometimes, we say familiarity breeds contempt, but remember Vinod Gupta is a great entrepreneur and he did it in an alien country.

So, if by this case, even we have planted a little seed, you know, of entrepreneurship in even 1 or 2 of you, I think the time has been well spent.

Thank you.