

NEW CHALLENGES FOR B SCHOOLS: SEEKING A GREATER IMPACT FOR DEVELOPING LEADERS, NOT JUST MANAGERS

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ABSTRACT

Business schools have made a very important contribution to management education over the past decades. The new economic and social context creates new challenges for them. Their capabilities will have to evolve if they want to have a deeper impact. Leadership and management are two notions that are often used interchangeably. However, these words actually describe two different concepts. Hard work and technical ability might once have been enough to ensure promotion to the boardroom or the partnership table. Today interpersonal skills, a flair for selling ideas and a capacity for developing people are all just as important. But even combining all those talents as good management is no longer sufficient. The top positions in business are occupied by leaders now, not managers.

Leadership isn't just a fancy name for effective management. There are obviously common elements to being a good manager and being a leader, but the pixie dust of great leaders comes down to their ability to inspire others. School of Business challenges the command-and-control-follow-me approach, instead emphasizing an enabling role. In certain courses on leadership training, participants learn to distribute power and support from behind rather than simply leading from in front. "As leaders inspire the minds and hearts of their followers, we also ask them to act humbly and 'egolessly'". "They need to empower others to take a front seat by facilitating relationships, authenticity, meaningful conversations and the self-expression of team members."

The present study attempted to provide an overview of Management and Leadership: How the two work together. This paper will not cover all issues or concerns; but will focus on a few vital areas of both topics and will explore the relationship of three dimensions of innovative human resource practices (IHRPs): that is, the extent of introduction of IHRPs, their importance for organizational goal achievement and satisfaction with implementation of IHRPs, with organizational commitment (OC). Regression analyses showed that the perceived extent of introduction of innovative human resource practices by the organizations was the most significant predictor of organizational commitment.

KEYWORDS: Business Schools, Leadership, Managers, Leaders