**INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR**

**CASE STUDY:-**

Rise and Fall of a Business Leader – Floored After Hitting the Glass Ceiling

“I learned it is possible to quickly share knowledge and ideas with each other, rather than sitting on a pedestal saying, I am the boss and I am not here to learn from anybody.”1

– Chanda Kochhar, Former CEO & MD, ICICI Bank Limited

In October 2018, Chanda Kochhar (Chanda), one of the most celebrated bankers and an exceptional leader in the Indian banking industry, quit as the Chief Executive Officer (CEO) and Managing Director (MD) of ICICI Bank Limited (ICICI Bank), one of the largest private sector banks in India, over allegations that she favored Videocon Group in the bank’s lending practice.

**Chanda’s Professional Journey**  
Chanda was born at Jodhpur, a town in western India, in 1961. She lost her father when she was only 13 years old. So, it was her mother who had to raise the family. Around three years after her father’s death, the family shifted to Mumbai where her mother was able to find a job to look after her family. Though faced with a tough time, Chanda could learn to adjust to the difficult times and face it with courage. Having imbibed values like integrity and perfection, she could later scale great heights.........

Exhibiting leadership qualities, she led ICICI Bank to great heights within few years of the bank entering the retail business in the year 2000. Soon she became the Executive Director heading retail business of ICICI Bank. Under Chanda’s leadership and guided by her vision, ICICI Bank became the largest private player in the retail banking industry in the country..........

**Rise of the Fearless Leader**

Many doubts were raised when Chanda came onboard to handle the state of affairs at ICICI Ltd. A lot of these doubts originated from the biases against women and pre-established gender roles in the banking industry, but, Chanda thrashed those with her sheer determination and hard work. Even though recognized as a transformative leader, Chanda could not escape.

Chanda’s strong leadership abilities were celebrated in India and across the world as she appeared in all the major power lists of influential people. She became the first Indian woman to receive the Woodrow Wilson award4 and she shared the platform along with Hillary Clinton5 and Condoleezza Rice.

**Chanda’s Ideology**

Chanda believed in delegation to the team, giving them full authority and responsibility. With a sense of autonomy the team does its best in the interest of organization, she believed. She could inculcate that zeal in them. She was more of a facilitator then a nagging boss. At the same time, she firmly believed in observing and paying attention to minute details. She believed that.

**Early Controversy**

Chanda and her family members had invested in Credential Finance Ltd. (Credential Finance), an unknown firm, at a time when Venugopal Dhoot’s (Dhoot)9 Videocon International Ltd., a leading consumer durables company in India, had held a 17.74% stake in the company.10 Chanda, her husband Deepak Kochhar (Deepak), her brother-in-law Rajiv Kochhar (Rajiv) and four more members of the Kochhar family together held a 2% stake in C.........

**Fall from Grace**

Chanda and other members of her family faced allegations of quid pro quo and conflict of interest with reference to a loan sanctioned to certain companies, including the Videocon Group. The case was related to a loan given by ICICI Bank to the Videocon Group when Chanda was heading the bank, and the business ties between Dhoot and her husband. Dhoot invested INR640 Million in NuPower Renewables, a company started by Chanda’s husband,........

Thereafter, the CBI was investigating the case and examining evidence collected during searches at the homes and offices of all the three accused right after filing the First Information Report (FIR).19 Taking cognizance of the FIR filed by the apex investigation agency, the Enforcement Directorate also filed a case and is looking at money laundering angle as well.

**Assignment Questions**

I. What are the major issues involved in the case?

II. What were the ideologies that Chanda Kochhar followed in her career? What was her leadership style?

**VIDEO:-**

<https://www.youtube.com/watch?v=24V6Xl1xWKE>