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Notice for the PhD Viva Voce Examination

Ms Uma Madhusudhan, Registration Number: 2070123, PhD Scholar at the School of Business and Management, CHRIST (Deemed to be University) will defend her PhD thesis at the public viva-voce examination on Thursday, 07 May 2026 at 03.00 pm in Room No. 044, Ground Floor, R&D Block, CHRIST (Deemed to be University), Bengaluru - 560029, Karnataka, India.

Title of the Thesis	:	Leading Diverse Teams: Impact of Leadership Skills on Teams' Success
Discipline	:	Management
External Examiner - I	:	Dr Clement Sudhahar Professor Marketing and Strategy ICFAI Business School - Bangalore ICFAI Foundation for Higher Education (Deemed to be University), Kengeri Bengaluru - 560060 Karnataka
External Examiner - II	:	Dr A Sridhar Raj Professor Institute of Public Enterprise Osmania University Campus Hyderabad - 500007 Telangana
Supervisor	:	Dr Leena James Professor School of Business and Management CHRIST (Deemed to be University) Bengaluru - 560029 Karnataka

The members of the Research Advisory Committee of the Scholar, the faculty members of the Department and the School, interested experts and research scholars of all the branches of research are cordially invited to attend this open viva-voce examination.

Place: Bengaluru
Date: 17 April 2026

Registrar (Academics)

ABSTRACT

The increasing pace of globalisation has significantly transformed organisational structures, particularly in industries that rely on multicultural collaboration. In contemporary organisations, culturally diverse teams have become integral to operational effectiveness, innovation, and strategic decision-making. While such diversity offers clear advantages, it also introduces complex challenges related to communication, coordination, and social integration. These challenges are especially pronounced in high-risk, project-driven sectors such as oil and gas, where safety, productivity, and team cohesion are critical. This study was undertaken in response to the growing need for a structured and context-specific understanding of leadership in culturally diverse work environments. Existing research has widely acknowledged the importance of leadership in managing diverse teams; however, much of the literature remains fragmented and largely conceptual. Prior studies tend to examine isolated leadership behaviours or cultural dimensions without offering an integrated framework that explains how leaders operationally balance the enabling and constraining effects of diversity in day-to-day team functioning. This limitation highlights a clear research gap, particularly in non-Western and industry-specific contexts such as Oman's oil and gas sector. To address this gap, the study develops and empirically examines a novel conceptual framework termed the Leading Diversity (LeaD) framework. The LeaD framework conceptualises effective diversity leadership as a dynamic process that involves recognising the dual nature of cultural diversity, exercising behavioural flexibility through task-oriented and Person-oriented leadership approaches, and implementing targeted interventions that support inclusion, alignment, and performance. The framework is grounded in established diversity and leadership theories and adapted to reflect the operational realities of multicultural project teams. The empirical component of the research draws on data collected from 388 team leaders working in Oman's oil and gas sector. Using descriptive and inferential statistical techniques, the study investigates the relationships between leadership capabilities, team processes, and performance outcomes within culturally diverse teams. The findings demonstrate that leaders who exhibit higher levels of cultural awareness, behavioural adaptability, and inclusive practices are better equipped to mitigate diversity-related challenges and enhance team cohesion, innovation, and strategic responsiveness. The study concludes that effective leadership plays a decisive role in converting cultural diversity from a potential source of conflict into a strategic advantage. By offering an integrated and evidence-based framework, this research contributes to both theory and practice. It provides actionable insights for leaders operating in multicultural environments and establishes a foundation for future research on diversity leadership across sectors and cultural contexts.

Keywords: *Diversity Leadership; globalisation; person focused; task focused, Team Dynamics*

Publications:

1. **Madhusudhan, U., & James, L. (2025).** Geographies of gender and leadership: Regional inequalities and women in Oman's oil and gas sector. *Journal of Applied Bioanalysis*, 11(3), 620–628. <https://doi.org/10.53555/jab.v11i3.277>
2. **Madhusudhan, U., & James, L. (2025).** The role of leadership behaviour on team success in Omani healthcare: A mediation analysis in diverse clinical settings. *Journal of Applied Bioanalysis*, 11(4), 25–35. <https://doi.org/10.53555/jab.v11i4.312>
3. **Madhusudhan, U., James, L., Jeevananda, S., & Seshadri, V. (2025).** Bibliometric insights into leadership skills and their influence on diverse team performance. *Journal of Asia*