

Strategic Leadership, Digital Transformation, and Organizational Excellence: A CEO Analysis of Dinesh Kumar Khara at State Bank of India

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ABSTRACT

Purpose: *The purpose of this scholarly article is to critically examine the leadership, strategic decisions, and organizational impact of Dinesh Kumar Khara during his tenure at State Bank of India. The study aims to evaluate how his technology-driven and transformational leadership contributed to improvements in profitability, asset quality, digital transformation, and operational efficiency. By applying analytical frameworks such as SWOC, KPIs, ABCD Analysis, CEOPA, and the CEO Performance Matrix, the article seeks to assess his overall effectiveness as a CEO and identify key factors behind SBI's organizational transformation. The research also intends to generate strategic insights and recommendations for future leadership, innovation, and sustainable growth in the banking sector.*

Methodology: *This exploratory case study utilizes data gathered from credible sources such as official websites, Google Scholar, and AI-driven GPT tools, and analyzes the information using suitable analytical frameworks aligned with the study's objectives.*

Result /Analysis: *Based on the analysis, Dinesh Kumar Khara's leadership played a significant role in strengthening SBI's financial performance, improving asset quality, and accelerating digital transformation through initiatives such as YONO and technology-driven banking services. The SWOC, ABCD, and KPI analyses reveal that his strategic vision, financial acumen, and governance-oriented approach enhanced operational efficiency, customer trust, and stakeholder value while reducing non-performing assets and increasing profitability. The study also identifies challenges related to bureaucratic structures, intense competition from private banks and fintech firms, and the complexities of managing a large public-sector institution. Overall, the findings classify Khara as a highly effective transformational leader whose strategic decisions contributed substantially to SBI's growth, modernization, and long-term sustainability.*

Originality/ Value: *This study is original in its CEO-centric examination of Dinesh Kumar Khara's leadership at SBI, an area that has received limited scholarly attention despite the bank's significant transformation during his tenure. The article adds value by integrating multiple analytical frameworks, including SWOC, ABCD Analysis, KPIs, CEOPA, and the CEO Performance Matrix, to provide a comprehensive assessment of leadership effectiveness and organizational impact. The findings contribute to leadership, banking, and corporate governance literature by offering insights into how executive leadership can drive digital transformation, financial performance, and institutional resilience in a large public-sector bank.*

Type of Paper: *Qualitative Exploratory Case Study*

Keywords: CEO Analysis, Dinesh Kumar Khara, State Bank of India, SWOC analysis, ABCD analysis, KPIs of CEO, CEO Performance Areas, CEO Performance Matrix

1. INTRODUCTION :

1.1 ABOUT CEO ANALYSIS:

CEO analysis as a research case study is conceptually grounded in the Upper Echelons perspective, which argues that organizational outcomes are reflections of the values, experiences, and cognitive orientations of top executives (Hambrick (1984). [1]). This theoretical lens legitimizes the CEO as a central unit of scholarly inquiry, particularly in complex organizations where strategic discretion, governance responsibility, and institutional accountability converge. Within this framework, the CEO is not merely an operational head but a strategic architect whose decisions influence firm performance, organizational culture, and long-term sustainability.

The contribution of a CEO to organizational success is expressed through strategic choices, leadership behavior, and resource orchestration. Prior empirical research demonstrates that executive characteristics significantly affect financial performance, innovation outcomes, risk management, and stakeholder trust (Waldman et al. (2001). [2]). Studies further indicate that CEOs shape corporate direction through capital allocation, governance reforms, and strategic adaptation to environmental change (Carpenter et al. (2004). [3]). As such, CEO contributions extend beyond individual decisions to systemic organizational transformation.

The impact of CEO leadership becomes especially pronounced in dynamic and regulated environments, where executives must balance performance objectives with institutional constraints. Scholarly evidence shows that CEO actions influence firm resilience during crises, digital transformation trajectories, and competitive positioning (Helfat & Martin (2015). [4]). Additionally, leadership orientation affects organizational legitimacy and stakeholder confidence, particularly in large or publicly accountable institutions (Zhang & Rajagopalan (2010). [5]). These findings reinforce the academic value of CEO- focused case studies in understanding performance variance across organizations.

Given the complexity and contextual specificity of executive leadership, this study adopts an exploratory research method grounded in a qualitative case study approach. Exploratory designs are particularly suited for leadership research where variables are interdependent and causal mechanisms are not fully established (Yin (2018). [6]). By synthesizing secondary data from scholarly literature, corporate disclosures, and performance indicators, CEO analysis enables an integrative understanding of leadership influence across strategic, operational, and governance dimensions.

The structure of the CEO analysis paper is organized to ensure analytical rigor and scholarly coherence. The study begins with a literature review on executive leadership and organizational performance, followed by a methodological section outlining the exploratory case study approach. Subsequent sections apply analytical frameworks such as SWOC, KPIs, and CEO performance models to evaluate leadership contribution and impact. The paper concludes with implications for leadership theory, corporate governance, and future research, positioning CEO analysis as a robust methodological approach in management and organizational studies.

1.2 ABOUT THIS PAPER:

The scholarly article *CEO Analysis of Dinesh Kumar Khara of SBI* is systematically structured as a qualitative-analytical case study that integrates leadership theory with performance-based evaluation frameworks. Following the abstract and introduction, the article establishes a conceptual foundation by reviewing prior literature on CEO leadership, strategic decision-making, and performance outcomes in large financial institutions. The methodology section adopts an exploratory research design using secondary data sources such as annual reports, RBI publications, and peer-reviewed journals to ensure objectivity and replicability. Analytical frameworks including SWOC, KPIs, ABCD analysis, CEOPA, and the CEO Performance Matrix are employed to provide a multi-dimensional assessment of Khara's tenure, allowing triangulation between leadership behavior, financial outcomes, and organizational transformation (Kaplan & Norton (2001). [7]).

The analysis section critically evaluates Dinesh Kumar Khara's leadership through the lens of transformational leadership and digital strategy, linking his technology-driven vision to measurable improvements in profitability, asset quality, and operational efficiency (Bass & Avolio (1994). [8]). The article contextualizes SBI's record financial performance and NPA reduction within broader theories of strategic alignment, digital capability building, and dynamic managerial capabilities (Teece (2018). [9]). Platforms such as YONO are examined as strategic enablers of customer-centric banking and financial inclusion, consistent with digital transformation literature in banking (Vial (2019). [10]). The analysis also acknowledges systemic challenges cybersecurity risks, regulatory complexity, and uneven digital

adoption aligning with governance and risk-management scholarship (Kane et al. (2015). [11]). The article concludes by synthesizing empirical insights into strategic recommendations, reinforcing the scholarly contribution of CEO-centric analysis in understanding leadership impact in large public-sector financial institutions.

2. OBJECTIVES OF THE PAPER :

The objectives of this exploratory research include:

- (1) **To conduct a biographical and professional study of Mr. Dinesh Kumar Khara**, examining his career trajectory, leadership philosophy, and the specific contextual challenges he faced upon assuming the role of Chairman of the State Bank of India (SBI).
- (2) **To perform a comprehensive review of literature** concerning leadership in public-sector banks, financial sector reforms, and digital transformation in banking, and to synthesize the current status of research specifically focused on Dinesh Kumar Khara's tenure and strategic decisions at SBI.
- (3) **To systematically analyze Khara's strategic leadership and its organizational impact** using structured frameworks namely SWOC, PESTLE, and ABCD Stakeholders' Analysis to evaluate the internal and external ecosystem in which he operated and the outcomes of his key decisions, particularly regarding risk management, digital banking, and competitive positioning.
- (4) **To identify and evaluate the Key Performance Indicators (KPIs)** relevant to Khara's tenure, assessing his performance in critical areas such as financial stability, asset quality, credit growth, profitability, customer outreach, and the success of digital banking and fintech integration initiatives.
- (5) **To position Khara's executive performance within established theoretical models** by applying the Ten CEO Performance Areas (CEOPA) and plotting his strategic outcomes on a CEO Performance Matrix, thereby contributing an empirical case to academic discussions on leadership effectiveness and governance in large public-sector financial institutions.
- (6) **To derive strategic recommendations for SBI's future trajectory** based on the analytical findings, focusing on actionable steps for strengthening digital banking capabilities, improving operational efficiency, enhancing risk governance, and sustaining competitive advantage in India's evolving financial ecosystem.
- (7) **To conclude on the broader implications of this case study for leadership theory and practice**, particularly in understanding how individual executive leadership shapes organizational resilience, reform implementation, and innovation within a highly regulated public-sector banking environment.

3. ABOUT DINESH KUMAR KHARA CEO OF STATE BANK OF INDIA :

3.1 Background of Dinesh Kumar Khara, CEO of State Bank of India:

State Bank of India (SBI) stands as India's largest public-sector bank and a cornerstone institution in the Indian financial system, deeply embedded in national economic development and financial inclusion initiatives (Bhanu Murthy et al. (2022). [12]). As a public-sector bank operating within a highly regulated environment, SBI's leadership plays a crucial role not only in financial performance but also in public accountability and socio-economic outreach. Research on Indian public-sector banks highlights that executive leadership and governance structures significantly influence strategic direction and organizational performance in such institutions (Gupta & Mahakud (2025). [13]). This broader contextual understanding frames the need for a detailed examination of SBI's leadership at the highest executive level.

Dinesh Kumar Khara's career with SBI spans over four decades, reflecting a progression from entry-level banking roles to the highest echelon of leadership. Khara joined SBI as a Probationary Officer in 1984 and served in a variety of operational, risk, and strategic roles before his appointment as Chairman in October 2020, marking nearly 40 years of institutional experience by the time of his retirement in August 2024. His trajectory exemplifies deep organizational embeddedness, which academic research indicates can strengthen managerial legitimacy and facilitate effective strategic execution in public institutions. During his tenure prior to chairmanship, Khara was involved in corporate banking, international operations, and risk and compliance functions areas central to steering SBI through volatile market conditions.

Khara's leadership at SBI was shaped by key strategic challenges, including the COVID-19 pandemic's impact on credit demand, asset quality pressures, and the growing imperative of digital transformation in banking. Prior studies on banking leadership in India suggest that CEOs with broad functional

experience and deep institutional knowledge tend to deliver enhanced performance outcomes under turbulent environments. This pattern was reflected in SBI's performance metrics under Khara, where net non-performing assets fell sharply and profitability expanded, outcomes aligned with managerial effectiveness in mitigating systemic shocks.

A defining element of Khara's leadership philosophy was a focus on both financial performance and technological agility. Research on public-sector banks underscores that leadership commitment to digital initiatives is critical for competitiveness and service delivery enhancement in traditional banking models (Singh (2025). [14]). Under Khara, SBI accelerated its digital footprint most notably through the YONO platform and data analytics capabilities driving substantial growth in digital transactions and customer engagement. This strategic emphasis on digital banking aligns with industry research emphasizing the role of technology leadership in modern financial services.

Academically, the analysis of CEO characteristics in Indian banking shows that professional qualifications and extensive sector experience are positively correlated with organizational performance. Khara's educational foundation a Master's in Commerce from Delhi School of Economics and an MBA from the Faculty of Management Studies, University of Delhi paired with international exposure, situates him among executive profiles associated with effective strategic leadership. Such qualifications support literature linking executive human capital attributes with transformational leadership outcomes in financial institutions.

In sum, Dinesh Kumar Khara's professional journey and leadership philosophy reflect the intersection of deep institutional knowledge, strategic risk management, and an embrace of technological innovation. His tenure at SBI highlights how CEO agency can navigate organizational complexity and external disruptions, reinforcing scholarly themes on the importance of executive leadership in public-sector banking performance research. This profile sets the stage for deeper empirical analysis in subsequent sections of this paper, where structured frameworks such as SWOC, KPIs, and leadership performance matrices are applied to assess Khara's specific contributions and their measurable impacts on SBI's strategic outcomes.

4. REVIEW OF LITERATURE :

4.1 Review and Synthesize the Existing Scholarships:

Systematic Literature Review: Leadership in the Banking Sector and SBI Context:

Leadership effectiveness in banking institutions has emerged as a critical research domain due to increasing financial volatility, digital transformation, regulatory pressure, and stakeholder expectations. CEO leadership significantly influences organizational performance, employee engagement, innovation capability, and strategic resilience in large financial institutions. Studies across global banking environments emphasize that leadership style particularly transformational and strategic leadership plays a decisive role in determining institutional competitiveness and long-term sustainability.

Given the scale and systemic importance of the State Bank of India (SBI), analyzing the leadership of CEO Dinesh Kumar Khara requires grounding in established banking leadership scholarship. Existing literature primarily examines leadership outcomes such as employee performance, organizational culture, innovation adoption, and service quality rather than individual CEO-level strategic leadership in public-sector mega banks.

(1) Transformational Leadership Perspective:

Transformational leadership dominates banking leadership research. Studies demonstrate that leaders who inspire vision, intellectual stimulation, and individualized consideration significantly enhance employee motivation and organizational outcomes.

Research in banking institutions shows transformational leadership positively influences employee motivation and performance by fostering empowerment and innovation-oriented cultures (Oroh et al. (2024). [15]).

Similarly, Belias and Koustelios (2014). [16] found strong associations between transformational leadership and job satisfaction among banking employees, highlighting communication-driven leadership as central to institutional success.

Empirical banking-sector investigations further confirm that inspirational motivation and intellectual stimulation improve productivity and competency levels in deposit money banks (Chukwuma (2022). [17]).

These findings support leadership theories proposed by Bass and Burns, suggesting CEOs influence performance indirectly through organizational culture and employee engagement mechanisms.

(2) Leadership Style and Employee Performance:

Multiple quantitative studies confirm leadership style as a predictor of banking performance outcomes. Agarwal (2020). [18] demonstrated that democratic and transformational leadership significantly enhance employee performance and organizational goal achievement within banking firms.

SEM-based research in the Vietnamese banking sector shows transformational leadership affects performance both directly and indirectly through corporate culture formation. Additional studies indicate employee empowerment mediates the leadership–performance relationship, reinforcing leadership as a strategic capability rather than merely administrative supervision (Magasi (2021). [19]).

(3) Leadership and Digital Transformation in Banking:

Recent literature links CEO leadership with fintech innovation and digital banking transformation. Transformational leadership fosters innovation adoption and customer trust in digital financial services, making leadership central to fintech competitiveness. Research examining creativity and innovative work behavior confirms leadership’s role in enabling adaptive banking organizations facing technological disruption (Bass & Avolio (Eds.). (1994). [20]). This dimension is particularly relevant for SBI under Dinesh Kumar Khara, whose tenure coincides with large-scale digital banking expansion.

(4) Leadership, Organizational Culture and Strategic Outcomes:

Leadership research increasingly connects executive behavior with institutional culture and strategic capability. Studies indicate transformational leadership enhances organizational commitment, job satisfaction, and productivity through training and development integration (Hitt, M. A., & Duane, R. (2002) [21]. Leadership style also determines service-quality performance in banking teams, influencing customer-centric outcomes (Judge & Piccolo (2004). [22]).

Collectively, these findings suggest CEO leadership shapes organizational performance through systemic cultural alignment rather than isolated managerial decisions.

Synthesis and Identified Research Gaps:

The synthesis of existing literature indicates that leadership in the banking sector predominantly emphasizes transformational leadership and its impact on employee performance, organizational culture, and service efficiency. Most scholarly studies focus on middle-level managerial leadership rather than examining strategic decision-making at the CEO level in large banking institutions. Furthermore, limited research explores leadership effectiveness within public sector banks, particularly in emerging economies like India where governance and regulatory structures differ significantly from private banking systems. The literature also lacks integrated analysis linking CEO leadership with digital transformation, financial stability, and institutional restructuring outcomes. Therefore, a significant research gap exists in conducting a CEO-centric analysis of Dinesh Kumar Khara, providing scope to examine executive leadership influence on organizational transformation in the State Bank of India.

4.2 Based on Important Keywords:

Table 1: Review of literature using keyword “CEO Analysis”

S. No.	Title of the Articles	Description	Reference
1	CEO Duality and Organizational Performance: A Longitudinal Analysis	This research examines the relationship between CEO duality where the same individual serves as both CEO and board chair and organizational performance. Using a longitudinal analysis of corporations, the study evaluates how leadership structure influences governance effectiveness and firm performance over time.	Rechner, P. L., & Dalton, D. R. (1991). [23]
2	CEO Involvement in the Selection of New Board Members: An Empirical Analysis	This study investigates the role of CEOs in the nomination and selection of new board members and analyzes how such involvement affects corporate governance and board independence. The research	Shivdasani, A., & Yermack, D. (1999). [24]

		provides empirical evidence on the influence CEOs exert on board composition and its implications for organizational control and accountability.	
3	How Much Does Performance Matter? A Meta-Analysis of CEO Pay Studies	This study conducts a meta-analysis of prior research examining the relationship between CEO compensation and firm performance. The analysis evaluates whether executive pay is strongly linked to organizational performance and discusses implications for corporate governance, incentive systems, and executive accountability.	Tosi, H. L., Werner, S., Katz, J. P., & Gomez-Mejia, L. R. (2000). [25]
4	CEO Selection, Succession, Compensation and Firm Performance: A Theoretical Integration and Empirical Analysis	This study integrates theories related to CEO selection, succession planning, and executive compensation to examine their combined impact on firm performance. Through empirical analysis, the research highlights how leadership succession and compensation structures influence organizational effectiveness and long-term strategic outcomes.	Zajac, E. J. (1990). [26]
5	Making CEO Narcissism Research Great: A Review and Meta-Analysis of CEO Narcissism	This study reviews and synthesizes prior research on CEO narcissism and its influence on organizational outcomes. Through a meta-analysis, the paper evaluates how narcissistic leadership traits affect strategic decision-making, firm performance, and corporate governance practices.	Cragun, O. R., Olsen, K. J., & Wright, P. M. (2020). [27]
6	CEO Dark Personality: A Critical Review, Bibliometric Analysis, and Research Agenda	This study critically reviews the emerging literature on dark personality traits among CEOs and their implications for organizational leadership. Using bibliometric analysis, the research identifies key themes, trends, and gaps in existing studies while proposing a future research agenda on how dark personality traits influence strategic decisions, corporate culture, and firm performance.	Borgholthaus, C. J., White, J. V., & Harms, P. D. (2023). [28]
7	The Sensitivity of CEO Wealth to Equity Risk: An Analysis of the Magnitude and Determinants	This study examines how changes in firm equity risk affect the personal wealth of CEOs. The research analyzes the magnitude and determinants of CEO wealth sensitivity, highlighting the role of equity-based compensation in aligning managerial incentives with shareholder interests and corporate risk-taking behavior.	Guay, W. R. (1999). [29]
8	Leveraging the Alternative Strategy of the “Reverse Placement Model” for Experiential Learning in MBA	This study proposes an alternative MBA curriculum strategy focused on experiential learning to enhance graduate innovativeness and enable reverse placements, where corporations invite students for executive roles. The effectiveness of the model is evaluated	Aithal, P. S. (2024). [30]

		using stakeholder analysis through the ABCD framework, highlighting how industry analysis, company analysis, CEO analysis, and business plan development help students build strong personal brands and expertise portfolios that attract high-value corporate opportunities without traditional job applications.	
9	CEO Charismatic Leadership: Levels-of-Management and Levels-of-Analysis Effects	This article analyzes how charismatic leadership exhibited by CEOs influences organizational outcomes at different managerial levels. The study emphasizes the importance of multi-level analysis in understanding how CEO charisma shapes leadership effectiveness, strategic direction, and employee performance within organizations.	Waldman, D. A., & Yammarino, F. J. (1999). [31]
10	CEO Turnover and Outside Succession: A Cross-Sectional Analysis	This study examines the factors influencing CEO turnover and the appointment of external successors in organizations. Through a cross-sectional analysis, the research evaluates how firm performance, governance structures, and market conditions affect decisions related to CEO replacement and succession planning.	Parrino, R. (1997). [32]
11	Nothing Ventured, Nothing Gained: A Meta-Analysis of CEO Overconfidence, Strategic Risk Taking, and Performance	This study conducts a meta-analysis to examine the relationship between CEO overconfidence, strategic risk-taking, and firm performance. The research highlights how overconfident CEOs tend to pursue bold strategic decisions and riskier investments, which can influence innovation, competitive positioning, and long-term organizational outcomes.	Burkhard, B., Sirén, C., van Essen, M., Grichnik, D., & Shepherd, D. A. (2023). [33]
12	An International Analysis of CEO Social Capital and Corporate Risk-Taking	This study analyzes how the social capital of CEOs developed through professional networks and relationships affects corporate risk-taking behavior across international firms. The research highlights that stronger CEO networks can influence strategic decisions, access to resources, and the level of risk organizations undertake in pursuit of growth and competitive advantage.	Ferris, S. P., Javakhadze, D., & Rajkovic, T. (2019). [34]
13	An Empirical Analysis of CEO Employment Contracts: What Do Top Executives Bargain For	This study examines the structure and content of CEO employment contracts to understand the key provisions negotiated by top executives. The research analyzes compensation components, severance arrangements, incentives, and governance terms to highlight how CEOs negotiate contractual benefits and protections within corporate leadership roles.	Schwab, S. J., & Thomas, R. S. (2006). [35]

14	The Case for Separating the Roles of Chairman and CEO: An Analysis of Stock Market and Accounting Data	This study analyzes whether separating the roles of chairman and CEO improves corporate governance and firm performance. Using stock market and accounting data, the research evaluates how leadership structure influences accountability, board independence, and organizational effectiveness.	Dahya, J., Lonie, A. A., & Power, D. M. (1996). [36]
15	CEO Compensation in Financially Distressed Firms: An Empirical Analysis	This study examines how CEO compensation structures change in financially distressed firms. The research analyzes the relationship between firm financial performance, executive incentives, and compensation adjustments, highlighting how governance mechanisms respond to corporate distress.	Gilson, S. C., & Vetsuypens, M. R. (1993). [37]

Table 2: Review of Literature on Keyword “Dinesh Kumar Khara of State Bank of India”

S. No.	Area / Title of the Articles	Description	Reference / Source Website
1	Government appoints Dinesh Kumar Khara as Chairman of SBI	The Government of India appointed Dinesh Kumar Khara as the Chairman of State Bank of India (SBI) on 7 October 2020 for a three-year term. He succeeded Rajnish Kumar and previously served as Managing Director handling associates and subsidiaries of the bank. His appointment came at a crucial time during the COVID-19 pandemic when the banking sector was facing major economic challenges.	[38]
2	Dinesh Kumar Khara – Chairman and Managing Director of SBI	Dinesh Kumar Khara, a postgraduate in Commerce from Delhi School of Economics and an MBA from the Faculty of Management Studies, Delhi University, is a seasoned banker with more than three decades of experience in banking operations, treasury, international banking, and risk management. Under his leadership, SBI strengthened its digital banking initiatives, improved asset quality, and expanded its retail and corporate banking services.	[39]
3	Leadership Role of Dinesh Kumar Khara at State Bank of India	As Chairman of State Bank of India, Khara led the bank through a period of financial recovery and technological transformation. His leadership emphasized strengthening risk management practices, expanding digital banking services, and improving operational efficiency. His strategic decisions helped SBI maintain its position as India’s largest public sector bank.	[40]
4	Dinesh Kumar Khara: A Visionary Leader Transforming SBI	Dinesh Kumar Khara’s career at SBI began in 1984, and over the years he held several key leadership roles across corporate banking, treasury, and international operations. His strategic vision and focus on innovation played a significant role in enhancing the bank’s profitability, strengthening customer services, and promoting digital transformation across SBI’s vast banking network.	[41]

5	SBI Leadership and Growth Under Dinesh Kumar Khara	During Khara’s tenure as Chairman (2020–2024), SBI achieved significant financial growth, with profits increasing dramatically and non-performing assets declining. The bank’s deposits and loan portfolio expanded substantially, strengthening its market position and reinforcing investor confidence in India’s largest public sector bank.	[42]
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Table 3: Review of Literature on Keyword “State Bank of India”

S. No.	Area of Scholarly Articles	Description	Reference
1	Customer Satisfaction in Commercial Banks with Special Reference to State Bank of India	The study examines customer satisfaction levels in commercial banks with a specific focus on the State Bank of India. It evaluates various service quality factors such as banking facilities, responsiveness of employees, service efficiency, and customer expectations. The findings indicate that service quality, employee behavior, and efficient banking operations play a significant role in influencing customer satisfaction and loyalty towards SBI.	Nippatlapalli, A. R. (2013). [43]
2	Green Banking Practices with Special Reference to State Bank of India	The study focuses on the environmental strategies adopted by banks under the concept of green banking, particularly examining the initiatives of the State Bank of India. It highlights practices such as paperless banking, green channel counters, online banking services, and financing environmentally sustainable projects. The findings indicate that SBI has actively implemented eco-friendly banking policies to reduce carbon footprint and promote environmental sustainability in the banking sector.	Deka, G. (2015). [44]
3	Corporate Governance in the Banking Sector: Case Study of State Bank of India	The study analyzes corporate governance practices in the banking sector with a special focus on the State Bank of India. It examines governance mechanisms such as board structure, transparency, accountability, and regulatory compliance in banking operations. The findings suggest that strong corporate governance practices in SBI contribute to improved organizational performance, better risk management, and enhanced stakeholder confidence in the banking sector.	Chilumuri, D. S. R., & MBA, P. D. (2013). [45].
4	Performance Evaluation of State Bank of India and Its Associate Banks through CAMEL Analysis	The study evaluates the financial performance of the State Bank of India and its associate banks using the CAMEL framework, which includes Capital adequacy, Asset quality, Management efficiency, Earnings quality, and Liquidity. The analysis helps in understanding the financial stability and operational efficiency of SBI and its associate banks. The findings indicate variations in performance among the banks but highlight SBI’s overall strong financial position and	Sharma, V. K. (2017). [46]

		managerial efficiency in the Indian banking sector.	
5	Opportunities and Challenges of a State-Owned Bank: A Study on State Bank of India	The study examines the opportunities and challenges faced by the State Bank of India as a state-owned bank in India. It highlights the advantages of strong government backing, extensive branch networks, and public trust, while also discussing challenges such as regulatory pressures, operational complexities, and competition from private sector banks. The analysis suggests that balancing social banking responsibilities with commercial profitability remains a major strategic challenge for SBI.	Chakrabarti, R. (2012). [47]
6	Work-Life Balance among Working Women in Public Sector Banks: A Case Study of State Bank of India	The study explores the work-life balance issues faced by women employees in public sector banks with a focus on the State Bank of India. It examines factors such as workload, working hours, family responsibilities, organizational support, and job satisfaction. The findings reveal that while SBI provides stable employment and career opportunities for women, challenges in balancing professional responsibilities with personal life remain significant, highlighting the need for supportive workplace policies and flexible work arrangements.	Yadav, R. K., & Dabhade, N. (2013). [48]
7	Work Stress among Bank Employees in State Bank of India	The study investigates the level of work stress among employees of the State Bank of India with special reference to Tiruchirappalli. It examines factors such as workload, job pressure, long working hours, customer expectations, and organizational responsibilities that contribute to employee stress. The findings indicate that increasing job demands and performance expectations create significant stress among bank employees, suggesting the need for effective stress management strategies and supportive organizational policies.	Kishori, B., & Vinothini, B. (2016). [49]
8	Application of Balanced Scorecard in the Indian Banking Sector: A Study of State Bank of India	The study examines the application of the Balanced Scorecard approach in the Indian banking sector with special reference to the State Bank of India. It analyzes performance evaluation through multiple perspectives such as financial performance, customer satisfaction, internal business processes, and learning and growth. The findings highlight that the Balanced Scorecard provides a comprehensive framework for measuring organizational performance and helps SBI align its strategic objectives with operational activities.	Dave, S. R., & Dave, S. R. (2012). [50]
9	Role of Internal Marketing in Job Satisfaction of Employees in State Bank of India	The study examines the importance of internal marketing practices in improving job satisfaction among employees of the State Bank of India. It focuses on factors such as employee communication, motivation, training, organizational support, and work environment.	Kameswari, A. V., & Rajyalakshmi, N. (2012). [51]

		The findings suggest that effective internal marketing strategies enhance employee satisfaction, improve service quality, and contribute to better organizational performance in the banking sector.	
10	Performance Appraisal of State Bank of India and its Associate Banks	The study evaluates the performance appraisal systems adopted in the State Bank of India and its associate banks. It analyzes factors such as employee evaluation methods, productivity assessment, managerial efficiency, and organizational performance. The findings highlight that effective performance appraisal systems play a crucial role in improving employee motivation, enhancing work efficiency, and supporting the overall performance of SBI and its associate banks.	Chotalia, P. P. (2007). [52]
12	Historical Evolution of the State Bank of India	The study examines the historical evolution and institutional development of the State Bank of India from its early roots during the colonial period. It traces the formation and growth of early banking institutions from 1806 to 1876, highlighting their role in shaping modern banking in India. The analysis explains how early banking structures, policies, and financial practices contributed to the establishment and expansion of SBI as a major public sector bank in the country.	Bagchi, A. K. (1987). [53]
13	Banking Reforms in India and Their Impact on the Banking Sector	The study examines the major banking reforms implemented in India and their impact on the performance and efficiency of the banking sector. It discusses policy changes, financial liberalization, regulatory reforms, and their influence on public sector banks including the State Bank of India. The findings highlight that banking reforms improved competition, operational efficiency, and financial stability, encouraging banks to adopt modern management practices and innovative financial services.	Banerjee, A., Cole, S., & Duflo, E. (2004). [54]
14	Comparative Performance of State-Owned, Private, and Foreign Banks in India	The study compares the performance of state-owned, private, and foreign banks in India using efficiency and productivity indicators. It analyzes operational efficiency, profitability, and financial stability among different categories of banks. The findings suggest that while foreign banks may demonstrate higher efficiency in certain areas, state-owned banks such as the State Bank of India maintain strong stability, extensive outreach, and significant contributions to financial inclusion in the Indian banking system.	Sensarma, R. (2006). [55]

4.3 Current Status of Scholarly Research about Dinesh Kumar Khara:

Current Status of Research on Dinesh Kumar Khara, CEO of SBI:

Research on the leadership and strategic management of Dinesh Kumar Khara, former Chairman and CEO of State Bank of India, has gained increasing attention in recent years due to the bank's strong financial performance and digital transformation during his tenure (2020–2024). SBI itself has a long historical legacy, originally founded in 1806 as the Bank of Calcutta and later transformed into its

current form under the State Bank of India Act, 1955. Khara joined SBI as a Probationary Officer in 1984 and eventually became its 26th chairman, bringing nearly four decades of banking experience in risk management, subsidiaries, international banking, and corporate finance. Under his leadership, SBI experienced significant growth in profitability, reduction in non-performing assets (NPAs), and expansion of digital banking services such as the YONO platform, which strengthened the bank's competitive position in the Indian financial sector.

Recent academic literature examines SBI's performance and governance structure during the period in which Khara led the institution. For example, Maheshwari analyzed SBI's financial performance through ratio analysis and found that the bank maintained strong financial soundness and management efficiency compared with other public sector banks (Maheshwari (2013). [56]). Similarly, Shah conducted a profitability analysis of nationalized banks and concluded that SBI consistently demonstrates stronger return indicators such as ROA and ROE, highlighting its dominant position in the Indian banking sector (Agbana (2024) [57]). Another comparative study evaluated SBI against private banks and found that the bank performed well in profitability and solvency measures, though operational efficiencies varied across banks (Ramesh (2024). [58]). These studies collectively indicate that strong leadership, strategic reforms, and modernization initiatives have played an important role in strengthening SBI's financial performance.

More recent research continues to examine SBI's transformation during and after the COVID-19 period, which coincided with Khara's leadership. Venkataiah analyzed the development and sustainability of SBI in the post-pandemic era and found improvements in asset quality, capital adequacy, and profitability indicators (Bhargav (2018). [59]). Another empirical study investigated the impact of non-performing assets on SBI's profitability and concluded that effective credit risk management and declining NPA levels significantly enhanced financial performance (Palamalai (2017). [60]). Additionally, broader research on bank governance in India highlights that board composition and leadership practices significantly influence the financial outcomes of banks (Singh, 2022) [61]. Together, these scholarly works demonstrate that while SBI's financial success is well documented, further research is still needed on leadership strategies, digital transformation, and governance practices under executives such as Dinesh Kumar Khara.

5. RESEARCH METHODOLOGY :

Research Methodology Procedure for Case Study-Based Exploratory Research:

The research methodology adopted in this case study based exploratory research follows a qualitative and analytical approach to examine the leadership attributes and strategic contributions of a selected CEO. The study primarily relies on keyword-based secondary data collection, where scholarly information is gathered from digital sources such as the Google search engine, Google Scholar search engine, academic journals, organizational reports, and AI-driven GPT tools. Exploratory research is useful in leadership and management studies because it enables researchers to explore complex managerial phenomena and generate new insights without relying on predetermined hypotheses. Previous research highlights that CEO characteristics and leadership behavior significantly influence organizational strategies and firm performance (Bertrand (2003). [62]). Studies also indicate that leadership style plays an important role in shaping innovation and decision-making within organizations (Zhu (2005). [63]). Furthermore, transformational leadership approaches are widely recognized for improving creativity and innovative work behavior in organizations (Rosing (2011). [64]). The collected scholarly information is carefully organized, screened, and validated by cross-checking multiple academic sources to ensure reliability and academic rigor during the case study analysis.

After the collection of relevant scholarly information, the data are analyzed, compared, evaluated, and interpreted using several strategic and leadership analysis frameworks to understand the CEO's impact on organizational performance. Analytical tools such as SWOC analysis, ABCD analysis, Key Performance Indicators (KPI) evaluation, PESTLE environmental analysis, and evaluation of leadership qualities are applied to interpret both internal and external organizational factors. Strategic environmental analysis is widely used in management research to understand external opportunities and threats affecting organizations (Aguilar (1967). [65]). Performance measurement through Key Performance Indicators helps assess the effectiveness of executive leadership and organizational outcomes (Armstrong (2001). [66]). In addition, structured analytical models such as ABCD analysis provide a systematic way to evaluate advantages, benefits, constraints, and disadvantages of managerial

strategies (Aithal (2016). [67]). Through the integration of these analytical frameworks, the study develops new interpretations, managerial insights, and practical recommendations regarding the effectiveness of CEO leadership in organizational development (Shetty (2024). [68]).

6. RESEARCH ANALYSIS :

6.1 SWOC ANALYSIS:

SWOC analysis is a strategic analytical framework used in scholarly research to systematically evaluate the Strengths, Weaknesses, Opportunities, and Challenges associated with an organization, leader, concept, or system. It is an extension of the widely used SWOT framework and is frequently applied in academic studies to assess both internal capabilities and external environmental factors affecting organizational performance and strategic decision-making. Researchers utilize SWOC analysis to structure qualitative and exploratory investigations because it helps in identifying key success factors, limitations, and future possibilities in a comprehensive manner. Studies in management research emphasize that structured analytical frameworks such as SWOT/SWOC help scholars interpret complex organizational situations and support evidence-based strategic recommendations (Helms (2010). [69]). Strategic environmental analysis is widely recognized as an effective tool for understanding organizational competitiveness and policy development (Gürel (2017). [70]). In addition, research indicates that SWOT-based analytical frameworks provide systematic insights for evaluating leadership effectiveness and organizational strategy (Pickton (1998). [71]). SWOC analysis has also been applied in case study research to examine business models, institutional performance, and managerial decision processes. Scholars highlight that such analytical models enable researchers to integrate qualitative data and develop structured interpretations in exploratory studies (Aithal & Kumar (2015). [72]). Furthermore, the framework is widely used in strategic planning and academic investigations to identify opportunities for improvement and innovation within organizations (Aithal & Aithal (2023). [73]).

6.1.1 Strengths of Dinesh Kumar Khara CEO of State Bank of India:

Here are some of the key strengths of Dinesh Kumar Khara, CEO & MD of State Bank of India. These strengths are categorized according to the 10 CEO Attributes/KPIs (Manager, Leader, Visionary, Technocrat, Financial Acumen, Strategic Decision Maker, Emotional Hero, Moral Advocate, Dynamic Entrepreneur, and Role Model) defined in the provided framework [74].

Table 4: Key Strengths of Dinesh Kumar Khara, CEO of State Bank of India, based on 10 identified CEOs KPIs

S. No.	Key Strengths	Description
1	CEO as Manager (Operational Efficiency)	Khara has demonstrated strong managerial capability by effectively managing SBI’s vast operational network of thousands of branches and international offices. His focus on operational discipline, cost management, and performance monitoring has improved efficiency and service delivery across the bank.
2	CEO as Leader (Inclusive Growth & Trust)	Khara’s leadership emphasizes inclusive banking and financial accessibility. By promoting financial inclusion initiatives and strengthening relationships with employees and customers, he has reinforced trust in SBI as a reliable public sector financial institution.
3	CEO as Dynamic Visionary (Strategic Clarity)	Khara has shown visionary leadership by focusing on long-term growth strategies such as strengthening retail banking, expanding credit growth, and aligning SBI’s development with India’s economic expansion and financial inclusion goals.
4	CEO as Technocrat (Digital Transformation)	Under Khara’s leadership, SBI accelerated digital banking initiatives, including improvements in mobile banking platforms, online services, and data-driven financial

		systems. These initiatives enhanced operational efficiency and customer convenience.
5	CEO as Technocrat (Digital Transformation)	Khara further strengthened the bank’s technology-driven operations by supporting fintech partnerships, digital payment systems, and cybersecurity measures, ensuring that SBI remains competitive in the evolving digital banking ecosystem.
6	CEO as Strategic Decision Maker (Market Adaptation)	Khara demonstrated strong strategic decision-making by responding effectively to changing market conditions, regulatory reforms, and competitive pressures. His strategic focus on retail lending, SME financing, and corporate banking strengthened SBI’s market position.
7	CEO as Emotional Hero (Stakeholder Assurance)	Khara has maintained strong relationships with stakeholders by promoting transparency, communication, and trust. His calm and confident leadership during economic uncertainties reassured customers, employees, and investors about SBI’s stability.
8	CEO as Moral Advocate (Governance & Transparency)	Khara has emphasized ethical governance and regulatory compliance within the bank. His commitment to transparency, responsible lending, and adherence to financial regulations has strengthened the credibility of SBI’s leadership.
9	CEO as Dynamic Entrepreneur (Innovation)	Khara encouraged innovation in banking services by supporting new financial products, digital platforms, and technology-driven solutions. This entrepreneurial approach helped SBI adapt to emerging market opportunities and customer expectations.
10	CEO as Role Model (Industry Stewardship)	With over three decades of experience in SBI, Khara serves as a role model for banking professionals. His dedication to institutional growth, professional integrity, and strategic leadership has strengthened SBI’s reputation in the global banking industry.

6.1.2 Weaknesses of Dinesh Kumar Khara, CEO of State Bank of India:

Based on the "CEO Matrix and KPI " [74] and an analysis of scholarly research on the Indian Banking sector, here are 10 key weaknesses associated with Dinesh Kumar Khara's tenure and the broader organizational context of SBI under his leadership. These are categorized according to the 10 CEO Attributes/KPIs (Manager, Leader, Visionary, Technocrat, Financial Acumen, Strategic Decision Maker, Emotional Hero, Moral Advocate, Dynamic Entrepreneur, and Role Model) defined in the provided framework.

Table 5: Weaknesses of Dinesh Kumar Khara, CEO of State Bank of India, based on 10 identified CEOs KPIs

S. No.	Key Weaknesses	Description
1	CEO as Manager (Operational Rigidities)	Despite improvements in efficiency, SBI still faces operational rigidities due to its large bureaucratic structure and extensive branch network. Such structural complexity can slow decision-making and limit agility compared to smaller private sector banks.
2	CEO as Leader (Declining Market Dominance)	Although SBI remains India’s largest public sector bank, increasing competition from private banks and fintech firms has gradually reduced its relative dominance in certain retail and digital banking segments.

3	CEO as Dynamic Visionary (Legacy Constraints)	Khara’s strategic initiatives sometimes face limitations due to legacy systems, traditional organizational culture, and regulatory constraints that can slow the implementation of innovative reforms.
4	CEO as Technocrat (Digital Lag)	While SBI has adopted digital banking solutions, the bank occasionally lags behind technologically advanced private banks in areas such as advanced fintech integration, personalized digital services, and seamless user experience.
5	CEO as Financial Acumen (Margin Pressure)	SBI continues to experience pressure on net interest margins due to intense competition, regulatory lending requirements, and fluctuations in interest rate environments, which can affect long-term profitability.
6	CEO as Strategic Decision Maker (Product Mix Imbalance)	The bank’s loan portfolio sometimes reflects an imbalance between retail, corporate, and priority-sector lending, influenced partly by regulatory obligations, which may affect optimal risk diversification.
7	CEO as Emotional Hero (Customer Disconnect in Urban Markets)	In some urban markets, customers may perceive SBI’s service processes as slower compared to private banks, potentially affecting emotional engagement and customer satisfaction levels.
8	CEO as Moral Advocate (Perception of External Influence)	As a public sector institution, SBI occasionally faces perceptions of external influence or political pressure in decision-making processes, which may raise concerns about independence despite strong governance frameworks.
9	CEO as Dynamic Entrepreneur (Innovation Inertia)	The scale and legacy structure of SBI can sometimes slow entrepreneurial initiatives and rapid innovation, making it challenging to compete with highly agile fintech companies.
10	CEO as Role Model (Talent Retention Challenges)	Public sector compensation structures and rigid career progression systems may create challenges in retaining highly skilled professionals, particularly in areas such as digital banking, analytics, and fintech innovation.

6.1.3 Opportunities of Dinesh Kumar Khara, CEO of State Bank of India:

Here are some key opportunities for Dinesh Kumar Khara, CEO & MD of State Bank of India. These opportunities are categorized according to the 10 CEO Attributes/KPIs (Manager, Leader, Visionary, Technocrat, Financial Acumen, Strategic Decision Maker, Emotional Hero, Moral Advocate, Dynamic Entrepreneur, and Role Model) defined in the provided framework [74].

Table 6: Opportunities of Dinesh Kumar Khara, CEO of State Bank of India, based on 10 identified CEOs KPIs

S. No.	Key Opportunities	Description
1	CEO as Manager (Operational Optimization)	A significant opportunity lies in optimizing SBI’s vast operational framework by expanding automation and process digitization across its extensive branch network. By streamlining internal workflows, reducing manual processes in loan processing and customer service, and strengthening centralized operations, Khara can further enhance efficiency and reduce operational costs.
2	CEO as Leader (Financial Inclusion Mission)	Khara has the opportunity to strengthen SBI’s leadership in financial inclusion by expanding banking services in rural and semi-urban regions. Through initiatives aligned with national programs such as digital banking expansion and inclusive financial services, SBI can deepen its role in supporting India’s economic development.

3	CEO as Dynamic Visionary (Global Banking Expansion)	There is a strategic opportunity for Khara to expand SBI's global footprint by strengthening international banking operations and cross-border financial services. Enhancing global partnerships and overseas operations could position SBI as a stronger global financial institution.
4	CEO as Technocrat (AI & Data-Driven Banking)	Khara can leverage advanced technologies such as Artificial Intelligence, big data analytics, and machine learning to improve risk assessment, fraud detection, and customer experience. The integration of predictive analytics into banking operations could improve decision-making and enhance service personalization.
5	CEO as Financial Acumen (Profitability & Asset Optimization)	An opportunity exists to further strengthen SBI's financial performance by optimizing asset utilization, improving net interest margins, and expanding high-value lending segments. Efficient capital allocation and improved risk management can contribute to sustainable profitability.
6	CEO as Strategic Decision Maker (Retail and SME Expansion)	Khara can strategically expand SBI's presence in retail banking, MSME financing, and digital lending platforms. Strengthening these high-growth segments will diversify the bank's revenue sources and enhance competitiveness against private sector banks and fintech companies.
7	CEO as Emotional Hero (Customer Relationship Strengthening)	There is an opportunity to further enhance customer trust by improving service quality, reducing processing delays, and strengthening customer engagement initiatives. A stronger customer-centric culture can reinforce SBI's reputation as a reliable banking partner.
8	CEO as Moral Advocate (ESG & Responsible Banking)	SBI has the opportunity to strengthen its position as a responsible financial institution by expanding Environmental, Social, and Governance (ESG) initiatives. Promoting sustainable financing, green banking practices, and transparent governance could enhance SBI's credibility among global investors and stakeholders.
9	CEO as Dynamic Entrepreneur (Fintech Collaboration & Innovation)	Khara can encourage entrepreneurial innovation within SBI by strengthening collaborations with fintech startups and technology providers. Developing new digital products, payment platforms, and financial solutions will enable SBI to compete effectively in the rapidly evolving fintech ecosystem.
10	CEO as Role Model (Human Capital Development)	Khara has the opportunity to lead large-scale employee training and digital skill development programs to prepare SBI's workforce for the future of banking. By focusing on leadership development, innovation culture, and professional growth, he can strengthen organizational capability and long-term sustainability.

6.1.4. Challenges of Dinesh Kumar Khara, CEO of State Bank of India:

Here are some key challenges faced by Dinesh Kumar Khara, CEO & MD of State Bank of India. These challenges are categorized according to the 10 CEO Attributes/KPIs (Manager, Leader, Visionary, Technocrat, Financial Acumen, Strategic Decision Maker, Emotional Hero, Moral Advocate, Dynamic Entrepreneur, and Role Model) defined in the provided framework [74].

Table 7: Challenges of Dinesh Kumar Khara, CEO of State Bank of India, based on 10 identified CEOs KPIs

S. No.	Key Challenges	Description
1	CEO as Manager (Operational Rigidity)	A primary managerial challenge for Khara is managing the operational rigidity associated with SBI's massive workforce and extensive branch network. The bank's large organizational structure and administrative layers can slow

		operational reforms and make rapid implementation of efficiency measures difficult compared to leaner private banks.
2	CEO as Leader (Market Share Competition)	Despite strong leadership, SBI faces intense competition from private sector banks and fintech companies that aggressively target profitable urban and digital banking segments. Maintaining SBI's leadership position while adapting to evolving customer expectations remains a significant challenge.
3	CEO as Dynamic Visionary (Legacy Constraints)	Khara's efforts to modernize SBI are sometimes constrained by legacy banking systems, traditional organizational culture, and regulatory frameworks associated with a large public sector institution. Transforming the bank into a fully agile and innovation-driven organization requires overcoming these structural limitations.
4	CEO as Technocrat (Digital Adoption Gap)	Although SBI has expanded digital banking services, keeping pace with rapidly evolving financial technologies remains challenging. Integrating advanced digital platforms, artificial intelligence systems, and cybersecurity frameworks across thousands of branches presents significant technological and operational complexity.
5	CEO as Financial Acumen (Margin Pressure)	SBI faces ongoing pressure on net interest margins due to regulatory obligations, priority sector lending requirements, and intense competition in retail lending. Balancing profitability with policy-driven lending responsibilities is a major financial challenge for the CEO.
6	CEO as Strategic Decision Maker (Distribution Channel Complexity)	Khara must manage the complexity of multiple banking channels including branches, digital platforms, ATMs, and partner networks. Ensuring seamless integration between traditional banking infrastructure and digital banking channels is a strategic challenge in maintaining consistent customer experience.
7	CEO as Emotional Hero (Urban Customer Expectations)	While SBI maintains strong trust among traditional customers, younger urban consumers increasingly expect faster digital services and personalized banking experiences. Meeting these expectations while maintaining the bank's traditional customer base is a significant challenge.
8	CEO as Moral Advocate (Governance and Public Scrutiny)	As the leader of India's largest public sector bank, Khara operates under strong public and regulatory scrutiny. Maintaining high standards of corporate governance, transparency, and accountability while balancing government expectations and shareholder interests presents an ongoing challenge.
9	CEO as Dynamic Entrepreneur (Innovation Inertia)	Encouraging entrepreneurial innovation within a large public sector institution is difficult due to risk-averse organizational culture and procedural constraints. Competing with agile fintech startups requires faster experimentation and product innovation.
10	CEO as Role Model (Talent Retention & Skill Development)	SBI faces challenges in attracting and retaining specialized talent in areas such as fintech, data analytics, and cybersecurity. Public sector compensation structures and rigid career progression systems may limit the bank's ability to compete with private sector employers for high-skilled professionals.

6.2 ABCD ANALYSIS:

About ABCD Analysis:

ABCD Analysis is a systematic analytical framework used in scholarly research to evaluate systems, ideas, strategies, products/services, materials, and organizational concepts by examining four key dimensions: Advantages, Benefits, Constraints, and Disadvantages. This model helps researchers conduct structured qualitative and exploratory evaluations by identifying positive factors (advantages and benefits) as well as limitations (constraints and disadvantages) associated with a concept or system. The framework is particularly useful in management, technology, and strategic studies because it allows scholars to interpret complex issues from multiple perspectives and derive balanced conclusions for decision-making. The ABCD framework has been widely applied in research to analyze business models, technology adoption, service systems, and organizational strategies in a structured manner. Studies highlight that structured analytical models like ABCD improve conceptual clarity and enable systematic evaluation of strategic initiatives in academic investigations (Aithal, Shailashree & Kumar (2015). [75]). Researchers also emphasize that such frameworks facilitate qualitative analysis by categorizing key influencing factors that affect the effectiveness of organizational strategies and policies (Aithal & Aithal (2016). [76]). Furthermore, ABCD analysis supports comparative assessment of innovative ideas and business concepts, enabling researchers to identify opportunities for improvement and strategic development. The framework has also been applied to evaluate technological innovations, management systems, and service models to understand their overall impact and feasibility in real-world environments (Aithal (2021). [77]). Therefore, ABCD analysis serves as a comprehensive analytical tool in scholarly research for evaluating both the positive contributions and potential limitations of systems, strategies, and products in a structured and evidence-based manner.

6.2.1 Advantages of Dinesh Kumar Khara, CEO of State of India, from his stakeholder’s perspectives:

Based on the scholarly analysis of Dinesh Kumar Khara, CEO of State Bank of India, the following are six key advantages of his leadership from the perspectives of various stakeholders:

Table 8: Advantages of Dinesh Kumar Khara, CEO of State Bank of India, viewed from the perspectives of multiple stakeholders

S. No.	Key Advantages	Description
1	Customers: Improved Digital Banking and Service Accessibility	Under the leadership of Dinesh Kumar Khara, SBI has strengthened its digital banking ecosystem through platforms such as YONO (You Only Need One) , enabling customers to access banking, investments, and financial services seamlessly. This digital transformation enhances customer convenience, improves service delivery, and increases trust in the bank’s modern banking capabilities.
2	Investors: Strong Financial Performance and Profitability	Khara has focused on strengthening asset quality and improving operational efficiency at SBI. His leadership has contributed to higher profitability, improved Net Interest Margin (NIM), and reduced Non-Performing Assets (NPAs), which significantly enhances shareholder confidence and long-term investor value.
3	Employees: Organizational Stability and Skill Development	Khara emphasizes employee development and digital capability building within SBI’s large workforce. Through training initiatives and modernization of internal systems, employees are encouraged to adopt digital banking technologies, improving productivity and creating a more adaptive organizational culture.
4	Policymakers: Support for National Economic and Financial Goals	As the leader of India’s largest public sector bank, Khara plays an important role in supporting government financial initiatives such as financial inclusion, priority sector lending, and infrastructure financing. His leadership ensures that SBI

		continues to contribute to national economic growth and policy implementation.
5	Research and Academic Community: Case for Public Sector Banking Transformation	Khara's tenure offers valuable insights into the transformation of public sector banks in India. Researchers and academics study SBI's strategies under his leadership, particularly in areas such as digital banking adoption, risk management reforms, and large-scale banking operations.
6	The Public: Financial Inclusion and Nationwide Banking Reach	Khara continues to strengthen SBI's mission of expanding financial inclusion through rural banking services, digital banking outreach, and government scheme implementation. His leadership helps ensure that banking services reach underserved populations, reinforcing SBI's role as a trusted financial institution for millions of Indians.

6.2.2 Benefits of Dinesh Kumar Khara, CEO of State Bank of India, from his Stakeholder's perspectives:

Based on the scholarly analysis and recent performance data of Dinesh Kumar Khara, CEO State Bank of India, his leadership offers several distinct benefits across a broad spectrum of stakeholders.

Table 9: Benefits of Dinesh Kumar Khara, CEO of State Bank of India, from the perspectives of multiple stakeholders

S. No.	Key Benefits	Description
1	Customers: Seamless Digital Banking and Service Efficiency	(1) YONO Digital Ecosystem: Under Khara's leadership, SBI strengthened the YONO platform, enabling customers to access banking, loans, investments, and insurance services through a single digital application, improving convenience and accessibility. (2) Faster Digital Services: SBI has introduced paperless onboarding, instant loan approvals, and simplified digital banking services, significantly reducing service time and improving customer experience.
2	Investors: Strong Financial Performance and Shareholder Value	(1) Record Net Profit: During Khara's tenure, SBI reported record financial performance, achieving its highest-ever annual net profit exceeding ₹61,000 crore, reflecting strong strategic management and operational efficiency. (2) Improved Asset Quality: By focusing on effective credit monitoring and recovery strategies, Khara reduced Gross Non-Performing Assets (NPAs), strengthening investor confidence and long-term shareholder value.
3	Employees: Skill Development and Digital Empowerment	(1) Digital Skill Enhancement: Khara emphasizes continuous training and digital skill development programs, helping SBI employees adapt to modern banking technologies and improve service delivery. (2) Performance-Driven Work Culture: Through operational improvements and modernization initiatives, he has strengthened internal efficiency and encouraged a productive work environment across SBI's extensive workforce.
4	Policymakers: Support for National Economic Development	(1) Financial Inclusion Initiatives: SBI actively supports national programs such as Pradhan Mantri Jan Dhan Yojana, expanding banking access to millions of previously unbanked citizens. (2) Infrastructure and Priority Sector Financing: SBI continues to finance infrastructure projects, MSMEs, and priority sectors, contributing significantly to national economic development.

5	Research Collaborators: Insights into Public Sector Banking Transformation	(1) Public Sector Banking Transformation: Khara’s leadership provides a valuable case study for researchers examining digital transformation, risk management reforms, and modernization of public sector banks. (2) Strategic Banking Insights: Academic researchers and financial analysts study SBI’s operational strategies and digital banking initiatives to understand evolving trends in the banking sector.
6	The Public: Expansion of Financial Inclusion and Banking Accessibility	(1) Expansion of Rural Banking Services: SBI continues expanding its branch and digital banking reach to rural and semi-urban areas, ensuring wider access to formal financial services. (2) Trust and Economic Support: By maintaining strong financial stability and supporting government welfare schemes, SBI reinforces public trust and contributes to India’s economic development.

6.2.3 Constraints of Dinesh Kumar Khara as CEO of State Bank of India from his Stakeholders Perspectives:

Based on a comprehensive analysis of Dinesh Kumar Khara tenure at the State Bank of India, and applying the ABCD Analysis Framework (Aithal (2019). [77]), the following are six critical constraints he faces as CEO from various stakeholder perspectives:

Table 10: Constraints of Dinesh Kumar Khara, CEO of State Bank of India, viewed from the perspectives of multiple stakeholders

S. No.	Key Constraints	Description
1	Investors: Balancing Profitability with Asset Quality	A key constraint for Khara is balancing strong profitability with the need to maintain healthy asset quality. While SBI has improved earnings and reduced Non-Performing Assets (NPAs), investors remain cautious about the bank’s large exposure to corporate lending and economic cycles, which could affect long-term profitability and risk levels.
2	Employees: Managing Workforce Adaptation to Digital Transformation	The rapid shift toward digital banking and automation requires employees to constantly upgrade their technological skills. For SBI’s large workforce, adapting to digital platforms, AI-driven banking services, and new operational systems can create resistance, training challenges, and concerns about role changes.
3	Customers: Service Challenges in a Large Banking Network	As India’s largest public sector bank, SBI serves millions of customers across urban and rural regions. Managing service quality, reducing waiting time at branches, and ensuring consistent digital service performance across such a vast network remain ongoing constraints from the customer perspective.
4	Policymakers: Compliance with Strict Banking Regulations	Khara operates under the regulatory framework of institutions such as the Reserve Bank of India, which imposes strict norms on capital adequacy, lending practices, and risk management. Balancing these regulatory requirements with the bank’s growth and profitability objectives presents a significant strategic constraint.
5	Research Collaborators: Complexity of Large-Scale Banking Data and Systems	For academic researchers and financial analysts, studying SBI’s operations involves dealing with complex financial structures, massive data volumes, and legacy banking systems. This complexity can limit the speed of

		innovation and collaborative research on advanced financial technologies.
6	The Public: Expectations from a Public Sector Bank	As a government-owned institution, SBI faces constant public scrutiny regarding lending decisions, service quality, and participation in government welfare programs. Khara must manage the challenge of maintaining commercial efficiency while fulfilling the social and developmental expectations placed on a public sector bank.

6.2.4 Disadvantages of Dinesh Kumar Khara as CEO of State Bank of India, from his Stakeholder’s Perspectives:

Based on a scholarly analysis of Dinesh Kumar Khara’s tenure at the State Bank of India, the following are six potential disadvantages of his leadership from the perspectives of various stakeholders:

Table 11: Disadvantages of Dinesh Kumar Khara, CEO of State Bank of India, viewed from the different Perspectives of Stakeholder

S. No.	Key Disadvantages	Description
1	Investors: Limited Agility Compared to Private Banks	From an investor’s perspective, SBI’s large public sector structure can slow strategic decision-making compared to private competitors. Despite improved profitability under Khara, bureaucratic procedures and regulatory obligations may reduce the bank’s ability to quickly respond to emerging high-growth opportunities in fintech-driven banking segments.
2	Customers: Operational Challenges in a Large Banking System	Customers sometimes face service delays, long queues at branches, or technical issues during high digital traffic due to the enormous scale of SBI’s operations. Managing consistent service quality across thousands of branches and digital users remains a continuing challenge.
3	Employees: Pressure from Digital and Structural Transformation	Khara’s strong focus on digital banking transformation and modernization can create pressure for employees to rapidly adapt to new technologies and performance expectations. For some long-serving staff, this shift from traditional banking practices to digital-first operations may create stress and adjustment challenges.
4	Policymakers: Balancing Commercial Banking with Social Mandates	As the head of a major public sector bank, Khara must balance profitability with the government’s social objectives such as priority sector lending and financial inclusion programs. These dual responsibilities may limit the bank’s flexibility in purely profit-driven strategic decisions.
5	Research Collaborators: Restricted Access to Sensitive Financial Data	For academic researchers and financial analysts, accessing detailed operational or customer-level data from SBI can be difficult due to strict banking confidentiality and regulatory requirements. This limitation may reduce opportunities for deep empirical research on public sector banking operations.
6	The Public: High Public Expectations and Institutional Scrutiny	Because SBI is a government-owned institution, its decisions are constantly scrutinized by the public and media. Any issues related to service quality, lending practices, or digital failures can quickly attract public criticism, creating reputational pressure for the bank’s leadership.

6.3 PESTLE Analysis:

About PESTLE Analysis

PESTLE analysis is an important strategic management tool used to examine the macro-environmental factors that influence an organization's performance and long-term planning. The framework evaluates six external dimensions Political, Economic, Social, Technological, Legal, and Environmental factors which collectively shape the opportunities and threats present in a business environment. By analyzing these factors, organizations can better understand external pressures such as government regulations, economic changes, technological innovations, and societal trends that affect business strategies and operational decisions. Researchers highlight that PESTLE analysis assists managers in identifying environmental uncertainties and aligning organizational strategies with changing market dynamics and regulatory conditions (Rashid (2023). [78]). Furthermore, it supports strategic decision-making by enabling businesses to assess external risks and opportunities systematically (Morita (2023). [79]). Scholars also emphasize that the PESTLE framework is widely applied in industry analysis, policy evaluation, and strategic planning to improve organizational adaptability and sustainability in competitive markets (Sun (2024). [80]). Additionally, the model provides a structured approach for organizations to evaluate environmental influences that may impact growth and competitive advantage in the long run (Lavinia (2025). [81]).

6.3.1 PESTL Analysis for SBI under the leadership of Dinesh Kumar Khara:

A PESTL analysis evaluates the Political, Economic, Social, Technological, and Legal environments that influence the leadership and strategic decisions of a CEO. For Dinesh Kumar Khara, former Chairman of State Bank of India, these external factors significantly shaped his leadership strategies, digital transformation initiatives, and banking policies (Verma (2025). [82]).

(1) Political Environment:

The political environment plays a crucial role in shaping the strategic decisions of public sector banks in India (Rashid, 2023) [78]. As a government-owned financial institution, the leadership of Dinesh Kumar Khara was influenced by national financial policies and regulatory guidelines issued by the Government of India and the Reserve Bank of India (Morita (2023). [79]). Government initiatives such as financial inclusion, digital payment promotion, and priority sector lending required SBI to align its strategies with national economic development objectives. Political stability and strong government oversight also enabled SBI to participate actively in implementing public welfare schemes and expanding banking access across the country.

(2) Economic Environment:

Economic factors such as GDP growth, inflation, interest rates, and credit demand significantly influence the operational strategies of banks in a competitive financial environment. During the tenure of Dinesh Kumar Khara, SBI focused on strengthening profitability, improving asset quality, and reducing non-performing assets to maintain financial stability (Rashid (2023). [78]). The changing economic environment, including post-pandemic recovery and financial market reforms, encouraged the bank to expand lending activities and support economic growth. Effective financial management and strategic decision-making enabled SBI to sustain its leadership position in the Indian banking industry (Belsare (2025). [83]).

(3) Social Environment:

Social factors such as population growth, financial literacy, urbanization, and changing customer expectations influence the demand for banking services (Morita (2023). [79]). India's large population and expanding middle class created significant opportunities for banks to expand their customer base and financial services (Belsare (2025). [83]). Under Khara's leadership, SBI promoted inclusive banking by expanding services to rural communities and improving access to financial products (Nicolle (2019). [84]). The increasing adoption of smartphones and digital platforms also encouraged SBI to strengthen digital banking services and customer-centric solutions.

(5) Legal Environment:

The legal environment in the banking sector includes regulatory compliance, financial governance, and adherence to banking laws established by national regulatory authorities (Rashid (2023). [78]). As India's largest public sector bank, SBI must comply with regulatory frameworks established by the Reserve Bank of India and other financial authorities (Morita (2023). [79]). Legal frameworks related to consumer protection, cybersecurity, and financial transparency influence the operational policies of

banks. Under Khara's leadership, SBI strengthened governance structures and compliance systems to ensure regulatory stability and maintain customer trust.

7. KPI'S (KEY PERFORMANCE INDICATORS) OF DEMIS HASSABIS AS CEO OF DEEPMIND TECHNOLOGIES LTD :

Based on the Newly Developed CEO Matrix and KPI framework developed by P. S. Aithal [74; 85-99]] and recent performance data from his tenure, the following is a detailed discussion of the Key Performance Indicators (KPIs) for Dinesh Kumar Khara, the former Chairman and CEO of State Bank of India.

(1) Classification within the CEO Matrix:

According to the Newly Developed CEO Matrix, Dinesh Kumar Khara can be categorized as a Super Strategist (Quadrant 4). This quadrant represents leaders with High Leadership Skills and High Financial Acumen, who are capable of simultaneously managing organizational transformation and maintaining strong financial performance.

- **Leadership Evidence:** Khara demonstrated strategic leadership during a critical period that included post-pandemic economic recovery, digital banking expansion, and consolidation of SBI's operational capabilities. His leadership strengthened employee engagement, customer trust, and institutional stability across SBI's extensive national and international network.
- **Financial Acumen Evidence:** Under his leadership, SBI achieved significant improvement in profitability, asset quality, and capital strength. The bank successfully reduced Non-Performing Assets (NPAs), improved Return on Assets (ROA), and strengthened balance sheet stability, reflecting strong financial decision-making and risk management.

(2) Analysis of Key Performance Indicators (KPIs):

The Aithal CEO Matrix framework highlights that the effectiveness of a CEO can be evaluated through several strategic KPIs. Khara's performance can be analyzed through the following indicators.

A. Financial Growth & Shareholder Value:

- **Net Profit Growth:** Under Khara's leadership, SBI reported record profitability. The bank's net profit increased significantly, crossing ₹50,000 crore in FY2024, reflecting strong operational performance and improved financial management.
- **Return on Assets (ROA) and Return on Equity (ROE):** These financial performance indicators improved steadily during his tenure, demonstrating efficient utilization of assets and enhanced shareholder value.
- **Reduction in Non-Performing Assets (NPAs):** One of the most critical KPIs was the significant decline in gross NPAs due to strengthened credit monitoring and risk management practices.

B. Strategic Expansion & Market Position:

- **Retail and Corporate Credit Growth:** Khara expanded SBI's lending portfolio, particularly in retail and SME segments, ensuring balanced growth across sectors.
- **Market Leadership:** SBI continued to maintain its position as the largest public sector bank in India, with strong deposit growth and extensive market reach across urban and rural regions.
- **Subsidiary Performance:** The performance of SBI's subsidiaries in insurance, asset management, and capital markets strengthened the bank's diversified revenue streams.

C. Operational Efficiency & Digital Transformation:

- **Digital Banking Expansion:** Khara accelerated SBI's digital transformation through platforms such as YONO, improving customer accessibility and service efficiency.
- **Cost-to-Income Ratio:** Operational efficiency improved through cost optimization, automation, and technology-driven banking operations.
- **Customer Base Expansion:** Digital platforms increased the number of active users and improved customer engagement across multiple banking services.

D. Risk Management & Asset Quality:

- **Credit Risk Control:** Khara strengthened credit monitoring systems and recovery mechanisms, which contributed to improved asset quality and reduced bad loans.
- **Capital Adequacy Ratio:** The bank maintained a strong capital adequacy ratio, ensuring regulatory compliance and financial resilience during uncertain economic conditions.

- **Provision Coverage Ratio:** Enhanced provisioning practices helped strengthen the bank’s financial stability and resilience against potential credit risks.

(3) Practical Interpretation of the Matrix:

Applying the Aithal ABCD Analysis Framework to Khara’s KPI performance:

- **Benefit:** His leadership enhanced SBI’s competitive strength, customer reach, and technological capability, reinforcing its leadership position in the Indian banking sector.
- **Constraint:** Managing transformation within a massive public sector institution posed challenges due to bureaucratic processes and regulatory complexities.

8. COMPARISON WITH COMPETITORS :

Based on recent performance data and the established CEO Matrix [74; 85-99], here is a detailed comparison of Dinesh Kumar Khara (SBI) with his primary private sector counterparts: Sandeep Bakhshi (ICICI Bank), Sashidhar Jagdishan (HDFC Bank), Amitabh Choudhry (Axis Bank), Ashok Vaswani (Kotak Mahindra Bank).

(1) Strategic Positioning in the CEO Matrix:

Applying the Aithal CEO Matrix framework [74; 85-99], we can categorize these leaders based on their current strategic focus and market outcomes:

Table 12: Strategic Positioning in the CEO Matrix

CEO	Company	Matrix Quadrant	Strategic Focus
Dinesh Kumar Khara	State Bank of India	Super Strategist	Strengthening asset quality, expanding retail lending, and accelerating digital banking through platforms like YONO while maintaining PSU banking stability.
Sandeep Bakhshi	ICICI Bank	Financial Strategist	Driving profitability through disciplined lending, strong risk management, and balanced growth across retail and corporate banking segments.
Sashidhar Jagdishan	HDFC Bank	Visionary Leader	Integrating HDFC Ltd. with HDFC Bank while expanding digital banking ecosystems and strengthening long-term retail banking leadership.
Amitabh Choudhry	Axis Bank	Dynamic Strategist	Transforming Axis Bank through digital innovation, improving asset quality, and expanding retail and wealth management businesses.

(2) Performance Metrics Comparison (FY 2025-26):

The following table compares the CEOs based on the latest reported nine-month (9M) financial results for the 2025-2026 period:

Table 13: Performance Metric Comparison (FY 2025-26)

Key Performance Indicator	Dinesh Kumar Khara (SBI)	Sandeep Bakhshi (ICICI Bank)	Sashidhar Jagdishan (HDFC Bank)	Amitabh Choudhry (Axis Bank)
Net Profit Growth (PAT)	~20% growth (FY24; strong 9M momentum)	~28% (9M FY26)	~33% (9M FY26, post-merger growth)	~18% (9M FY26)
Return on Assets (ROA)	~1.1%	~2.3%	~1.9%	~1.8%

Net Interest Margin (NIM)	~3.3%	~4.5%	~3.7%	~4.1%
Gross NPA Ratio	~2.2% (significant decline)	~2.5%	~1.4%	~1.6%
Capital Adequacy Ratio (CAR)	~14.5%	~16.5%	~18.0%	~17.0%
Total Assets / Balance Sheet Size	₹55+ Lakh Cr (largest in India)	₹18+ Lakh Cr	₹36+ Lakh Cr	₹15+ Lakh Cr

(3) Comparative Leadership Style:

Dinesh Kumar Khara (The “Stability Architect”)

- **Defining Trait:** Strong focus on institutional stability and risk-controlled growth within a large public sector framework.
- **Key Achievement:** Successfully reduced NPAs and led post-pandemic recovery, while scaling digital banking through platforms like YONO.
- **Challenge:** Managing transformation within a bureaucratic PSU structure while competing with agile private banks on profitability and innovation.

Sandeep Bakhshi (The “Risk-Calibrated Strategist”)

- **Defining Trait:** Emphasis on prudence, disciplined lending, and strong risk governance.
- **Key Strategy:** Focused on retail lending expansion and digital integration, ensuring high asset quality and consistent profitability growth.

Shashidhar Jagdishan (The “Integration Leader”)

- **Defining Trait:** Expertise in large-scale integration and long-term strategic alignment.
- **Key Strategy:** Successfully leading the merger integration of HDFC Ltd. with HDFC Bank, while strengthening retail dominance and digital ecosystem expansion.

Amitabh Chaudhry (The “Transformation Driver”)

- **Defining Trait:** Focus on organizational transformation and performance turnaround.
- **Key Strategy:** Revamped Axis Bank’s portfolio by improving asset quality, expanding retail banking, and accelerating digital initiatives.

(4) Summary of Analysis:

While Dinesh Kumar Khara maintains an unmatched scale advantage, with State Bank of India having a balance sheet size significantly larger than its private-sector competitors, the private bank CEOs Sandeep Bakhshi, Sashidhar Jagdishan, and Amitabh Chaudhry lead in profitability and efficiency metrics such as Return on Assets (ROA), Net Interest Margins (NIM), and operational agility. Khara’s tenure is marked by a strategic shift toward private-sector efficiency benchmarks, as reflected in SBI’s improving asset quality, declining NPAs, and steady growth in profitability. His leadership successfully balanced scale with stability, while gradually enhancing efficiency and digital capabilities to narrow the performance gap with private banks.

9. DINESH KUMAR KHARA, CEO OF STATE BANK OF INDIA AND CEO PERFORMANCE MATRIX :

Based on the Newly Developed CEO Matrix by [74; 85-99] and the performance data of Dinesh Kumar Khara, the former Chairman and CEO of State Bank of India, his performance can be evaluated across the two key parameters defined in the framework: Leadership Skills and Financial Acumen.

(1) Classification within the CEO Matrix:

Dinesh Kumar Khara can be categorized as a Super Strategist (Quadrant 4). This quadrant represents leaders who possess a high degree of both leadership capability and financial expertise.

- **High Leadership Skills:** Khara successfully steered SBI through a complex period that included post-pandemic recovery, digital transformation, and operational consolidation. His leadership strengthened organizational stability, improved employee productivity, and enhanced customer trust across SBI’s vast network. Initiatives like expanding digital banking through platforms such as YONO demonstrate his forward-looking leadership and adaptability.

- **High Financial Acumen:** He demonstrated strong financial management by significantly improving SBI’s profitability and asset quality. Under his tenure, the bank achieved record net profits (crossing ₹50,000 crore), while gross NPAs declined sharply, reflecting effective credit risk management and strategic financial planning.

(2) KPI Evaluation Based on the Aithal Framework:

The paper identifies key attributes of a “Super Strategist,” and Khara’s performance aligns with these dimensions:

- **Strategic Thinking & Decision Making:** Khara played a critical role in strengthening SBI’s retail lending portfolio, enhancing SME financing, and maintaining a balanced credit strategy. His decisions ensured sustainable growth while adapting to evolving market conditions.
- **Financial Expertise & Forecasting:** Under his leadership, SBI improved key financial indicators such as Return on Assets (ROA), capital adequacy, and provisioning coverage. The consistent decline in NPAs and improved profitability highlight effective forecasting and financial discipline.
- **Technological Integration:** Khara emphasized digital transformation by expanding SBI’s digital ecosystem, particularly through YONO and other fintech integrations. This aligns with the “Technocrat” dimension of the CEO Matrix, enabling data-driven banking and improved customer experience.
- **Trust & Brand Management:** Maintaining SBI’s dominant position as India’s largest public sector bank reflects Khara’s ability to sustain stakeholder confidence. His leadership reinforced trust among customers, regulators, and investors, especially during uncertain economic periods.

(3) ABCD Analysis Summary:

Applying the ABCD framework to Khara’s leadership:

- **Advantages & Benefits:** His balanced leadership and financial expertise led to improved profitability, stronger asset quality, and enhanced digital banking capabilities, reinforcing SBI’s market leadership.
- **Constraints & Disadvantages:** Managing transformation within a large public sector institution involved bureaucratic constraints, slower decision-making processes, and challenges in matching the agility of private-sector banks.

Dinesh Kumar Khara’s performance as a “Super Strategist” (Quadrant 4) is defined by his ability to manage massive scale, institutional stability, and financial turnaround within a public sector framework. In contrast, leaders like Sandeep Bakhshi, Sashidhar Jagdishan, and Amitabh Chaudhry are often positioned as Financial Strategists or Visionary Leaders, operating with greater agility, higher profitability ratios, and more flexible private-sector business models.

Table 14: Comparative Performance Table (FY 2025-26)

Parameter	Dinesh Kumar Khara (SBI)	Sandeep Bakhshi (ICICI Bank)	Sashidhar Jagdishan (HDFC Bank)	Amitabh Choudhry (Axis Bank)
Matrix Type	Super Strategist (Q4)	Financial Strategist (Q3)	Visionary Leader (Q2)	Dynamic Strategist (Q4)
Return on Assets (ROA)	~1.1%	~2.3%	~1.9%	~1.8%
Net Interest Margin (NIM)	~3.3%	~4.5%	~3.7%	~4.1%
Total Assets (₹)	~₹55+ Lakh Cr (+growth)	~₹18+ Lakh Cr (+growth)	~₹36+ Lakh Cr (+merger-driven growth)	~₹15+ Lakh Cr (+growth)
Capital Adequacy (CAR)	~14.5%	~16.5%	~18.0%	~17.0%
Cost-to-Income Ratio	~52% (improving efficiency)	~40%	~45%	~47%

Key Differentiators in Leadership Strategy:

(1) Dinesh Kumar Khara (State Bank of India): The “Super Strategist” of Scale and Stability:

Khara’s strategy focuses on **balancing massive scale with financial discipline**. He emphasized reducing NPAs, strengthening retail lending, and improving profitability while maintaining SBI’s social banking mandate. His leadership is also defined by accelerating digital transformation through platforms like YONO, enabling customer acquisition and service delivery at scale rather than relying solely on traditional branch banking.

(2) Sashidhar Jagdishan (HDFC Bank): The “Visionary Leader” of Integration and Long-Term Growth:

Jagdishan is recognized for his **forward-looking strategic integration**, particularly following the HDFC Ltd.–HDFC Bank merger. His focus is on leveraging India’s long-term credit growth potential, expanding retail lending, and strengthening digital ecosystems. Under his leadership, HDFC Bank continues to emphasize **sustainable growth, customer-centric innovation, and balance sheet strength**.

(3) Sandeep Bakhshi (ICICI Bank): The “Financial Strategist” of Risk-Calibrated Growth:

Bakhshi excels in **disciplined execution and risk management**. His strategy focuses on maintaining strong asset quality while achieving consistent profitability. By leveraging digital banking platforms and data analytics, he has enhanced operational efficiency and customer engagement. Unlike Khara, who manages a large PSU structure, Bakhshi operates with **greater agility and precision in capital allocation**.

(4) Amitabh Chaudhry (Axis Bank): The “Transformation Strategist” of Modern Banking:

Chaudhry’s leadership is centered on **organizational transformation and modernization**. His strategy includes improving asset quality, expanding retail and wealth management segments, and driving digital innovation. He has repositioned Axis Bank toward a **more customer-centric and technology-driven model**, focusing on long-term profitability and competitive differentiation.

10. RECOMMENDATIONS :

Drawing from the analytical findings on Dinesh Kumar Khara and the broader strategic landscape of the Indian banking sector, the following recommendations are proposed for fostering Sustainable and Ethical Leadership at State Bank of India. These align with the “Super Strategist” attributes of high leadership capability and financial acumen as defined in the Aithal CEO Matrix.

(1) Institutionalizing “Trust-Centric Banking” as a Core Moat:

As a public sector leader, Khara leveraged SBI’s legacy of trust and scale. To sustain this:

- **Transparent Lending Practices:** Strengthen disclosure norms in credit sanctioning and recovery processes to reduce perception of opacity.
- **Customer-Centric Service Delivery:** Enhance grievance redressal systems with real-time tracking, reinforcing SBI’s image as a reliable and responsible institution.

(2) Transitioning from “Digital Expansion” to “Digital Accountability”:

While SBI has made significant strides with platforms like YONO, the next phase requires governance of digital systems:

- **Responsible AI & Credit Algorithms:** Introduce independent audits for AI-based credit scoring to avoid bias and ensure fairness.
- **Data Privacy Framework:** Establish a “Privacy-First Banking Model” to safeguard customer data and maintain institutional credibility.

(3) Strategic Rebalancing of Asset Quality and Growth:

A “Super Strategist” must balance aggressive growth with financial stability:

- **NPA Optimization:** Continue strengthening credit risk frameworks to sustain declining Non-Performing Assets (NPAs).
- **Retail & Digital Lending Focus:** Shift toward high-yield retail and MSME segments while maintaining prudential norms.

(4) Human Capital Transformation and Skill Development:

The framework highlights talent development as critical for leadership success:

- **Upskilling for Digital Banking:** Train employees in fintech, analytics, and AI-driven banking tools to match private sector agility.

- **Performance-Oriented Culture:** Introduce merit-based incentives and leadership pipelines to improve efficiency and innovation.
- (5) **ESG-Driven Banking and Responsible Finance:**
As India’s largest bank, SBI plays a pivotal role in sustainable development:
- **Green Financing Initiatives:** Expand funding for renewable energy, sustainable infrastructure, and ESG-compliant projects.
 - **Ethical Investment Governance:** Ensure transparency in large-scale financing decisions to strengthen stakeholder confidence.

Table 15: Summary of Recommendations for Sustainable Leadership

Strategy Pillar	KPI Focus	Expected Outcome
Trust-Based Banking	Moral Advocate / Role Model	Enhanced Public Trust and Institutional Credibility
Digital Accountability	Technocrat / Strategic Decision Maker	Secure, Transparent, and Bias-Free Digital Systems
Asset Quality & Growth	Financial Acumen / Decision Maker	Reduced NPAs and Sustainable Profitability
Human Capital Development	Leader / Talent Developer	Improved Productivity and Innovation Capability

11. CONCLUSION :

The analysis of Dinesh Kumar Khara’s tenure as Chairman and CEO of State Bank of India reveals a pragmatic and resilient leadership approach best described as a “stability-driven transformer.” By steering the bank through the post-pandemic recovery phase, Khara successfully balanced the dual mandate of maintaining financial stability in a large public sector institution while accelerating modernization and competitiveness. His focus on strengthening asset quality, reducing non-performing assets (NPAs), and expanding digital platforms like YONO reflects a strategy of “responsible consolidation with gradual innovation,” enabling SBI to sustain its market leadership amid rising competition from agile private banks.

According to the Newly Developed CEO Matrix, Khara can be positioned as a “Super Strategist” (Quadrant 4) due to his strong leadership capabilities combined with sound financial acumen. His performance across key performance indicators (KPIs) including improved profitability, enhanced capital adequacy, and consistent digital growth demonstrates his ability to align operational efficiency with long-term strategic goals. Unlike rapid disruptors in the private sector, his leadership emphasizes risk-conscious growth, governance discipline, and institutional strengthening, which are critical in a systemically important bank. Ultimately, this case study highlights that effective leadership in a large, state-owned banking institution lies in the ability to integrate scale, trust, and transformation. Khara’s tenure illustrates that sustainable and ethical growth in the Indian banking sector can be achieved by combining financial prudence, digital advancement, and strong governance frameworks, ensuring long-term resilience while adapting to a dynamic financial ecosystem.

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