

# **Workplace Bullying Under the Skin of its Leader: A Case Study on a Promising B-School in India**

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## **Abstract**

Workplace bullying happens when someone is repeatedly treated unfairly or unkindly at work. It is considered unreasonable and inappropriate because it involves behaviour that can intimidate, humiliate, degrade, or offend another person. Bullies often use their position, status, or skills to target others, and it is important to note that both men and women can be either the victims or the perpetrators. Bullying can take place between a manager and an employee, or even between colleagues at the same level. The behaviour itself can vary from being very obvious to extremely subtle. On one hand, it may involve shouting, verbal abuse, physical aggression, or offensive language. On the other, it may include isolating someone, intimidating them, assigning meaningless or impossible tasks, deliberately changing work schedules to cause inconvenience, or withholding information that is necessary for good performance. All of these actions can damage a person's confidence and productivity. Beyond the workplace, bullying can also affect personal well-being. It often leads to stress, anxiety, depression, insomnia, and even physical illness. This case looks at workplace bullying in a well-known B-School in India and highlights the importance of preparing young leaders to build healthier, more positive organizations.

## **Keywords**

Workplace bullying, Leadership, B-School, and India

## **Biographies**

**Dr. Divya Bharathi** is an Assistant Professor at Christ University, known for her deep commitment to research and education in the field of consumer behaviour and marketing strategy. With a strong academic foundation and a passion for understanding consumer decision-making, she specializes in exploring the complex psychological and lifestyle factors that influence buying behavior, particularly among female consumers. Her research adopts a multidisciplinary and data-driven approach, utilizing field and lab experiments, survey design, and large-scale panel data analysis. Dr. Bharathi's work primarily focuses on bridging theoretical knowledge with practical applications, providing corporate managers with meaningful insights and strategies to engage female consumers more effectively. Her research program

stands out for its emphasis on real-world impact, addressing the challenges of female consumer behaviour across local, state, and national levels. By combining basic theoretical inquiries with applied solutions, she aims to develop marketing strategies rooted in a strong scientific foundation. Dr. Bharathi is also a dedicated mentor, actively involving graduate and post-graduate students in research. She strives to cultivate research aptitude and critical thinking among her students by training them in theoretical concepts, research methodologies, and marketing philosophies. Her collaborative and interdisciplinary approach has enabled her to work across diverse research domains and technologies. Looking ahead, Dr. Bharathi aims to further strengthen her research contributions by expanding her work on female consumer insights and leveraging existing research investments to attract greater academic and industry collaboration. Her work continues to influence both the academic community and business practitioners.

**Dr. G. P. Dinesh** is a Professor and Director of Student Welfare at VSK University, Ballari, Karnataka. With over two decades of rich academic and administrative experience, he has significantly contributed to the domains of Marketing and Strategy. Holding a Ph.D. in Management, an MBA, and a Bachelor's degree in Mechanical Engineering, Dr. Dinesh has mentored several doctoral scholars and guided numerous research projects focused on consumer behavior, especially among tweens and teens. His work bridges the gap between theoretical frameworks and practical application, using interdisciplinary and data-driven approaches. Dr. Dinesh has published more than 80 research papers in reputed journals, including Scopus, SSRN-Elsevier, and UGC Care-listed publications. He has presented and chaired sessions at prestigious conferences across the globe including the USA, UK, Spain, and UAE. His dedication to student-centric education is reflected in his innovative teaching methodologies, focus on clarity, and emphasis on experiential learning. Previously, he served as Dean at Ballari Institute of Technology and Management, where he led academic growth, increased student enrolment, and achieved accreditations like NAAC and NBA. He also held key roles at ICFAI and RJS Institute of Management Studies. He has been honoured with several accolades, including the Distinguished Teacher Award (AIMS International), Visionary Leader Award, and an Honorary D.Litt. from the Central University of America. A passionate educator, researcher, and administrator, Dr. G. P. Dinesh continues to inspire students and academic peers alike with his commitment to excellence in higher education.

**Thakkolu Kushwanth Kumar** is a dedicated academician and emerging scholar in the field of business management. He is currently pursuing his doctoral research in the Department of Studies in Business Administration at VSK University, Ballari, with a strong focus on contemporary trends in marketing and strategic management. His research aims to bridge theoretical frameworks with practical business challenges, contributing meaningful insights to academia and industry alike. In addition to his research pursuits, Mr. Kushwanth Kumar serves as the Head of the Department and Assistant Professor at Shree Medha Degree College, Ballari. In this leadership role, he is actively involved in curriculum planning, academic coordination, and student mentorship, fostering a learning environment that emphasizes both academic excellence and skill development. He holds a Master's degree in Business Administration (MBA) and was recognized as a Gold Medalist for his outstanding academic performance. His expertise spans across marketing, organizational behavior, and strategic decision-making, and he is known for his student-centric teaching methods and engaging classroom practices. Mr. Kushwanth Kumar is passionate about nurturing young minds and preparing them for real-world business challenges. He is also involved in various academic initiatives, seminars, and workshops that promote research culture and holistic learning. With a unique combination of academic brilliance, research orientation, and administrative capabilities, Thakkolu Kushwanth Kumar continues to contribute meaningfully to higher education, with aspirations to excel further in research, teaching, and institutional development in the years ahead.