

Application of Contingency Theory of Protagonist Leadership in Crisis: Distinct Orientation to South Korea and India in Pandemic COVID-19

Sushma Sharma*, Monika Agarwal**, Kavita Singh***

ABSTRACT

The 21st century pandemic COVID-19 has challenged the leadership throughout the world including India, U.S and various other countries of the globe. In the present case study, researcher highlighted the critical role of leadership to fight against COVID-19 pandemic. The outbreak of this pandemic is seriously a subject of apprehension. However, some countries like South Korea and New Zealand have successfully controlled the spread of COVID-19 with their contingency plan. Today, the manner in which every country is fighting against pandemic is really commendable. Besides all this it's essential to explore the leadership under which the plan to manage the crisis is formulated and implemented. This case study will give an insight on the leadership and crisis management approach adopted to fight against COVID-19. The case study further explores how contingency leadership theory is used to identify the situation where strong leadership may play a significant role in managing COVID-19.

Keywords: Corona, Corona Strain, Warriors, Leadership and Crisis

INTRODUCTION

The ongoing COVID-19 pandemic is caused by severe acute respiratory syndrome Corona virus 2 (SARS-COV-2). Coronaviruses are a group of viruses which cause respiratory tract infections in human being. The infectious disease has been named as COVID-19. It spreads through

* Assistant Professor, SRM University, Sonipat, Haryana, India.
Email: sushma.s@srmuniversity.ac.in

** NCWEB, Delhi University, Delhi, India. Email: monikaagg85@gmail.com

*** Associate Professor & H.O.D, SRM University, Sonapat, Haryana, India. Email: hod.mgmts@srmuniversity.ac.in

diffusion of infection from one person to another person. The incubation period of COVID-19 is up to fourteen days. Symptoms of COVID-19 may appear in two days or as long as fourteen days. Infected person at the initial stage shows symptoms like cough, shortness of breath, fever and breathing difficulties which can further result into other problems like kidney failure, Pneumonia and even deaths. First case with unexplained pneumonia was reported on December 12th, 2019 in Wuhan and sources have shown that Huanan Sea food market as the origin of this epidemic. The outburst of this pandemic has a deep brunt on the on the life of people. First case was reported with unexplained pneumonia on December 12th, 2019 and thereafter many cases were reported every day. The sources reveal that Huanan Sea food market, Wuhan is the origin of this pandemic. Gradually the whole world was engulfed in vicious circle of COVID-19 and the economy of many countries was devastated. The outburst of this pandemic had a deep brunt on the lives of each people. Despite having all medical and health facilities today, even big countries like America, Italy, Spain have completely failed to manage this pandemic. Despite the lockout, thousands of people are dying every day in these countries. This pandemic in India knocked on 30th January, 2020. And the people of India also took time to recognize its seriousness. In the view of this, Indian Prime Minister Narendra Damodar Das Modi took a decision of public curfew on 22 March, 2020 followed by multiple Lockdowns as per need.

REVIEW OF LITERATURE

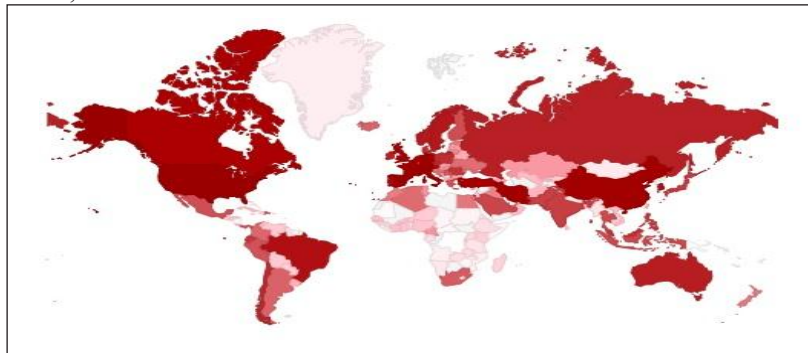
The COVID-19 disease comes out as an unusual humanitarian crisis and has traumatised the whole world (Kaul et al., 2020; Chaudhari & Manikoth, 2020). The pandemic have affected the day to day life of each people in the world (Chaudhari & Manikoth, 2020). This has put the pressure on the leaders of the countries to develop various problem solving strategies to maintain economic and social stability in the country. Many of the country leaders didn't took the pandemic COVID-19 seriously and didn't adopted timely any of the adequate policy measures (Bhalla, 2021). Other way around, there were leaders, who had realistic and practical approach towards COVID-19. They reacted actively and formulated well lead plans to fight COVID-19 to save their country people (Bhalla, 2021). Thus, it's important to understand the leadership strategies adopted to fight the vulnerable pandemic COVID-19. This paper examines the leadership strategy adopted in context of the political leader of India.

The globalisation played a special role in spreading of pandemic all over the world because of enhanced accessibility to connecting and travel throughout the world. COVID-19 has put economy of various countries in disorder, leading to economic slowdown. The control and treatment of communicable diseases like COVID-19 depends upon contingency plan and its successful implementation by woman leaders (Garikipati & Kambhampati, 2020). Currently SARS-CoV-2, the coronavirus that causes COVID-19, is mutating, causing new variants to emerge which is really a matter of concern for the entire world because it may make vaccines ineffective to fight against corona virus. Indian vaccine production & growth projection will play an important role in overcoming the pandemic (Gopinath, 2021). This case study examines the role of leadership at the time of crisis.

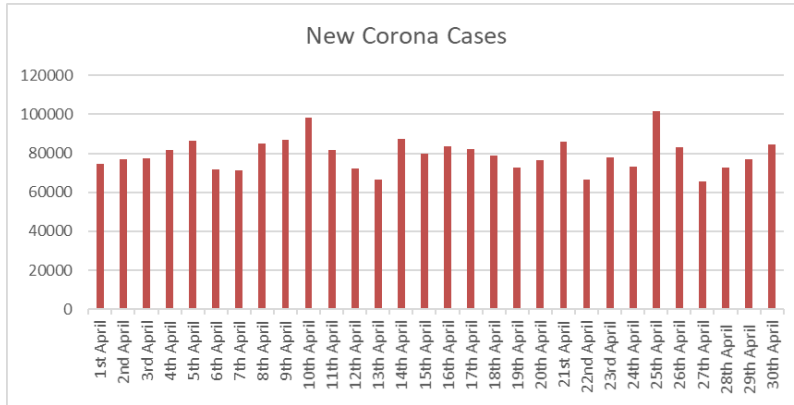
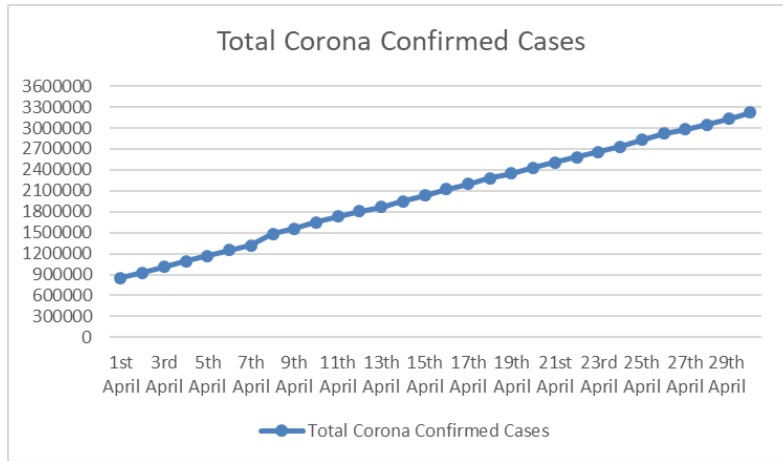
POSITION OF WORLD IN THE CONTEXT OF CORONA

COVID-19 affected more than 200 countries and territories around the world. USA is the country which has become the centre of this epidemic followed by India and Brazil. The total Coronavirus cases as on 4th April, 2020 were around eleven lakhs thirty thousand six hundred two (sources: www.worldometers.info) and they increased up to 91,319,539 by 12th January, 2021. On January 30, 2020 World health organization declared the coronavirus a Global Public Health Emergency.

World health organization declared Corona virus as a pandemic on 11 March, 2020.

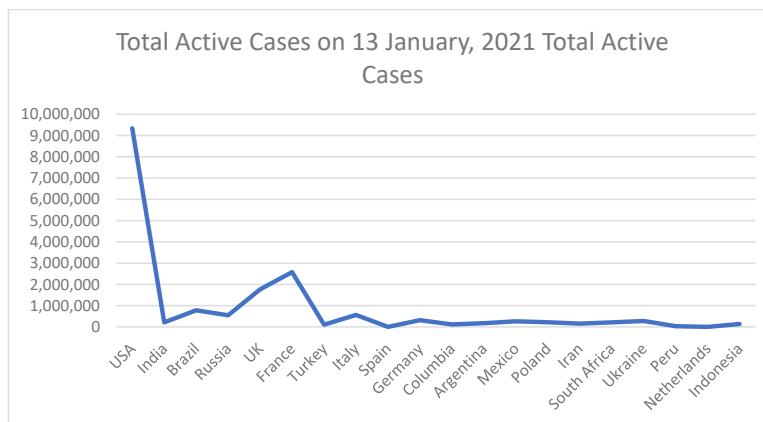


Epidemiology in the End of the Month of April



Source: European CDC- Situation Update Worldwide-Last Updated 30th April, 2020

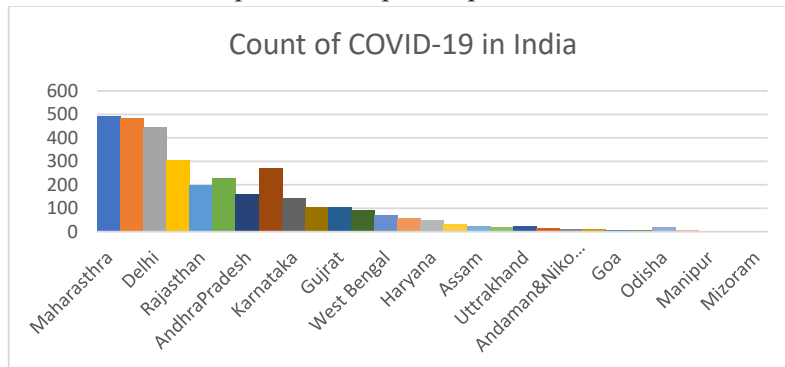
Active Cases as on 13 January, 2021



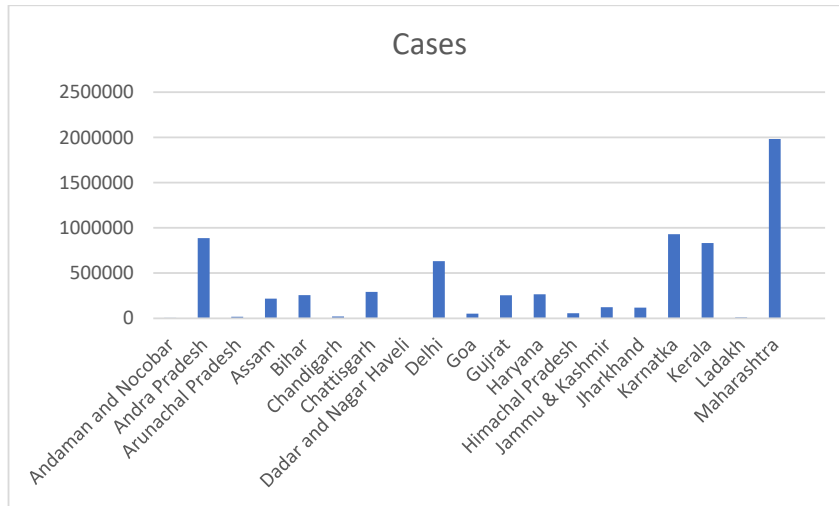
Sources: www.worldometers.info

POSITION OF INDIA IN THE CONTEXT OF CORONA

India is the country which has managed the spread of COVID-19. In India subsequent steps are taken to combat COVID-19. Prime minister of India personally monitored the situation and ensured implementation of dynamic and defensive measures to fight the deadly virus. Steps taken by India includes vigilance at the time of entry, evacuation of national stranded overseas, strengthening of medical infrastructure and awareness among the public about the impact of COVID-19. Nationwide ban was imposed on social gatherings in the first week of March. After that our prime minister explained the importance of social distancing, and decided to close all the government and private offices, schools, colleges and universities in the end of third week of March except defence, Central armed police forces, CNG, LPG, disaster management, power generation, post offices, water supply, banks, insurance offices, ATMs etc. Then a government took a decision to promote the students to next class without taking their exam. The situation in India was largely under control till 30th March, but suddenly a religious gathering of two thousand people at a mosque in Nizam Uddin area increased the COVID-19 cases up to twenty-eight hundred. However, India in comparison with other countries is still able to control the situation to some extent. Yet Police Personnel are handling the lockdown to a great extent and explaining the importance of social distance to the public to stop this epidemic.



Sources: economictimes.com on 4th April



India's Position in the Context of Corona as on 14th January, 2021

CONTINGENCY THEORY OF LEADERSHIP

This case study focuses upon contingency theory of leadership which considerate on circumstances and conditions. It is also known as “if-then” approach focuses on the dynamic nature of variables and the environment in which they operate. When considering external factors, leaders must pay attention to the overall scenario and the action plan required to control the situation. Some theories suggest that best solution can be provided by managing the situation to fit the leader or change the leader to fit the situation to deal with consequences of modernity (Giddens, 1990).

CONTINGENCY PLAN OF SOUTH KOREA

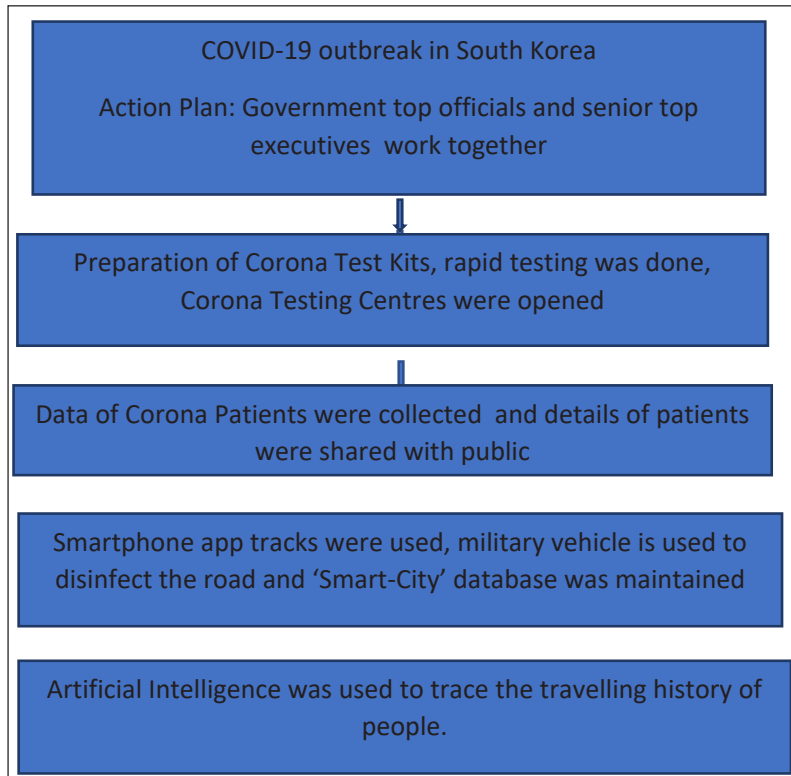
Right leader is identified by his qualities and the political leaders of South Korea are refreshing example of this, which has created a strategic plan to combat a Corona-like pandemic. First case was traced in the third week of January, 2020. A medical strategic action plan was made to deal with COVID-19 which includes intensive care unit and secure health care process to detect the cases. As soon as the first Corona Case came

out, government top officials met with the senior's top executives of medical companies. In the meeting various contingency measures were discussed to fight against such epidemic. Government official asked medical companies to prepare Corona test kits. This was the smart action of Korean government. Despite all this, it took more than a month to flatten the curve. In the month of February, highest number of cases was detected around 909 and the current death toll from this virus is 236 on 2nd May, 2020. They controlled the situation in 64 days without imposing national lockdown. This shows the leadership skills of Korean government. Another rise of COVID began in the last week of November, 2020. On 24th November, 2020 the government raised the concern and spread awareness about wearing of mask and social distancing specially in Seoul to control third wave of corona virus.

HOW IT WORKS?

Korean had a population of 55 million which is lower than the population of India but the way they managed the situation is really remarkable. A contingency plan was developed and implemented with full enthusiasm. Rapid Testing was done on 3 lakhs people out of 55 million. Corona testing centres were opened across the country and it was more than 600. Samples were taken in 10 minutes and results were circulated to all within hours. A detailed study was done, data of Corona patients were collected, analysed and circulate it to all the Koreans. A mandatory government-run smart phone app tracked the access of the location of all the new arrivals in the country. A military vehicle was used to disinfect the roads so as to prevent the spread of Coronavirus. They have also built a “smart-city” database which were used to track COVID-19 cases. By using the smart city data equipped with artificial intelligence would take hardly 10 minutes to trace out the COVID patients and their travel history. The country tested more than 7.52 million people in the last week of February, 2021, among them 7,351,224 people tested negatives for the virus. Since the mass vaccination begin on February 26, 2021 the country has vaccinated a total of 767,451 people with COVID medicine. In such a way, South Korea has become a role model for the whole world.

CONTINGENCY FRAMEWORK OF SOUTH KOREA TO FIGHT AGAINST COVID-19



CONTINGENCY PLAN OF INDIA

Initially, when Pandemic COVID-19 spreaded everywhere, Indian government didn't took the pandemic seriously. India is second in population and has limited resources. When other countries were busy in preparing themselves to fight against Corona, Indian government was busy in installation of BJP government and fall of Congress government in Madhya Pradesh. At this point of such crisis none of the political party should engage in horse trading. Therefore, Indian leaders should have been more cautious and should have focused completely on the pandemic. It was not the time for event management in fact government should have used these resources judiciously to manage COVID-19. Keeping in view the situation, Government should make contingency plan to fight against COVID-19. Corona cases were increasing day by day. Situation was

somewhat controlled in India by the end of October, 2020 but suddenly cases begin to grow rapidly in the second week of February, 2021. MIT study has revealed that India may see 2.87 lakh COVID-19 cases a day by the end of December, 2021.

According to Union health ministry, there were 2044 COVID hospitals with more than 1 lakh 80 beds out of which around 1,61,000 were isolation beds and remaining were ICU beds by the end of June, 2020. India has also scaled up testing capacity to test 1,00,000 samples by the end of June, 2020. Now we have dedicated and sufficient quarantine and COVID-19 centres. The first case in India was reported on 30th January, 2020. On 23rd May, 2020 Ministry of health confirmed a total of 1,25,101 cases out of which 51,784 have recovered so far and 3,720 deaths in the country. On 10th June, India recoveries exceeded active cases for the first time. Contingency plan includes Government Lockdown action plan which was initiated on 24th March with a national wide lockdown for 21 days and further it extended till 3rd May followed by two weeks extension till 17th May with some relaxations. emergency investment in healthcare, investment in research on vaccination and active response to the situation. So far as fatality rate is concern, Indian fatality rate is 0.76% in the 3rd week of February, 2021 whereas Global is 3.4% by the end of February, 2021. Five cities are in limelight which is accounted for 50% reported corona cases in the country- Mumbai, Delhi, Ahmadabad, Chennai and Pune. According to Oxford COVID-19 government response tracker, Data was collected from 73 countries and it was found that Indian Government is handling this pandemic better than other countries. However, peoples of India still do not have full clarity about the severity of this pandemic.

HOW IT WORKS?

Indian government started taking the protective measures from the January 2020 itself. India started thermal screening of passengers who were coming from China. During February, screening was also extended for people coming from others countries. Seven ministries were working together for providing facilities to tackle with pandemic. Union and state government set up the national and state help line numbers. This shows the true leadership strategic plan of Indian Government. In April, government made the wearing of mask a compulsory task. Restrictions were imposed on interstate movement. Proper screening and periodic health check-up

were done. Restrictions were also imposed on travel and entry of outsiders. Visas of other nationals issued earlier were also suspended. Curfew and lockdown decisions were taken by the government. Government divided the nation into three parts- Green Zone, Red Zone and Orange Zone, relaxation was given gradually and according to the Zone. The ministry of electronics and information technology launched a smart phone application called “Arogya Setu” to trace the spread of COVID-19 pandemic in the nation. On 12th of May, our Prime Minister addressed the nation and started a Mission called “Atmanirbhar Bharat”. India COVID-19 vaccination drive was started on January 16 with priority given to health workers and frontline workers. Currently, the government has made it clear as the focus is now on ‘test-track-treat’ protocol, not shutting down establishments and the government has decided to vaccinate everybody above 45 years of age from 1 April, 2021.

CASE SYNOPSIS

This case is about the contingency theory of leadership at the time of crisis. This case describes the contingency plan of countries like India and South K COVID-19 and its application to manage COVID-19. It also gives insight of the present state of India and world along with the reviews and comparison.

RESEARCH METHODOLOGY

This study is based on qualitative research and focuses on contingency plan of India and South Korea. Researchers have collected the data from various secondary sources like newspapers, e-magazines and companies’ websites etc.

COURSES AND LEVEL FOR WHICH THE CASE IS DEVELOPED

This case study will be highly beneficial for management students of both UG and PG courses. Moreover, this will help the students to understand that a how contingency plan helps us to handle the crises.

PEDAGOGY OF CASE STUDY

Purpose of the Study

- To explore the main things on which this case study is centred.
- To know the present state of India in managing COVID-19 and its comparison with South Korea.
- To know the impact of the COVID-19 on society and how government has tackled the situation.
- To discuss the contingency plan and its application in both the countries.

Teaching Notes for above Objectives are as Following

- This case study is based on explaining what the role a leader should play during the time of crisis. Whenever a pandemic situation comes, the leader should act like a warrior and should make constant efforts to understand, control and overcome the situation.
- India is currently in a situation where the spread of COVID-19 was not controlled, it had bearded the turmoil of it. On 23rd May, ministry of health confirmed 1,25,101 corona cases in India and 5,280,743 in the world. As far the India recovery rate is concerned, its 42.44% which reached to 97 by December, 2020 whereas world recovery rate is 43.09%. On the other hand, fatality rate is 0.76% as compared to the world fatality rate 3.2% by the end of February, 2021. Now a new strain of corona is trying to engulf the globe. Initially the symptoms of Corona were spotted in UK while later it gripped Kerala in India. Indian Government supported the people by giving relaxation in paying their loan instalments, by distributing eatable items among low-income group people etc.
- COVID-19 pandemic has changed the people life completely and has a huge impact on their daily life. Where, the death toll is increasing on one hand, poverty and unemployment is also becoming uncontrollable on other side. Ratan Tata gave a statement that it is the time to think about how to save our life in 2020. If we achieved this, then will be able to save economy later.
- Contingency plans are often developed and prepared by Government to mitigate the effects due to occurrence of disaster, earthquake,

flood or pandemic situation. In the view of current situation, South Korea developed a model “Smart City” to deal with COVID-19 a pandemic situation and up to some extent they become role model for other countries to deal with coronavirus. Whereas Indian government initiated with a strategic action named “Janta Curfew” for one day and subsequently followed by multiple lockdown strategy to control this pandemic. According to medical experts, lockdown decision only stopped the virus from spreading only for a short duration but once the lockdown is over, cases will drastically increase up to 10 lakhs in the mid of the June which is really a matter of concern. Police personnel, doctors, Nurses and health staff emerged as COVID-Warriors. Currently, the government has made it clear as the focus is now on ‘test-track-treat’ protocol, not shutting down establishments and the government has decided to vaccinate everybody above 45 years of age from 1 April, 2021.

CASE ANALYSIS

Introduction to Leadership and Crisis Management

Leadership is always related to a situation which directs the leader to deal with the crisis. A leader should change his leadership style depending upon the circumstances. Variables on which contingency theory depends

- Leader
- Follower
- The Situation

Leader who was visionary and kept in view the situation, firstly developed contingency plan, is South Korea. South Korea president Moon Jae-in direct the government top officials to coordinate with the medical companies to prepare Corona Test Kits.

Role of Leadership at the Time of the Crisis

- Sense making and providing inspiration to executive officers
- Securing cooperation
- Confidence building
- Work environment and integrated effort
- Facilitation of change

Leaders first understand and monitor the situation and then collect the information. He should first guide the top officials to keep the situation under control. As we all know that future is full of uncertainties and past always give us hope. In view of this, Contingency model of leadership is the most appropriate one to tackle with pandemic. Currently exodus of qualified, semi-skilled and unskilled workers is kicked out from the jobs and lakhs of immigrant workers are on the road and railway tracks. An integrated effort is needed to deal with the current situation. Unemployment rate is increased by 16% in April, 2020. Managing Pandemic on the one hand and rising unemployment on the other side, both are matter of concern.

Contingency theory of Leadership at the Time of Crisis

Contingency theory of leadership is a special kind of approach which define that the success of the leader does not depend on his abilities. but there are many other factors which contributes a lot in the success of the leader. Working policy, beliefs and values of the followers and situation are the influencing factors. According to this theory, effectiveness of the leader is totally dependent on his role, position and responsibilities. Fred Fiedler developed the contingency theory of leadership in 1958. He was on the belief that success of the leader largely depends mainly upon two factors, i.e., control of the situation and leaders set of skills. So, a leader's popularity is contingent on the leadership style matching the situation, not adapting to it.

Fiedler defines eight possible combinations of the three situational variables. As a leadership situation varies from high to low on these variables, which categorize eight combinations of variables. The most favourable situation is one in which the leaders-follower's relations are very good. In such a situation Leader enjoy his popularity and task structure is well defined in a lucid manner. South Korea Model is best suited in this approach. On the other hand, the most unfavourable situation defines that leader is disliked by all and task is unstructured.

Fiedler's Situational Combinations

Situational Combination	Leader-Member Relations	Task Structure	Leader Position-Power	Situational Favourableness
1	Good	High	Strong	High
2	Good	High	Weak	
3	Good	Low	Strong	
4	Good	Low	Weak	
5	Poor	High	Strong	Low
6	Poor	High	Weak	
7	Poor	Low	Strong	
8	Poor	Low	Weak	
Task Oriented Style		Relationship-oriented		Task Oriented Style
Favourable Situation		Situation in favourable-ness for Leader		Unfavourable leadership Situation

Source: Adapted from F. E. Fiedler and M. M. Chemers. 1974. Leadership and effective management. Glenview, IL: Scott, Foresman.

Contingency theory concludes that task oriented leaders are successful and popular in situations and circumstances that are either highly favourable or highly unfavourable to them. Whereas Relations oriented leaders tends to be successful in situations that are medium in favourableness. Thus, it is complicated to suggest an appropriate style of leadership. A leader cannot blindly follow one style or another. A leader can be effective only when he understands the dynamism of the situation and adaptive in nature. Fiedler's theory of leadership neither supports the qualities of the leader nor the type of the situation. It is the result of an interaction between these two.

Assignment for the Students

- What are the strategies adopted by Indian Government against pandemic COVID-19?
- Discuss the contingency plan of India and South Korea to deal with COVID-19.
- Will India be able to get out of this trouble? If yes, discuss in detail.

- Discuss leadership styles as in accordance with solving a crisis situation?
- Discuss the leadership framework used for Crisis management.

Question 1: What are the Strategies Adopted by Indian Government against COVID-19?

Government of India started with a small step taken by India's prime minister on 22nd March, 2020 and then positively implemented the lockdown strategy with a big hit. Cinema halls, Schools and colleges were closed. Metro was suspended immediately to stop the spread. Hotels and many hospitals are converted into Corona treatment centres. Isolation wards are being prepared. International flights were immediately stopped till April, 30. Awareness on social distancing was spread through social media. Many areas were sanitized through sanitizer spray. Most important motivational strategies applied by Narendra Modi on 22nd March and 5th April helped us to create a positive energy among Indian to fight against Coronavirus. Government divided the nation into three Zones red, Green and Orange. And relaxation was given accordingly. Prime Minister addresses the nation on 12th May, 2020 and a Mission was started called "Atamirbhar Bharat". Currently, the government has made it clear as the focus is now on 'test-track-treat' protocol, not shutting down establishments and the government has decided to vaccinate everybody above 45 years of age from 1 April, 2021.

Question 2: Discuss the Contingency Plan of India and South Africa for COVID-19

So far as South Africa strategy is concern, integrated approach was used to develop to COVID-19 test kits and testing was done on a large scale. On the other hand, Prime minister of India has taken a courageous step of lockdown which was really remarkable up to some extent. But in the month of May, suddenly cases have been increased day by day and reached up to 132,000 up to 24th May, 2020. Currently, the government has made it clear as the focus is now on 'test-track-treat' protocol, not shutting down establishments and the government has decided to vaccinate everybody above 45 years of age from 1 April, 2021.

Question 3: Will India be Able to Get Out of this Trouble? If yes, then When?

Surely, India will get out of this turmoil as India since it earlier had made history to recover from polio up to a great extent. People need to follow the guidelines which are set by the government and should maintain social distance. India COVID-19 vaccination drive was started on January 16, 2021 with priority given to health workers and frontline workers. The government has decided to vaccinate everybody above 45 years of age from 1 April, 2021.

Question 4: How Various Leadership Styles Apply to Crisis Management?

Leaders have to take very thoughtful decisions at the time of crisis. A good leader should be able to influence his team so that a decision can be taken at the right time. Below are the leadership styles and their applicability to deal with COVID-19 crisis.

TRANSFORMATIONAL LEADERSHIP

Transformational leadership is considered as a style where leaders understand the circumstances and bring change by setting a vision and mission statement, and utilizes a team and execute the plan with the coordinated effort to achieve the vision. Transformational leadership has been truly practiced by the strongest crisis management leaders. Germany, Taiwan and South Korea are the countries which have effectively managed COVID-19 situation and considered as an example of transformational leadership. Angela Merkel's chancellor of Germany directs the country to take the virus seriously and testing was done on large scale. So far Taiwan has been considered effective in handling the crisis of COVID-19. Under Tsai Ing-wen's leadership various measures were taken to deal with coronavirus. Hence without lockdown country was successful in preventing COVID-19. Taiwan had produced more than 20 million face masks and donated 10 million face masks to European countries. Prime minister of Iceland Katrin Jakobsdottir has made testing free for all residents and Iceland has tracing system which proves to be effective. Iceland and South Korea are proved to be successful in managing the situation because of their testing system.

TRANSACTIONAL LEADERSHIP

Transactional leadership is complimentary to transformational leadership because it focuses on step by step process and day to day action plan to achieve objectives. Transactional leaders are the process drivers that understand the importance of duties and responsibilities and review their actions at operational level. Arvind Kejriwal Chief Minister of Delhi is the real example of transactional leadership. Transactional leaders are the one who guide functional teams and help in every decision making during crisis. As the cases has been increased in Delhi for the last 10 days in March, 2021, Delhi Chief Minister gave assurance to the public that there is nothing to worry about it. Further he stated that government is four steps ahead of the coronavirus. At present Delhi is having sufficient beds and isolated centres to treat corona patients and Delhi government emphasizes on controlling the number of deaths causalities due to COVID-19.

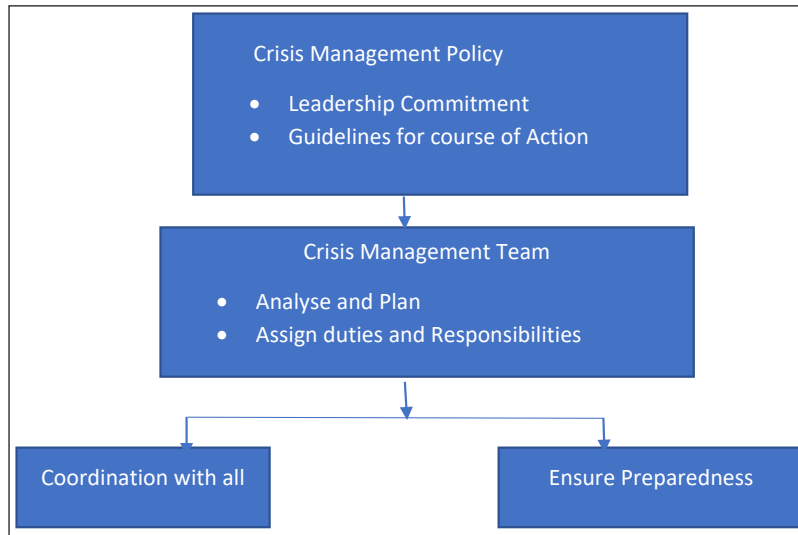
CHARISMATIC LEADERSHIP

Charismatic leadership is a leadership style which emphasizes on particular behaviour to get things done and improve situations. This style of leadership works only when leaders guide the spokesperson. These leaders are outspoken and possess good communication skills. Prime Minister of India Narendra Modi is the real example of charismatic leadership who is heading the central government and guided state government to deal with COVID-19.

AUTHORITARIAN LEADERSHIP

Authoritarian leadership is a leadership style in which leaders takes all the decisions and control all the tasks in the group. It is required when situations are out of control and little time is left for planning. At the time of COVID-19 crisis autocratic leaders are grabbing the opportunity to gain power. Chinese government is the real example of authoritarian leadership. In December when doctors tried to raise an alarm about the spread of COVID-19 in Wuhan, Chinese government stopped and reprimanded them. At this point of time, public should be given true information about the impact of pandemic but Chinese government hid out new coronavirus across the world.

LEADERSHIP FRAMEWORK DURING CRISIS MANAGEMENT



Sources: Mitroff (2004)

REFERENCES

- Kaul, V., Shah, V. H., & Serag, H. E. (2020). Leadership during crisis: Lessons and applications from the COVID-19 pandemic. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7233251/>
- Bhalla, A. S. (2021). Leadership challenges and the COVID-19 pandemic. ORF Occasional Paper No. 299, February 2021, Observer Research Foundation. Retrieved from <https://www.orfonline.org/research/leadership-challenges-and-the-COVID-19-pandemic/>
- Chaudhuri, A., & Manikoth, N. (2021). George Washington university leadership and learning during the COVID-19 crisis: Cross-country perspectives on the emerging needs of human resources. *Human Resource*. Retrieved from https://think.taylorandfrancis.com/special_issues/leadership-learning/ Development International
- Garikipati, S., & Kambhampati, U. (2020). Women leaders are better at fighting the pandemic. VOX, *Centre for Economic Policy Research (CEPR) Policy Portal*.

- Gopinath, G. R. (2021, March 9). Indian vaccine production & growth projection will play an important role in overcoming the pandemic. *The Quint*. Retrieved from <https://www.thequint.com/news/india/indias-leadership-in-vaccine-production-to-help-world-overcome-pandemic-gopinath>
- Giddens, A. (1990). *The consequences of modernity*. Stanford: Stanford University Press.
- <https://www.mckinsey.com/business-functions/organization/our-insights/leadership-in-a-crisis-responding-to-the-coronavirus-outbreak-and-future-challenges>
- <https://www.sipa.columbia.edu/sites/default/files/crisis%20leadership%20COVID19%20-%20Joseph%20Pfeifer.pdf>