



Amity Business School

Leadership Series

Amity Business School regularly organizes ‘Leadership Series’ wherein senior Bureaucrats, Corporate Leaders, Spiritual Gurus and Experts from various walks of life are invited to interact with our MBA students on various domains and aspects of management and personal wellbeing.

Amity Business School organized an extremely motivating and insightful session on the theme “**Managing Uncertainty: What Future Business Leaders Should Know About Science, Evidence, And Decision-Making**” on 18th February, 2026 by Dr. Anamika Bajpai, Founder & Executive Director Vedanta–Centre for Academic & Professional Mentorship Excellence (V-CAPE Mentorship), USA.

Dr. Anamika Bajpai is a U.S.-based biomedical scientist and business professional with experience spanning translational research, clinical evidence evaluation, and strategic decision-making in drug development, including contributions to programs leading to FDA-approved therapies.

The session began with a warm welcome followed by an introduction of the speaker. Dr. Bajpai set the tone by highlighting the growing importance of leadership in uncertain and complex business environments. She explained that uncertainty is not a rare phenomenon but an everyday reality, both in personal and professional life. Key takeaways:

- a) **Understanding Uncertainty in Daily Life** : Dr. Bajpai explained the concept of uncertainty using simple daily-life examples, emphasizing that uncertainty arises when outcomes are unpredictable or when information is incomplete. She highlighted that individuals constantly make decisions under uncertainty without realizing it, and for business leaders, the impact of such decisions is far more significant.
- b) **Why Uncertainty Matters for Business Leaders** : The speaker emphasized that understanding uncertainty is critical for business leaders, as they regularly face situations such as launching new products, entering new markets, and managing innovation and technological change. Decisions made in these uncertain conditions often determine an organization’s long-term success or failure, making it essential for leaders to assess risks carefully and take informed, well-structured decisions despite uncertainty.
- c) **Decision Making Under Uncertainty and Leadership** : Dr. Bajpai emphasized that leadership is most visible during uncertain times. She explained how effective leaders remain calm, logical, and structured while making decisions. She related uncertainty to industries such as pharmaceuticals, startups, and technology companies, where regulatory challenges, research risks, and innovation pressures are extremely high.
- d) **Structured Thinking Under Uncertainty** : The session highlighted the importance of structured thinking while dealing with uncertainty. Dr. Bajpai explained how rational and systematic approaches help leaders avoid emotional or impulsive decisions.
- e) **Frameworks for Better Decision Making** : Dr. Bajpai introduced various decision-making frameworks used by leaders and organizations:
 1. **Decision Tree Analysis**
A structured tool to evaluate multiple choices and their possible outcomes, helping leaders compare risks and rewards.

2. **Scenario Planning**

This involves planning for best-case, worst-case, and most-likely scenarios. The approach is commonly used by consulting firms such as McKinsey and Shell to prepare organizations for uncertainty.

3. **Reversible vs Irreversible Decisions**

Dr. Bajpai explained the importance of identifying whether a decision can be reversed or not. Irreversible decisions require deeper analysis, while reversible decisions allow flexibility and experimentation.

f) Evidence-Based Leadership : A major focus of the session was evidence-based leadership. Dr. Bajpai emphasized that leaders should rely on scientific evidence, data, and research rather than intuition alone. She encouraged leaders to:

- Evaluate existing assumptions
- Avoid outdated practices
- Update decisions based on new evidence
- Embrace emerging research and innovation
- Real-Life Case Examples

She discussed real-life examples from the pharmaceutical and corporate sectors to explain leadership failures and successes under uncertainty. Examples included:

- **Boeing 737 MAX**, highlighting leadership and decision-making failures
- **Moderna**, as an example of adaptive leadership and evidence-based decision-making during uncertainty

g) Career Opportunities for MBA Students : Dr. Bajpai also spoke about career roles for MBA graduates in the pharmaceutical industry. She shared insights from her personal experience and explained how management professionals play key roles in strategy, operations, analytics, regulatory affairs, and leadership positions within science-based organizations.

❖ **Q&A Session**

Q1. In Pharma industry where decisions can directly impact patients, how do you train yourself to stay calm when outcomes are uncertain?

Answer: Calm decision-making comes from teamwork and experience. Structured processes, collective expertise, and repeated exposure to uncertainty help professionals make rational decisions under pressure.

Q2. With increasing restrictions and ethical concerns around animal testing, how do pharmaceutical companies conduct testing for new drugs?

Answer: Dr. Anamika Bajpai explained that animal testing is regulated and permitted only for specific animals and under strict ethical guidelines. She also highlighted that in many cases, alternative methods are used and animal testing may not be required at all, depending on the nature of the research and regulatory approvals.

The session ended with presentation of token of appreciation and gratitude to Dr. Anamika Bajpai.

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