UNIT-V

CO-4 Students will be able to **Compare** the management practices of business icons, case study of companies and leadership profiles of businessmen.

SN	CONTENT	HOURS
6	Management practices of:	4
	Dhirubhai Ambani, Narayan Murthy, Premji, Ratan Tata, Steve Jobs, Bill	
	Gates.	
	Studying organizational structures of any 10 companies and classifying them	2
	into different types of organizations which are studied above and justifying	
	why such structures are chosen by those organizations.	
	Preparing the leadership profiles of any 5 business leaders and studying their	3
	leadership qualities.	

Management Practices of Dhirubhai Ambani:

Dhirajlal Hirachand Ambani, popularly known as **Dhirubhai Ambani** (28 December 1932 – 6 July 2002) was an Indian business tycoon who founded Reliance Industries in Bombay and appeared in *The Sunday Times* top 50 businessmen in Asia. Ambani took Reliance public in 1977 and was worth \$6 billion upon his death on 6 July 2002. In 2016, he was honored posthumously with the Padma Vibhushan, India's second highest civilian honor for his contributions to trade and industry.

Early career

Dhirubhai Ambani was one of the sons of Hirachand Gordhanbhai Ambani, a village school teacher belonging to the Modh community and Jamnaben Ambani and was born in Chorwad,

Junagadh district, Gujarat. Dhirubhai married Kokila, and they had four children; Mukesh Ambani, Anil Ambani,

Nina Bhadrashyam Kothari and Dipti Dattaraj Salgaocar.



He migrated to the then British colony of Aden at age 17 where his brother was working. He initially served as a clerk at A. Besse & Co., which then was the largest transcontinental trading firm east of Suez. He worked as a employer in Yemen, then came to India with \Box 50000 and started a textile trading company in 1958.

Nagavara Ramarao Narayana Murthy (born 20 August, 1946) is an Indian IT industrialist and the co-founder of Infosys, a multinational corporation providing business consulting, technology, engineering, and outsourcing services. Murthy studied electrical engineering at the National Institute of Engineering, University of Mysore, and MTech at the Indian Institute of Technology Kanpur.



Institute of Management Ahmedabad as chief systems programmer and Patni Computer Systems in Pune (Maharashtra). He started Infosys in 1981 and served as its CEO from 1981 to 2002 and as chairman from 2002 to 2011. In 2011, he stepped down from the board and became chairman Emeritus. On 1 June 2013, Murthy was appointed as Additional Director and Executive Chairman of the board for a period of five years.

Before starting Infosys, Murthy worked with Indian

Murthy has been listed among the 12 greatest entrepreneurs of our time by *Fortune* magazine. He has been described as the "father of the Indian IT sector" by *Time* magazine due to his contribution to outsourcing in India. Murthy has also been honoured with the Padma Vibhushan and Padma Shri awards. He is the father-in- law of Rishi Sunak, the British MP and Chief Secretary to the Treasury.

Azim Hashim Premji (born 24 July 1945) is an Indian business tycoon, investor, engineer,

and philanthropist, who is the chairman of Wipro Limited. He is informally known as the Czar of the Indian IT Industry. He was responsible for guiding Wipro through four decades of diversification and growth to finally emerge as one of the global leaders in the software industry. In 2010, he was voted among the 20 most powerful men in the world by Asiaweek. He has twice been listed among the 100 most influential people by TIME Magazine, once in 2004 and more recently in 2011.

He is currently the second richest person in India with an estimated net worth of US\$21.5 billion as of May 2019. In 2013, he agreed to give away at least half of his wealth by signing The Giving Pledge. Premji started with a \$2.2 billion donation to the Azim Premji Foundation, focused on education in India.

In 1945, Muhammed Hashim Premji incorporated Western Indian Vegetable Products Ltd, based at Amalner, a small town in the Jalgaon district of Maharashtra. It used to manufacture cooking oil under the brand name Sunflower Vanaspati, and a laundry soap called 787, a byproduct of oil manufacture. In 1966, on the news of his father's death, the then 21-year-old Premii returned home Azim from Stanford University, where he was studying engineering, to take charge of Wipro. The company, which was Indian called Western Vegetable Products at the time, dealt in hydrogenated oil manufacturing but Azim Premji later diversified the company to bakery fats, ethnic ingredient based toiletries, hair care soaps, baby toiletries, lighting products, and hydraulic cylinders. In the 1980s, the young entrepreneur, recognising the importance of the emerging IT field, took advantage of the vacuum left behind by the expulsion of IBM from India, changed the company name to *Wipro* and entered the hightechnology sector by manufacturing minicomputers under technological

collaboration with an American company Sentinel^[12] Computer Corporation. Thereafter Premji made a focused shift from soaps to software.

Ratan Naval Tata (born 28 December Indian industrialist, 1937) is an investor, philanthropist, and a former chairman of Tata Sons who serves as its chairman *emeritus*. He was also chairman of Tata Group, from 1990 to 2014, and again, as interim chairman, from October 2016 through February 2017, and continues to head its charitable trusts. He is the recipient of two of the highest civilian awards of – Padma India Vibhushan (2008) and Padma Bhushan (2000). He is wellknown for his business ethics and philanthropy.

Born in 1937, he was a scion of the Tata family, and great-grandson of Jamsetji Tata, the founder of Tata Group. He is an alumnus of the Cornell University College of Architecture. He joined his company in 1961, and was the apparent successor to J. R. D. Tata upon the latter's retirement in 1991. During Ratan Tata's chairmanship of 21 years, revenues grew over 40 times, and profit, over 50 times. He boldly got Tata Tea to acquire Tetley, Tata Motors to acquire Jaguar Land Rover, and Tata Steel to acquire Corus, in an attempt to



turn Tata from a largely India-centric group into a global business.



Ratan Tata was born in Bombay, now Mumbai, on 28 December 1937, and is the son of Naval Tata (born in Surat). His biological maternal grandmother had been the sister of Hirabai Tata, wife of group founder Jamshedji Tata. His biological father, Hormusji Tata, had belonged to the broader Tata family; Ratan therefore was a Tata by birth. Parents Naval and Sonoo separated in 1948 when Ratan was 10, and he was subsequently raised by the widow of Sir Ratanji Tata, his grandmother, Navajbai formally Tata. who adopted him J. N. through the Petit Parsi Orphanage. He has a half-brother, Noel Tata (from Naval Tata's second marriage with Simone Tata), with

whom he was raised. His first language is Gujarati.

He studied at the Campion School till the 8th class, followed by Cathedral and John Connon School and at Bishop Cotton School in Shimla, and, in 1955, graduated from Riverdale Country

Steven Paul Jobs (February 24, 1955 – October 5, 2011) was an American business magnate, industrial designer, entrepreneur and investor. He was the chairman, chief executive officer (CEO), and co-founder of Apple Inc., the chairman and majority shareholder of Pixar, a member of The Walt Disney Company's board of directors following its acquisition of Pixar, and the founder, chairman, and CEO of NeXT. Jobs is widely recognized as a pioneer of the microcomputer revolution of the 1970s and 1980s, along with Apple co-founder Steve Wozniak.

Jobs was born in San Francisco, California and put up for adoption. He was raised in the San Francisco Bay Area. He attended Reed College in 1972 before dropping out that same year, and traveled through India in 1974 seeking enlightenment and studying Zen Buddhism. His declassified FBI report states that he used marijuana and LSD while he was in college, and once told a reporter that taking LSD was "one of the two or three most important things" he had School in New York City. In 1959, he then received a degree in Architecture from Cornell University, and in 1975, attended the seven-week Advanced Management Program of Harvard Business School an institution which he has since endowed.



Jobs and Wozniak co-founded Apple in 1976 to sell Wozniak's Apple I personal computer. Together the duo gained fame and wealth a year later with the Apple II, one of the first highly successful mass-produced personal computers. Jobs saw the commercial potential of the Xerox Alto in 1979, which was mouse-driven and had a graphical user interface (GUI). This led to development of the unsuccessful Apple Lisa in 1983. followed by the breakthrough Macintosh in 1984, the first mass-produced computer with a GUI. The Macintosh introduced the desktop publishing industry in 1985 with the addition of the Apple LaserWriter, first laser the printer to feature vector graphics. Jobs was forced out of Apple in 1985 after a

long power struggle with the company's board and its then-CEO John Sculley. That same year, Jobs took a few of members with him Apple's to found NeXT, a computer platform development company that specialized in computers for highereducation and business markets. In helped addition. he to develop effects industry when he the visual funded the computer graphics division of George Lucas's Lucasfilm in 1986. The new company was Pixar, which produced the first 3D computer animated film Toy Story (1995).

Apple merged with NeXT in 1997, and Jobs became CEO of his former company within a few months. He was largely responsible for helping revive

William Henry Gates **III** (born 28, 1955) October is an American business magnate, investor, philanthropist, author, and humanitarian. He is best known as the principal founder of Microsoft Corporation. During his career at Microsoft, Gates held the positions of chairman, CEO and chief software architect, while also being the largest individual shareholder until May 2014.

raised in Seattle, and Born Washington, Gates launched Microsoft with Paul Allen in 1975; it went on to become the world's largest personal computer software company. Gates led the company as chairman and CEO until stepping down as CEO in January 2000, but he remained chairman and became chief software architect. In June 2006, Gates announced that he would be transitioning to a part-time role at Microsoft and full-time work at the Bill & Melinda Gates Foundation, the private charitable foundation that he and his wife, Melinda Gates, 2000. He gradually established in transferred his to Ray duties

Apple, which had been at the verge of bankruptcy. He worked closely with designer Jony Ive to develop a line of products that had larger cultural ramifications, beginning in 1997 with the "Think different" advertising campaign and leading to the iMac, iTunes, iTunes Store, Apple Store, iPod, iPhone, App Store, and the iPad. In 2001, the original Mac OS was replaced with a completely new Mac OS X. based on NeXT's NeXTSTEP platform, giving OS modern Unix-based the а foundation for the first time. Jobs was diagnosed with a pancreatic neuroendocrine tumor in 2003. He died of respiratory arrest related to the tumor at age 56 on October 5, 2011.

Ozzie and Craig Mundie. He stepped down as chairman of Microsoft in February 2014 and assumed a new post as technology adviser to support the newly appointed CEO Satya Nadella.

Gates is one of the best-known entrepreneurs of the personal computer revolution. He has been criticized for his business tactics, which have been considered anti-competitive. This opinion has been upheld by numerous court rulings.



Since 1987, Gates has been included the *Forbes* list of the in world's wealthiest people, an index of the documented individuals, wealthiest excluding and ranking against those with wealth that is not able to be completely ascertained. From 1995 to 2017, he held the Forbes title of the richest person in the world all but four of those years, and held it consistently from March 2014 to July 2017, with an estimated net worth of US\$89.9 billion as of October 2017. However, on July 27, 2017, and since October 27, 2017, has been surpassed he by Amazon founder and **CEO** Jeff Bezos, who had an estimated net worth of US\$90.6 billion at the time. As of August 6, 2018, Gates had a net worth of \$95.4 billion, making him the second-richest person in the world, behind Bezos.

Later in his career and since leaving Microsoft, Gates pursued a number of philanthropic endeavors. He donated large amounts of money to various charitable organizations and scientific research programs through the Bill & Melinda Gates Foundation, reported to be the world's largest private charity. In 2009, Gates and Warren Buffett founded The Giving Pledge, whereby they and other billionaires pledge to give at least half of their wealth to philanthropy. The foundation works to save lives and improve global health, and is working with Rotary International to eliminate polio.

Studying organizational structures of any 10 companies:

Company 1: TATA





Company 4:Amazon





JAIPUR ENGINEERING COLLEGE AND RESEARCH CENTER, JAIPUR

Company 6:Indian Railways

ORGANIZATION STRUCTURE

MINISTER OF RAILWAYS

MINISTER OF STATE OF RAILWAYS (S)

MINISTER OF STATE OF RAILWAYS (G)





Company 8:HUL





Company 10:Vizag Steel



Great Business Leaders of India Most Respected Business Leaders of India – Conglomerate Organisations

Ratan Tata



He became the chairman of the famed Tata Group in 1991 replacing his father JRD Tata. He was the guiding force behind Tata Consultancy Services when it started issuing shares and the listing of Tata Motors on the New York Stock Exchange.

The Tata Indica range introduced in 1998 was pioneered by him. Another major achievement on his part was the acquisition of an Anglo-Dutch aluminium and steel producer Corus Group. Sealed on January 31, 2007 this deal helped to create the 5th biggest steel producing company of the world.

Yet another successful acquisition was from Ford Motor Company of Jaguar & Land Rover. He had also envisaged a car that would be worth only INR 1 lakh. This dream was fulfilled with the Nano that was shown for the first time on January 10, 2008 at the New Delhi Auto Expo. It was formally introduced on March 23, 2009.

Adi Godrej



The Chairman of the Godrej Group, Adi Godrej is responsible for the success attained by the organization even during the times when the Indian economy was not liberalized.

Besides being an industrialist, Godrej is a philanthropist and has been able to organize and update the management set-ups in the company and also effected several procedural betterments.

Once the national economy was liberalized, he changed the organizational policies to deal with

the new challenges. In the early part of 2000s the organization concluded a decade long reformation process whereby every business was converted into an independent entity.

He has been a prominent advocate of the WWF (World Wildlife Fund) and has set up in Mumbai's Vikhroli Township an environment friendly business campus. It has a mangrove forest spanning 150 acres as well as a school for employees' wards.

Azim Premji



The Chairman of Wipro Limited took control of the family business in 1966 when he was only 21 year old due to the demise of his father MH Premji. The organization was then known as the Western India Vegetable Product Company.

Thanks to his guidance, the organization has started a period of diversification and growth that can be termed as ambitious. It started by making light bulbs and soon ventured into the following consumer products:

- Soaps
- Shampoos
- Baby care products
- Powder

The company entered the information technology market during 1980s after the IBM was expelled during 1975. The Wipro Chairman is known to be an economical and modest man even though he has considerable wealth. He presently owns a Toyota Corolla, likes company guest houses over hotels, and travels in economy class.

Business Week has declared him to be one of the leading global entrepreneurs. The Wesleyan University of Middletown, Connecticut conferred on him an honorary doctorate. The recognition was for his stupendous philanthropic activities.

Mukesh Ambani



The Managing Director and Chairman of Reliance Industries is one of the richest men in both Asia and the world and his own wealth is in excess of 1,45,000 Crores. He became a part of the organization during 1991 and was responsible for the biggest grassroots petroleum refinery of

the world at Jamnagar.

As of now its capacity is approximately 33 million tons per year or 1.2 million barrels every day. The organization also focuses on other areas like the following:

- Petrochemicals
- Ports and other infrastructure connected to them
- Power

The company has also bought a lot of stake in shale gas properties previously owned by Pioneer Natural Resources, and Atlas Energy Inc

Kumar Mangalam Birla



The Chairman of the Aditya Birla Group is a qualified chartered accountant who is also a London Business School MBA and Honorary Fellow. He has served in a wide variety of responsibilities such as the Chairman of SEBI Committee on Corporate Governance, and the Chairman of the same organization's Insider Trading Committee.

He is also credited with India's first ever corporate governance report. He is also the Chancellor of BITS Pilani and its other branches at Hyderabad, Dubai, and Goa. He also serves as the GD Birla Medical Research and Education Foundation director.

Anil Ambani



The Chairman of Reliance Anil Dhirubhai Ambani Group became a part of the organization in 1983 as a co-CEO. He is often regarded as the brain behind several groundbreaking developments in the capital markets sector of the country.

His takeover of Adlabs is regarded as a major accomplishment on his part – a film production and distribution house, and multiplex organization Adlabs also has the sole dome theater of India. He has also entered into a JV with Steven Spielberg, an acclaimed Hollywood filmmaker.

The deal has been valued at 825 million US dollars. He has shown a keen interest in owing sports clubs and has previously tried to buy Newcastle United and Everton.

Anand Mahindra



The Managing Director and Chairman of Mahindra & Mahindra Ltd was employed as a Deputy Managing Director during 1991. During April 1997 he became the MD and became the Vice Chairman during January 2003.

He was one of the promoters of the Kotak Mahindra Finance, which became a bank during 2003. He has also co-founded the Harvard Business School Association of India. Yet another important milestone in his career has been Tech Mahindra's acquisition of Satyam Computer in 2009.

Most Respected Business Leaders of India- Real Estate and Hospitality

Kushal Pal Singh



The CEO and Chairman of DLF Ltd., Kushal Pal Singh has been able to transform Gurgaon into an outsourcing hub that is famous across the world thanks to the following facilities:

- Office buildings
- Shopping malls
- Apartments
- Leisure arrangements

In addition to their superb standards, these constructions are also safeguarded against earthquake. He has had the distinction of being the richest real estate businessman of the world in 2008.

He started working at the American Universal Electric Company in 1960 and when it merged in 1979 with DLF Universal Limited, he assumed the position of the managing director.

Under his leadership DLF now has an approximate land quantity of 10,255 acres.

Yogesh Chander Deveshwar



He is the Chairman of ITC Limited. He rejoined the organization in 1994 and was employed as a full time vice chairman and director. He assumed the position of Chairman in 1996. He was the moving force behind ITC's rise as one of the leading providers of fast moving consumer goods in India.

Most Respected Business Leaders of India- Banks and Financial Institutions

Chanda Kochhar



She is the CEO and MD of the ICICI Bank- she assumed control of the bank from KV Kamath during May 2009. From 2005 onwards she has been a regular feature of the "Most Powerful Women in Business" list brought out by Fortune Magazine. She was inducted in the "World's 100 Most Powerful Women List" of Forbes during 2009.

Naina Lal Kidwai



The Country Head and Group General Manager of the HSBC Group has also served as the Deputy CEO and CEO of the organization apart from being the HSBC Securities and Capital Markets India Private Limited Managing Director.

She rose to her present position in 2009. She has been a regular feature in the Top Women in Business, a global list brought out by Forbes, has achieved the 12th position in the 2006 Global Listing of Women to Watch of the Wall Street Journal. The Time Magazine, in 2002, included her in the list of 15 Global Influentials.



The Managing Director of HDFC Bank has held that post from September 1994 onwards and has worked in the Indian and international banking sector for 38 years. He has also served between 1992 and 1994 as the Citibank Malaysia CEO.

Om Prakash Bhatt



The former SBI Chairman and, now, a Hindustan Unilever Ltd board of directors member has the distinction of being the chairman with the longest term for SBI in recent times. He was employed as SBI Chairman during June 2006.

In 1972 he initiated his career in the bank as probationary officer and hold several important positions. Between January 2005 and April 2006 he has served as the State Bank of Travancore Managing Director.

Most Respected Business Leaders of India- IT and Technology

Narayana Murthy



The chief mentor and founder of Infosys acted as its CEO for a 21 year period between 1981 and 2002 after which he relinquished the position. At present, he has widened his horizon to global promotion of India and social services.

He has initiated a venture fund named Catamaran Venture Fund with the funds he got after he sold 800,000 shares of Infosys that were worth INR 174 crores. Sudha Murthy, his wife, also pitched in with INR 430 crores, an amount she earned after selling her shares in the company.

Murthy has stated that he wants Infosys to be an organization where people from various countries, religions, and races work in a very spirited yet pleasant, distinguished, and polite environment to give the clients the maximum possible value.

Kiran Mazumdar-Shaw



The Managing Director and Chairman of Biocon Ltd started the organization with an initial capital of INR 10 thousand in 1978. Its first operation was enzyme extraction from papayas.

She had applied for loans at that time but was rejected because her company did not have sufficient assets and biotechnology was a new field back then. In the next few years the company has continued to grow in her guidance and is now the largest biopharmaceutical organization in the country.

Subramaniam Ramadorai



The Vice Chairman of Tata Consultancy Services and present Tata Elxsi Chairman started his professional journey as a junior engineer. In 1979 he was given the responsibility of establishing the organization's US operations starting with New York City.

He led the quality programs of the organization and took 16 Development Centers of TCS to the Software Engineering Institute's CMM Level 5, which is the most important and best performance appraisal of the organization.

Shiv Nadar



The Chairman of **HCL Technologies** started an organization named Microcomp for selling teledigital calculators in India and the brand was Televista. HCL was established with an initial capital of INR 187 thousand from its founders in 1976. The UP government also became an

equity partner with 26% shares. HCL Technologies went public in 1999 under the guidance of Nadar.

Most Respected Business Leaders of India- Telecom and Automobile

Sunil Bharti Mittal



In April 1976, at the tender age of 18 years Mittal, the Managing Director and Chairman of Bharti Enterprises started making crankshafts for local bicycle makers and this was his first business. He started with a capital of INR 20 thousand, loaned from his father.

He sold the yarn and bicycle parts factories in 1980 and went to Mumbai in 1984 where he began assembling push-button phones. He was successful in winning one of the 4 licenses that were initially auctioned in India in 1992.

The government consented to his plans in 1994 and he initiated, in 1995, the services in Delhi. His organization Bharti Cellular Limited started the brand AirTel. During November 2006 he entered into a joint venture with Wal-Mart and started several retail outlets across the country.

He started Bharti Comtel in July 2006 with several important officials from NIS Sparta, and Reliance ADAG. In recent years, he has bought the Kuwait based Zain Telecom.

Brijmohan Lall Munjal



The founder of the Hero Group started with a business of providing components to bicycle manufacturers in Amritsar and near the city during the late 1940s. They increased their distribution network gradually and by the first half of the 1950s their business had spread all over the country.

Hero Cycles Ltd upgraded its business activities to manufacturing from just supplying from 1954 onwards. In 1984 it entered into a joint venture with the Honda Group from Japan to start making motorcycles.

The 10 Greatest Business Leaders of All Time:

1. Henry Ford



Coming together is a beginning; keeping together is progress; working together is success.

The pioneer of the Model T launched more than just engines, but, through his Model T assembly line, a more efficient means of working. This approach to production lowered the cost of materials and the final product, which changed American vehicle accessibility and the world around him; changing the course of history really does pay.



That's been one of my mantras—focus and simplicity. Simple can be harder than complex; you have to work hard to get your thinking clean to make it simple.

He didn't necessarily invent the wheel, but he sure did reinvent it—the computer, that is—to become more accessible and exciting to the entire world. Steve Jobs, the iconic face of Apple Inc., is a name known by millions whose technology affects millions more.

2. Madam CJ Walker



I got my start by giving myself a start.

The most brilliant business leaders find an unserved corner of the market and serve it; no one better exemplifies this than Madam CJ Walker. In the late nineteenth and early twentieth centuries, Walker developed hair care products that directly targeted the needs of a demographic often overlooked by mainstream American beauty companies: African-American women.

Her business took off and she quickly became one of the most successful American businesswomen in history.

3. John D. Rockefeller



Singleness of purpose is one of the chief essentials for success in life, no matter what may be one's aim.

It takes some severe business savvy to become the first American billionaire. John D. Rockefeller wrangled and ran nineteenth century America's oil economy, bringing travel and transit to Americans more cheaply than ever before. Standard Oil also managed to shape America's laws and public attitudes towards monopolies.

5. P.T. Barnum



Fortune always favors the brave, and never helps a man who does not help himself.

P.T. Barnum's success was no freak accident. This showman and founder of Barnum & Bailey Circus captured American fascinating through the fascinating and unexpected. He became known as the Shakespeare of Advertising, for his knack of promoting his business with lurid language was unparalleled.

6. Estée Lauder



Projecting your mind into a successful situation is the most powerful means to achieve goals.

Hers is a name known throughout America today: Estée Lauder. When she was a child, she took great interest in her uncle's chemistry products and demonstrated an immediate entrepreneurial knack from a young age as she sold his products where she could. She went on to develop her own products, brand, and permanence in American beauty.

7. Andrew Carnegie



People who are unable to motivate themselves must be content with mediocrity, no matter how impressive their other talents.

Many historians cite Andrew Carnegie as being the transformative force that ushered America into its industrial revolution. This iconic steel baron's work, through his use of middle managers and other professionals, is what also helped expand the country's middle class. Few could dispute that he's one of the country's most influential leaders.



Though not a businessman in the traditional sense, King Croesus-an Asian ruler in sixth century B.C.-created the world's first coin currency. By creating cash flow, his inclusion here makes "cents."

9. Walt Disney



A man should never neglect his family for business.

By marrying the creative and the corporate, entrepreneur and animator Walt Disney created the internationally-beloved brand that has captured millions of hearts worldwide. His work has shown the value of heart and creativity of business. His storytelling served not only to entertain, but to also develop trust in his brand.

10. Sakichi Toyoda



Before you say you can't do something, try it.

Part of being a successful business leader is knowing when to use past success to invest in future successes. Sakichi Toyoda invented an error-detecting loom in 1924; he later sold that loom's patent for nearly \$150,000. He then used that money to help launch his son's start-up company: a little automobile business called Toyota. Toyoda's knack for automation in machine products would later go on to revolutionize many industries.