COURSE OF INDEPENDENCE STUDY ON LEADERSHIP AND ORGANISATIONAL WORK CULTURE:
A Case study of Amrita Vishwa Vidyapeetham cricket team

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OBJECTIVE

To write a case study on effective leadership by Amrita School of Business alumni, Barath Murali, in the university cricket team during his tenure as a player and also the team captain.

BACKGROUND

- Need to write on a practical situation related to sports.
- Bharath Murali(Alumnus of ASB) and his impact on university cricket team.
- He was enrolled to the Leadership skills course offered by Dr. Rajiv Prasad and implemented the ideas he got from the class sessions in the cricket team.
- Dr.Banerjee wanted to make it a case study, but was unable to continue as it involved in depth interviews and surveys.

BOOKS READ

- Leadership challenge by Posner and Kouses.
- Case study research design by Robert K Yin.

RESEARCH METHODOLOGY

1. • Literature review
2. • In depth interviews and expert interviews

LITERATURE REVIEW

- A transformational leader is the one who change the culture of an organization by first understanding the culture of the organization and then realign the organization's culture with a new vision and revision of its shared assumptions, values and norms.
- Transformational leaders integrate creative insight, persistence and energy, intuition and sensitivity to the needs of others to "forge the strategy culture alloy" for their organizations. Bass demonstrates the relationship between leadership and culture by examining the impact of different styles of leadership on culture.
- He argues that transactional leaders tend to operate within the confines and limits of the existing culture, while transformational leaders frequently work towards changing the organizational culture in line with their vision.
- Culture is always in the process of transformation and change and a transformational leader is responsible for creating a new culture in the team which should be taught to the new member.

Full Range of Leadership Model

ISSUES IDENTIFIED

- Favoritism.
- Seniority issues.
- Relationship between seniors and juniors.
- Lack of success and victories.
- Lack of adequate match practice.
- Lack of proper selection trials.
- No proper nurturing of junior players.
- Lack of team spirit as well as efforts for practice.
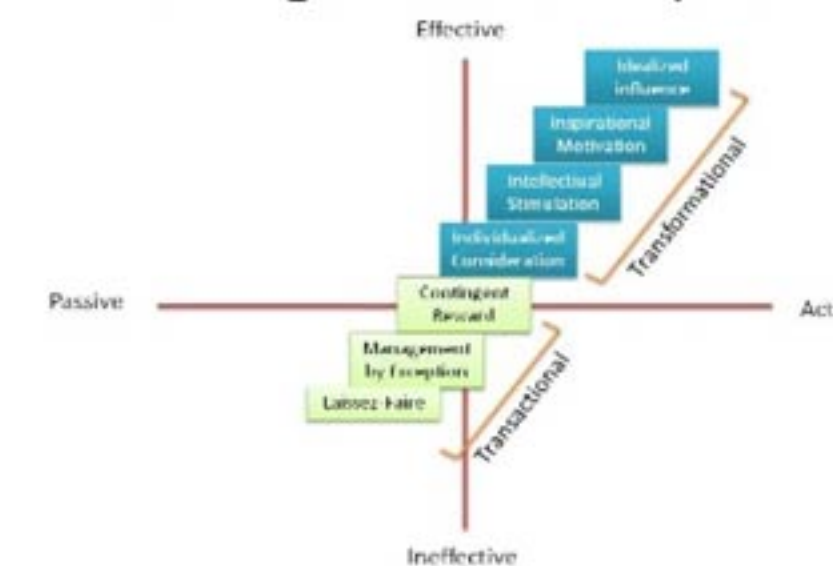
SUGGESTED SOLUTIONS

- Conducted selection trials for junior players.
- Conducted various inter department tournaments for match practices
- Conducted the Amrita Premier League cricket tournament.
- Team selection became based on performance and passion for the game.
- Conducted regular team practice sessions, team meeting and match analysis.
- Built personal relationship with players, motivated and challenged them according the situations.
- Pre-match and post-match data analysis.
- Setting an example for the team and lead the team from the front.

LEADERSHIP TRAITS DISPLAYED

- Proactive and responsible.
- Perseverance and determination.
- Leading the team from the front.
- Effective communication.
- Passion for the game
- Individualized consideration

- Effective communication.
- Unearth new talents.
- Inspirational motivation.
- Dedication and commitment.
- Transformational leadership
- Institution builder.

TESTIMONIALS

Ravi

Aswath

Vivek

- " The way that you made some final seniors, MBAs out and took 4 of the first years, created a climate in the team that talent is important than seniority to be in the team. Behavior of Pradeep in bus while going to match in Coimbatore for "kovai vizha",which is a cricket tournament played between colleges in Coimbatore and you not minding it, going with his decision, showed me the stubbornness that a captain needed."

- When we were going for CDCA tournament we had a small interaction within our team about Prithvi a senior player being dropped from the side. You gave a perfect reason why he was dropped from the side. You said, he didn't perform well in the practice matches. And even though he was a senior player he was dropped. I really liked your reason...and I thought it would be great if it follows in the future also."

- Two years back the selection was purely based on seniority i.e you have to be a final year for getting into the team. but it all changed last year when you took over as captain. the seniority priority changed the team's selection was based purely on those who come regularly for practice and those who perform in the regularly conducted practice matches.