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A Case Review for a Team or Individual Approach to “Make In India”

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Abstract: In this changing dynamic work environment, one must know how to stand uniquely in a sea of different personalities. Team playing is an art that has come to occupy a very important place in the corporate circuits. By definition a “**lone wolf**” refers to a psychological state in which a person is more comfortable working alone rather than in co-operation with others. He sets his own goals and priorities and takes decisions by himself. Consequently, **lone wolves** are portrayed as unenthusiastic about expending effort to cooperate with others and dedicating very little time and energy to develop relationships within their work environment. “**TEAM**” can be described as an acronym for “Together Everyone Achieves More”. The team players are more enthusiastic in relationship building. They believe that working in a team will guarantee success and new and innovative ideas for development may be brought to the fore. They expend time in understanding the viewpoints of others and try to utilize the best from everybody. There may be a flipside to team playing also. Many people have tried to describe the various behavioral patterns of both the characters. Articles have been published on the same. There may be cases/situations where being the lone player is a better option while some circumstances may call for a more collaborated approach. Sometimes some specific attributes of people may led them to becoming a team player or prefer working alone. This report would try to delve deeper in this regard and try to bring out the various aspects that differentiate an individual player and a team person. It is quite interesting to note circumstances where the lone wolf is strong and also those circumstances in which it is important to work in a team. This report will not argue as to which is a better option but bring would rather lay an insight as to the various attributes that define the two.

Keywords: Lone wolf, Team player, Team work, behavior

INTRODUCTION

Many articles and papers have been published comparing the individual player and the team player. Corporate psychologists have been studying the behavioral patterns and attributes of both these classifications. It is important to understand what driving force behind the two players is. We have the individual players as

well as the team players in sports. On the D-Day the performance of the team matters on whether we lift the cup. Sports like Cricket, Football, and Hockey are team sports while Chess, Athletics and Squash require the individual skills of the individual. The same can be held true for the corporate environment also. Let us first introduce ourselves to the Team Player and the Individual Performer.

Teamwork, support, synergy are the basic requirements for the success of any business, or so people think. Great teams produce effective results. Creativity and innovation are the distinct characteristic of a human brain. When great minds come together, the results are overwhelmingly great. In our corporate sphere we have great teams form and the result is great success. Apple was the result of coming together of four of the best computer engineers of the time. Great teams give rise to great opportunities. When these brains come together the result is for all of us to observe. We have all worked in a team at some point in our lives, whether it is at a personal level or at a professional level, at school, college or at work. We cannot deny the fact that we motivate each other to bring out the best in us. We learn to respect the view point of others and synergize the knowledge and skills to obtain the desired result. Focus is never lost.

However, we also cannot overlook the fact that conflicts are also an inherent feature of a team. Even though teams bring together creativity and innovation, conflicts are bound to happen. Many a time these conflicts have proved devastating for the enterprise. The history of Apple, the firing of the 4 co-founders of Apple, the reverse firing of Steve Jobs and then his recall are all a verdict of results of conflict in a team. Together Each One Achieves More (TEAM) may not always be the case. A person may not even get a chance to showcase his skills. There may be dire consequences both at the personal and professional level if “constructive” team formation is not there. Shift of blame is quite common in a team. Applause is for the entire team, criticism is for the individual.

The term “Lone Wolf” refers to a person who prefers to utilize his skills for his own benefit. He is the master of his own decision. He shall bear the consequences, whether good or bad. Credit and applause are for his taking. He is also the person who has to take all the criticism. The INDIVIDUAL performer is not dependent on anyone. Scientists work individually to create technology that has made our lives very much easy and simple. Innovations have led to budding start-ups. The accountability is there. The “LONE WOLF” achieves maximum potential when there others are not around to confuse him. “Too many cooks spoil the broth” is dedicatedly followed by them. They acknowledge the power of being different. They never lose their focus which their greatest attribute. Above all they are the most updated people. It is always the individual who is remembered.

Even though the individual players are self-motivated, but you need outside motivation also. After all we are social beings and are dependent on each other for our existence. Stress and frustration levels are high for these individual players. They do not like interference of others and sometimes ignore and give a cold shoulder to positive assistance, when one comes along. Vision may get blurred after sometime if there is no one to push them around. They may lose out on necessary value addition to their skills. Agreed that they would be the first people to develop and hone their skills, but the direction may not be clear. The Individual player may not always be understood correctly and more that often this goes against them.

LITERATURE OVERVIEW

Van Der Vegt, G. S., and Bunderson, J. S. (2005) studied the expertise diversity relationship with team learning and team performance and concluded that in teams with low collective identification, expertise

diversity was negatively related to team learning and performance; where team identification was high, those relationships were positive. Lurey, J. S., and Raisinghani, M. S. (2001) described the virtual teams—groups of people who work together although there is huge gap of time, place and organization boundaries and their effectiveness. Virtual teams have become critical for organizations to survive. Reagans, R., and Zuckerman, E. W. (2001) supported a demographic diversification for companies for better understanding and co-ordination.

Szuc, D., and Wong, J. (2016) wrote about conflicts within teams. They have tried to analyze the reasons for conflicts within teams.

Day, D. V., Gordon, S., and Fink, C. (2012) have compared organizations with sports. The key issues of Co-operation and competition have been looked not and it was found that a greater integration between and within teams is required.

Hazel, S. J., Heberle, N., McEwen, M. M., and Adams, K. (2013) highlighted the positive aspects a Team Based Learning Module to make individuals personally and professionally very strong. However, a more focused approach is required in implementing the same. McLaughlin, N., Carrau, R. L., Kelly, D. F., Prevedello, D. M., and Kassam, A. B. (2013) and Taylor, C., Shewbridge, A., Harris, J., and Green, J. S. (2013) have written about the importance of teamwork and the advantages associated with a TEAM in the research and development in the medical sciences. Sein-Echaluze, M. L., Fidalgo-Blanco, Á., and Peñalvo, F. J. G. (2015) have proposed a search engine type of research methodology to study the team work competency. Juchem, D. M., Céspedes, E. A. H., Marin, F. A., and Cunha, M. N. (2014) concluded that companies are still adapting to new paradigms of the market and seek to achieve greater productivity with the accomplishment of teamwork, considering aspects such as leadership, motivation, and interpersonal relationships.

Ackerman, P. L. (2014) studied the behavior of the individual talent and laid emphasis on the fact that first Talent needs to be identified and the nurtured to develop expert and excellent levels of performance. King, A. (1993) described in his book how an individual reacts to knowledge and learning and this can bring about major differences in the viewpoints.

Carveth, D., and Hantman, J. (2002) wrote about how the individual expertise of a person can help in forecasting issues that could arise in a new project. Ashford, S. J., and Cummings, L. L. (1983) wrote that an individual would receive feedback better and can more easily formulate strategies regarding the same.

Minson, J. A., and Mueller, J. S. (2012) demonstrated that the very process of making a judgment collaboratively rather than individually also contributes to such myopic underweighting of external viewpoints. Häkkinen, P., and Hämäläinen, R. (2012) conducted a study on the different aspects of Computer Supported Collaborative Learning when it comes down to both the personal level and the group level. Dunnette, M. D., Campbell, J., and Jaastad, K. (2010) researched teams and individuals alike for a brainstorming sessions and observed that individuals brought more ideas to the table as compared to a team. Kuhn, D. (2015) in his research has tried uncovering as to why sometimes collaborative cognition may be a critical issue. Jeff Stibel (2011) has published the article why great individual is better than a good team by mentioning that Bill Taylor argument over great people are overrated against the Facebook CEO Mark Zuckerberg's comment that great engineer is equal to 100 average engineer. Author also shares his view point that quantity can never be better than quality when we concern with the people. Our brain work

better in individually and breaks down in group. Kumar, S (2014) has written in favor of talented individual performance that has helped in raising the bar of performance. He has in turn defined them as goal oriented people who are a part of the high energy, high performing team yet they stand out in their own way.

SCOPE AND OBJECTIVES OF THE STUDY

This study is based on the various articles that have been published in various journals and e-journals. Many articles have been written on the same. This report will try and explore as to what is best fit for the correct profile.

With the help of a few cases we shall try to study and analyze the behavior of individuals and the team players. Though there are many cases wherein the individual player is not that brought forward, but every individual has his or her own value.

1. Understand the power of great teams. Teams can create history.
2. Understand the value of an individual performer in the corporate circle

LIMITATION OF THE STUDY

1. The study is limited to web articles and publications.
2. Viewpoints and perceptions are based on the situational accounts and the opinions of the authors.
3. Facts and figures are based on historical accounts available in these articles.

A TEAM APPROACH AND AN INDIVIDUALISTIC APPROACH TOWARDS “MAKE IN INDIA”

Some of the journals and authors as discussed above advocate teamwork as a means of better output and increased productivity and efficiency. Many others advocate the individualistic approach.

India has always been a country of great opportunities. Many resources have been tapped and many others are yet to be tapped. We are proud to have some of the great brains that the world has ever seen. Right from the times of Kalidasa and Valmiki to the present day authors such as Vikram Seth and Arundhati Roy, India has been a land of great literary figures. The work of Chanakya is well known to everyone and he is regarded as one of the greatest political figures that ever lived in India.

India is the country where great sportsman as Sachin Tendulkar, Milkha Singh, Leander Paes, Baichung Bhutia, Saina Nehwal, Sakshi Mallik, P T Usha have been born.

If we discuss each and every art sector of India the list would be endless. With the likes of Lata Mangeshkar, M. F. Hussain leading the fore, the list of the legendary artists who have brought laurels to India is endless and it would be a dishonor not to mention everybody.

Coming to the modern age of cut-throat competition and advanced technology, our home-grown companies have the best reputation in the world. Whether it is the TATA's, Reliance, Aluminum industries (HINDALCO and BALCO) our industries have proven their mettle in every fore. Our Private and Public

players have built a high reputation in the world market whether it is in the Oil and Gas sector, Defense Sector, Infrastructure, Power and Energy Sector.

Apart from this India has a promising environment for evolving start-ups. In 2015 about 5 billion dollars were invested thereby making India the third most preferable destination for emerging start-ups (a growth of 40% has been observed). Several auditing bodies and trend analysts have verified and justified the claim that India has fast emerged as a leading startup ecosystem. As per the statistics given in the NASCOM report, the number of investors has risen by 23% in 2015. Major evidence is the increasing FDI and the willingness of foreign players to invest in India. A 125% rise has been observed in the total funding.

All these facts prove that India has been developing as a growth opportunity not only for the mega industries but also for the start-up ecosystem as well. Make in India has been instrumental in placing India on a top position in the world market.

The outside scenario is very much visible but what is most intriguing and heartening is the inside world of these industries. An organization is made for the people, of the people and by the people. Employees offer creativity and innovation.

With the help of some cases we would like to bring out the organizational behavior aspect of some these industries. Teams have changed the face of the Indian industry. Individuals whose vision combined with team effort brought India on the world map.

BACKGROUND 1

Birth of an Empire

In the year 1932 a child was born to a family of very limited desires and means. His father taught in a school near his place of birth. He began his business career by selling "pakoras" to religious tourists who visited Mount Girmar during holidays. When he became 16, he relocated to Aden, Yemen where he started working for A. Besse and Co. for a meager salary of Rs.300. He rose because his hard work and diligence and became a manager for the company's port stations. In 1962, he returned to India and started importing polyester and exporting spices.

He and his partner started their business in a small room with a phone, a table and three chairs. The initial capital was only Rs.15, 000. Soon, he and his partner parted ways as he was more of a risk taker and believed that a yarn inventory now would lead to profit when the prices rose.

By late 1960's the net worth was estimated to be around Rs.1 million.

DISCUSSIONS

"Our dreams have to be bigger. Our ambition higher. Our commitment deeper. And our efforts greater. This is my dream for Reliance and for India."

The great vision of Mr. Dhirubhai Ambani late founder and chairman of Reliance Commercial Corporation led to the foundation of Reliance Industries. Under his leadership Reliance expanded and diversified from the textile industry to the petroleum industry to communications and many other sectors.

What is more interesting is that without a Stanford or a Yale degree he achieved what some of our more educated lot of those times thought impossible.

He is the best example of a perfect manager of time, money and men. He exhibited great passion to find answers to any query, no matter how tough they were. Dhirubhai started Reliance during that phase of Indian industrial history when the environment were not so congenial for the private players Dhirubhai took a unique path of generating funds by offering shares of his company as against the government-owned financial institutions that funded the then private industries

Dhirubhai Ambani was a great visionary and is widely regarded as one of the greatest industrialists India has ever produced

The effort and ambition of one man led to the formation of a rock solid empire that has withstood the forces of time and has beyond Indian borders. It was the vision of an individual that laid the foundation of the enterprise that completely Indian by birth and a company where we all wish to work for some day.

BACKGROUND 2

A Promise is a Promise

One rainy evening in Bengaluru as he was waiting for the traffic signal to turn Green, he noticed couple on a two-wheeler trying their best to avoid the rain. The two-wheeler could barely control and almost met with an accident. Noticing this, the chairman of one of one of India's largest empire, made a promise that he would roll out a car that was not only safe to drive but also affordable to many of our middle class citizens.

This idea led to a promise that revolutionized the automobile industry.

The move out from one place and the subsequent relocation to another are testimony of what a great and dedicated team can do. Controversies and setbacks hit the manufacturing unit, but the chairman was not deterred. The infamous pullout of October 2008 and the subsequent costs incurred were huge.

The Engineering team got full support of the chairman. The Design team worked in collaboration with all the other functions of the company. The whole matter was kept Top Secret and a strategic alliance was formed with the prime suppliers. The project lead states that bringing all the suppliers together was a good thing. This led to better co-ordination, co-operation and understanding between the functions.

Every detail was looked into and finally after 14-months of hand-working the fall of 2008 the promise finally saw the light of the day. This propelled India as one of the world's foremost manufacturers in the automobile sector signifying quality and cost-effectiveness at the same time.

This was a true game changer of all sorts.

DISCUSSIONS

Mr. Ratan Tata was the Chairman of the Tata Group when he made the promise of rolling out the world's cheapest car. People and industry leaders scorned at him but he was never deterred, never deviated from his path. Even the Singur fiasco did not deter him. His team leader Mr. Girish Wagh was instrumental in aligning the whole team together.

The Singur pullout resulted in a loss of over Rs.500 crore, but the innovation brigade shifted to Sanand in Gujarat and set up the factory. With both private and foreign supplier setting up their manufacturing units alongside the main production line, the TATA's were able to roll out the world's cheapest car "The People's Car-TATA NANO".

Mr. Tata was so deeply involved in the project that he would review the meetings and took the trial rides himself.

All suppliers were integrated in the project. Prices were optimized along with the design. This may have led to lower profit margins but relationships were made for life. Tata Nano became the world's cheapest car priced at 1.35 lakhs.

Next time Mr. Ratan Tata has an idea, don't tell him it can't be done.

It is worth noticing as to how a great leader inspired a whole organization to work together as a team.

BACKGROUND 3

Hitch a Ride to Destiny

In trying to manage his travel and holiday tour business, he would be founder of one of the most popular cab aggregators of the decade, had to often travel back and forth from Bangalore to Bandipur. A cab was usually rented by him for this purpose. One fine day while returning from a meeting, the cab driver stopped midway to renegotiate the rentals. On being refused, the driver abandoned the cab.

The future founder realized that this could be the plight of millions of people who would have fallen victim to similar situations. This experience made him realize the amount of potential that could be tapped by providing quality cab services, one that was hassle free and the customers to really count on.

Thus in 2010 he gave birth to a new start-up that worked towards providing customers a comfortable journey. Like other similar cases, the founder faced strict opposition and challenges along the way. However, they did not stop him.

An innovative strategy was formulated. Partnerships were made with cab drivers and modern technology was used to its fullest extent. Right from its inception phase till today the aggregator has expanded its services to become one of India's largest cab aggregators.

This proves the fact that India is a growing hotspot for innovative ideas and such ideas are being supported by the Government.

DISCUSSIONS

Bhavish Agarwal and Ankit Bhatia left the comforts of a secure job and went to create Ola cabs. Their unique strategy of expansion and collaboration has led them to tie-ups with over 4 million cabs around India.

His parents disapproved of this decision of his. However, when Ola Cabs received its first round of funding from investors, they started believing in his plan for change.

Bhavish works almost 16-hours a day and has adopted the pay-per-performance model. He has kept nothing hidden from his customers Even his taxi drivers can make use of technology for their benefit

As a process of diversifying its business, Ola Cabs has now started a new service that brings together all the auto's on a similar platform as the taxis

This just brings us to the conclusion that the time is right for innovative individuals to bring out their ideas in the Indian playing field. Innovation shall always see opportunity.

Whether you come in a team or work individually, your idea shall see the light of the day. Coupled to an innovative brain is the driving force of a dedicated team as we have seen in the case of the TATA NANO.

BACKGROUND 4 AND DISCUSSIONS

Take Care of your Health

CIPLA a leading pharmaceutical company in the country recently launched a campaign to increase awareness in the field of lung diseases detection and treatment.

India has been prone to several lung-based ailments both in the adult and child alike. Lack of awareness regarding the same was a major reason for its outburst. Awareness campaigns have been held regularly. Companies other than CIPLA have also initiated such campaigns. However, at this point let us discuss about the initiative taken by CIPLA.

The Marketing team and the design team brought out a campaign that helped in increasing awareness regarding lung-borne diseases. Under the name of BREATHE-FREE YATRA it was highly publicized and the campaign was a success.

The areas covered were primarily in South India. CIPLA collaborated with numerous doctors in its ad campaign. CIPLA also launched app based software to highlight and provide the necessary treatments at just one click.

This is a good example of teamwork dedicated in the development of healthcare sector. This team focused on creating awareness. This Indian team of dedicated professionals sought to improve the living conditions of the people

This is relevant as the whole process was initiated to create awareness among people in the rural areas. A healthy and educated mind can do wonders as we have already seen and witnessed.

The power of innovative thinkers and great teams is not limited to only bringing about economic glory to an organization but also to develop the society to which the enterprise is a part of.

OVERALL DISCUSSIONS AND CONCLUSIONS

Mr. Narendra Modi has a great vision for India. Our growth has been close to 8% and he his initiative Make in India is heading towards India achieving self-reliance in all the 26 major sectors from which most of our revenue is generated. We see only facts and figures at the top. Only numbers are highlighted. The efforts of teams and individuals making those reams are seldom brought to the fore. India has a great pool of talent waiting to be tapped. India is rich in natural resources waiting to harness.

It can be understood that teams do perform better, nut we cannot ignore the role of individual in the team. Everyone has a definite role to play and adds value to the table. Every add value to the project and this cannot be denied. After all, successful teams are built on the true values of an individual.

Whether you are a lone player or a team player each one has a critical role to play in the organization. Both have their own advantages and disadvantages. It is up to us to identify the role we play as per your character.

Good teams comprise of talented people. Sometimes, even an average team can do wonders as we have observed in the case of Motorola. If we observe a performer we must ensure of his long association with the organization.

As we know there is nothing good or bad in management, it is all a perception. A good team will always have individual performers who add value.

From what is observed and understood, it is a combination of highly motivated individuals that are the drivers of a highly driven team. It is the individuals who make a great team.

Depending on situations and as per a person's character he is required and motivated to work individually.

Lastly, the success of any organization is dependent on its blend of highly motivated individuals who by their attitude of working alone bring creativity and innovation on the table and the many team players who add value in terms of decision making and strategy formation. Each and every organization must have a person who challenges others.

The perfect blend will always keep others motivated and thereby helping the enterprise in scaling new heights.

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