

**MBA-II / SEM-IV LEADERSHIP AND SUCCESSION PLANNING / (2021-22)**

**COMPREHENSIVE CONCURRENT EVALUATION**

Faculty Name: Prof. Ujjval More

Subject: Leadership and Succession Planning CCE

Sub Code: 414-SE-HRM

Sr. No.	Parameter / Component	Marks	Date of Exam/Submission
1	Written Home Assignment	50	20 <sup>th</sup> July 2022
2	End Semester Exam	50	20 <sup>th</sup> July 2022

**Component 1. Written Home Assignment**

Instructions:

1. The last date of Submission is 20<sup>th</sup> July 2022.
  2. Written Home Assignment and proposal should be hand written and in your own words; copied Written Home Assignment and case study from peers onother open sources will not be considered for assessment.
  3. The content should cover all the points & justify the marks for Written Home Assignment and case study.
  4. Incomplete Written Home Assignment and case study will not be accepted.
  5. Student name, specialization, Written Home Assignment and case study questions must be clearly mentioned.
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**Component 1. : Written Home Assignment:**

**(50 Marks)**

- 1) Explore Styles of Leadership.
- 2) State need, significance and objectives of succession planning.
- 3) Analyse the strengths and weaknesses of any organisation of your choice.
- 4) Discuss Organizational Design – Hierarchy of any organisation of your choice
- 5) Explain Process of Succession Planning.

**Component 2. Case Study:**

**(50 Marks)**

**A) Peter Weaver: (Leadership)**

Peter Weaver doesn't like to follow the crowd. He thinks groupthink is a common problem in many organizations. This former director of marketing for a consumer products company believes differences of opinion should be heard and appreciated. As Weaver states, "I have always believed I should speak for what I believe to be true."

He demonstrated his belief in being direct and candid throughout his career. On one occasion, he was assigned to market Paul's spaghetti-sauce products. During the brand review, the company president said, "Our spaghetti sauce is losing out to price-cutting competitors. We need to cut our prices!"

Peter found the courage to say he disagreed with the president. He then explained the product line needed more variety and a larger advertising budget. Prices should not be cut. The president accepted Weaver's reasoning. Later, his supervisor approached him and said, "I wanted to say that, but I just didn't have the courage to challenge the president."

On another occasion, the president sent Weaver and 16 other executives to a weeklong seminar on strategic planning. Weaver soon concluded the consultants were off base and going down the wrong path. Between sessions, most of the other executives indicated they didn't think the consultants were on the right path. The consultants heard about the dissent and dramatically asked participants whether they were in or out. Those who said "Out" had to leave immediately.

As the consultants went around the room, every executive who privately grumbled about the session said "In." Weaver was fourth from last. When it was his turn, he said "Out" and left the room.

All leaders spend time in reflection and self-examination to identify what they truly believe and value. Their beliefs are tested and fine-tuned over time. True leaders can tell you, without hesitation, what they believe and why. They don't need a teleprompter to remind them of their core beliefs. And, they find the courage to speak up even when they know others will disagree.

1. What leadership traits did Weaver exhibit?
2. If you were in Weaver's shoes, what would you have done?
3. Where does courage come from?
4. List your three most important values.
5. Describe the possible leadership style in general.

### **B) (Succession Planning) : Akash Ambani (Succession Planning)**

Reliance Industries chairman Mukesh Ambani has charted out a succession plan to divide the conglomerate between his three children – twins Akash and Isha and younger son Anant. Close on the heels of Akash's elevation as reliance Jio chair, reports claim Isha will be appointed the head of Reliance Retail. Here is a look at the next generation Ambanis.

Taking a backseat for the first time, billionaire [Mukesh Ambani](#) has paved the way for his son [Akash Ambani](#) to take over as the chairman of [Reliance Jio](#), the conglomerate's telecom unit. Asia's richest man has the succession plan drawn out to make a smooth transition to the next generation as his sons and daughter prepare to take leading roles in the Reliance businesses in the years to come. In 2021, [Ambani](#) senior had indicated his children would step forward and build on the vast empire that his father Dhirubhai Ambani founded in 1973.

Before this, 30-year-old Akash was a non-executive director at Reliance Jio Infocomm Ltd. He took over the reins a day after his father resigned. [Mukesh Ambani](#) will remain chairman of Jio Platforms Ltd., the flagship company that owns all Jio digital services brands including Reliance Jio Infocomm.

Akash has been part of many key acquisitions for the company and notably was part of the team that negotiated the investment into Jio's parent firm by Meta Platforms Inc, formerly known as Facebook Inc.

On the heels of Akash Ambani elevation as Reliance Jio chairman, reports say that his twin sister [Isha Ambani](#) too is set to be appointed the chair of Reliance's retail arm. The company has declined to comment.

Akash and Isha Ambani were born on 23<sup>rd</sup> October 1991, though Akash is the first born child of Nita and Mukesh Ambani.

[Akash Ambani](#) majored in Economics from Brown University. After completing his education he set to work on Reliance Group's digital policy and has been associated with Reliance Jio since the telecommunications service disrupted the market on its 2016 debut. Jio's cheap data converted many mobile users and edged out rivals. Since then, the company has been aggressively investing in services like internet broadband, developing 5G services and it is also trying to expand India's digital footprint by making low-cost smartphones.

The company said that Akash helped expand Jio's digital services. He was a core team member that took care of the development and launch of the Jio Phone in 2017.

Akash married his childhood sweetheart Shloka Mehta, the daughter of Indian diamondaires Russel and Mona Mehta, in 2019. The following year they had a boy named Prithvi who is often seen pictured with his 65-year-old doting grandfather.

His sister Isha Ambani studied psychology at Yale University and then took a degree in MBA at the Stanford Graduate School of Business. She briefly worked as a business analyst at McKinsey & Company before returning from the US. At the 2016 Lakme Fashion Week, she launched the online fashion retailer, AJIO, a subsidiary of [Reliance Retail](#) managed by her. Isha too played a pivotal role in clinching the Facebook and Jio landmark deal in 2020.

Both Ambani siblings have been on the board of Reliance Retail Ventures Limited and JioMart, the digital arm of Reliance Retail since October 2014.

Isha Ambani is married to Anand Piramal, the son of the Piramal Group's Ajay and Swati Piramal. Meanwhile, Isha and Akash's younger brother [Anant Ambani](#) is waiting in the wings for his major role at the company. Anant was born on April 10, 1995 and followed his elder brother to Brown University. He has so far been involved in sporting events including the Indian Premier League.

Last year he was appointed as a director of Reliance New Energy Solar and Reliance New Solar Energy, the two companies that were set up for the company's foray into green energy.

Mukesh Ambani will continue to be the chairman and managing director of Reliance Industries Ltd. His wife Nita Ambani too is on the board of Reliance.

It is said that Mukesh Ambani studied succession plans of billionaire families to learn from their experiences. A well-planned and executed business handover is vital to keeping together Asia's wealthiest family. Mukesh Ambani would know that for he and his brother Anil's feud had torn apart the family two decades ago.

Mukesh Ambani built his fortune on the lucrative oil refining and petrochemicals business that he inherited. Reliance gets 60% of its \$73 billion in annual revenue from its oil-related business. In the last decade, the conglomerate has diversified into e-commerce, green energy and is also investing in retail, taking on giant [Amazon](#) even in a fight for supremacy in the domestic market.

### Questions:

- 1) What skill sets will those employees who are leaving take with them?
- 2) Will we recruit externally or promote from within to fill those gaps?
- 3) What's going on outside the organization that could affect my ability to recruit the employees we need?
- 4) Where will our company be in three to five years, and what does that mean for the type of people we will need to recruit?
- 5) What type of training opportunities do we need to provide to ensure our current employees develop the skills we need?