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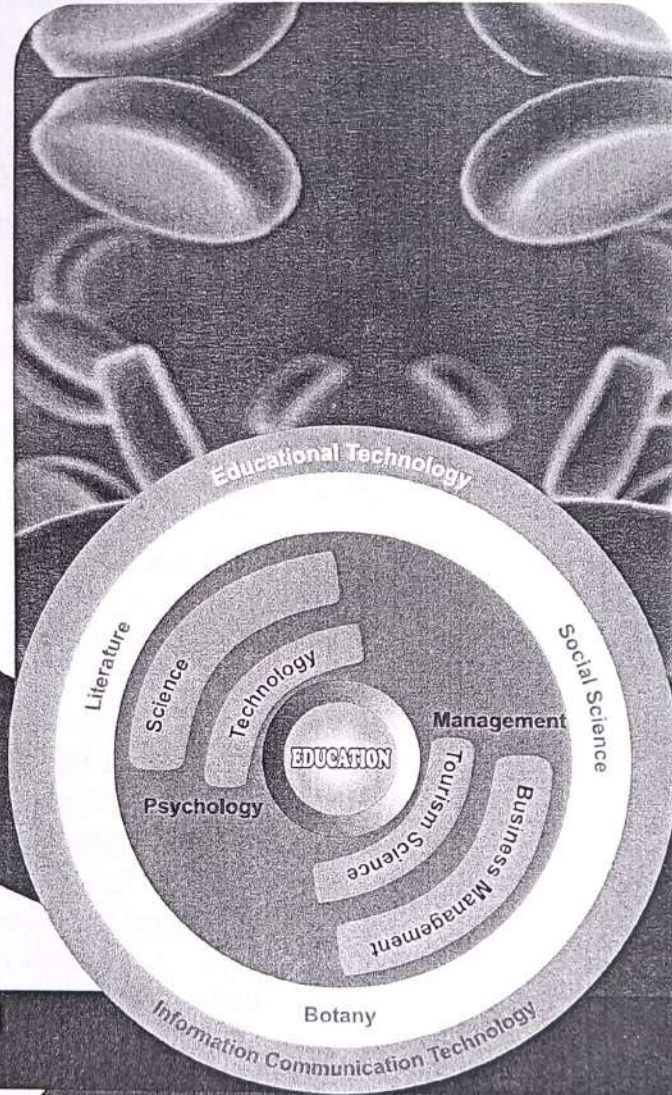
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EDITOR IN CHIEF : YASHPAL D. NETRAGAONKAR, Ph.D.

1

- 
- 56 **DEMONETIZATION & GST – BITTER MEDICINE FOR HEALTHIER INDIA**  
*Dr. Rajesh Mankani (269-271)*
- 57 **THE GLOBALIZATION AND ITS IMPACT ON UNSKILLED URBAN LABOURS: A STUDY OF NASHIK CITY (MAHARASHTRA)**  
*Dr. Vijaykumar Wawle (272-280)*
- 58 **PROFESSIONALISM IN THE FIELD OF CO-OPERATIVE MANAGEMENT**  
*Prof. Kishor N.Tayde (281-283)*
- 59 **AN ESSENCE OF SOCIALIZATION OF MANAGEMENT STYLE: RATAN TATA AND CYRUS MISTRY**  
*Dr. Samrat A. Jadhav (284-287)*
- 60 **IMPORTANCE OF GOVERNMENT ROLE TOWARDS THE ECONOMIC DEVELOPMENT**  
*Prof. S. M. Khanzode (288-291)*
- 61 **STRUCTURAL CHANGE AND ECONOMIC GROWTH OF ECONOMY IN STATE OF MAHARASHTRA**  
*Dr. Vaidya Sanjay G. (292-297)*
- 62 **THE CHANGING CONTOURS OF INDIA'S RURAL ECONOMY**  
*Dr. Manasvi Kamat & Dr. Manoj S. Kamat (298-308)*
- 63 **FDI IN MULTI-BRAND RETAIL: SOME ISSUES IN INDIAN CONTEXT**  
*Mr. S. A. Mule, Dr. A. T. Tawar & Dr. E.D. Korpakwad (309-313)*
- 64 **WORKPLACE STRESS OF EMPLOYEES**  
*Ms. Snehal D. Bhosale (314-316)*
- 65 **DYNAMIC AND HOLISTIC APPROACH TOWARDS VIABRANT MANAGEMENT EDUCATION IN INDIA**  
*Dr. S. Y. Patil (317-322)*
- 66 **ROLE OF M-TECHNOLOGIES IN TEACHING AND LEARNING**  
*Jaywant Ramdas Bhadane (323-325)*
- 67 **GRAPES EXPORT PROMOTION THROUGH CO-OPERATIVE MAHAGRAPES**  
*Dr. Andge Shashikant Chandrakant (326-333)*
- 68 **OCCUPATIONAL HEALTH AND SAFETY AT MANUFACTURING INDUSTRIES AT KATHMANDU VALLEY**  
*Ankit Devkota (334-339)*
- 69 **DEMONETIZATION AND ITS IMPACTS ON INDIAN ECONOMY**  
*Jawale S. R. (340-342)*
- 70 **THE VIEWS OF AMARTYA SEN AND NUSSBAUM'S ABOUT HUMAN DEVELOPMENT / CAPABILITY APPROACH**  
*Dr. Tukaram Munde (343-345)*
-

*Dr. Samrat A. Jadhav (284-287)*

## AN ESSENCE OF SOCIALIZATION OF MANAGEMENT STYLE: RATAN TATA AND CYRUS MISTRY

**Dr. Samrat A. Jadhav**

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**Introduction:** Socialization is the process by which people acquire the dominant beliefs, values, motives, and behaviors of their culture and gradually become more similar to other members of the cultural, ethnic or religious group (Janis, Mahl, Kagan, & Hole, 1969). Socialization of management style is a wonder in business organization with last decade and half especially in India. Many oldest and big business houses in India have started the process of socialization along with professionalization. It is a well-established generalization that there is significant association between manager's management style and his or her performance. It has been specified by Roskin (1989) that the individual personality of the manager himself, the individual followers, the kind of people they are and the kind of work they do and the particular situation and circumstances on any given day or hour (Owens, 1973 cited in Roskin, 1989) are the factors on which the success of management styles relies. His view is individualistic and professional centric towards management style. Thomas (2008) compares national culture and organizational culture. According to him the national culture is shared meanings, unconditional relationship, born into it, and totally immersed whereas organizational culture is shared behaviors, conditional relationship, socialized into it and partly involved. He presented wider social approach towards management styles of managers. The corporate social responsibilities and corporate governance norms, rules and regulations have shaped up the socialization of management style in India.

**Objectives:** This study is intended to analyse the management style of Mr. Ratan Tata and Mr. Cyrus Mistry; to study the acquisitions and divestment made by Tata Group under the tenure of Mr. Ratan Tata and Mr. Cyrus Mistry and to provide suggestions to the contemporary corporate world on socialization of management style.

### **Hypothesis**

**Null Hypothesis ( $H_0$ ):** There is no significant difference between the management style of Ratan Tata and Cyrus Mistry.

**Alternative Hypothesis ( $H_a$ ):** There is a significant difference between the management style of Ratan Tata and Cyrus Mistry.

**Methodology:** This study is a case study of two business leaders and managers of Tata Empire. It is explorative in nature and primarily based on information available on official website of Tata Sons, articles in newspapers, research papers and interviews of business leaders and managers. It has used the Lion and Hyena Managers' Theory evaluating managers' quality presented by Mr. Seng Hock Tan, CEO of Aegis Group in Singapore for measuring the difference between the management style of Ratan Tata and Cyrus Mistry. At first seven characteristics of lion managers are analyzed from the point of view of both the personalities and then seven characteristics of hyena managers are analyzed for the same personalities. The null hypothesis about the difference between the management styles is statistically tested with the help of Pair t-test and P-Value.

**Result and Discussion:** Mr. Ratan Tata during his entire tenure worked together with a world class team and gained cooperation from his team members. He restructured the corporate culture of Tata Group. Mr. Ratan Tata could bring the rise by using unity of command and unity of direction. He