

# Competition at its Peak : Case of Australia - India Test Series 2007 - 08\*

Amar K.J.R Nayak<sup>1</sup>

*"You can't just beat a team you have to leave a lasting impression in their minds so they never want to see you again"*

- Mia Hamm

*"A competitor will find a way to win. Competitors take bad breaks and use them to drive themselves just that much harder. Quitters take bad breaks and use them as reasons to give up. It's all a matter of pride."*

- Nancy Lopez

In the first match of the Border-Gavaskar Test Series Australia beat India by 337 runs at Melbourne Cricket Ground, Australia. The match at Melbourne was the 15<sup>th</sup> consecutive Test win by Australia and the team was in the verge of equaling its winning record once again to 16. Because prior to this during Steve Waugh's captaincy Australia had won 16 consecutive Tests for the first time in the history of Test Cricket.

---

\* Received July 20, 2008; Revised September 16, 2008

The present case is intended to be used as the basis for class discussion to help raise relevant questions to think and to contextualize management issues rather than to illustrate either effective or ineffective practices. It is intended neither to glorify nor to condemn any individual or organization.

No part of this publication should be copied, stored, transmitted, reproduced or distributed in any form or medium whatsoever without the permission of the author. This is a product of the XIMB - Centre for Case Research

For video clips, please see \\xsys\CR corner\PGP-2\NCS\Cricket videos or contact amar@ximb.ac.in

1. Associate Professor, Strategic Management, Xavier Institute of Management, Bhubaneswar, email: amar@ximb.ac.in.

# Competition at its Peak : Case of Australia - India Test Series 2007 - 08\*

Amar K.J.R Nayak<sup>1</sup>

*"You can't just beat a team you have to leave a lasting impression in their minds so they never want to see you again"*

- Mia Hamm

*"A competitor will find a way to win. Competitors take bad breaks and use them to drive themselves just that much harder. Quitters take bad breaks and use them as reasons to give up. It's all a matter of pride."*

- Nancy Lopez

In the first match of the Border-Gavaskar Test Series Australia beat India by 337 runs at Melbourne Cricket Ground, Australia. The match at Melbourne was the 15<sup>th</sup> consecutive Test win by Australia and the team was in the verge of equaling its winning record once again to 16. Because prior to this during Steve Waugh's captaincy Australia had won 16 consecutive Tests for the first time in the history of Test Cricket.

---

\* Received July 20, 2008; Revised September 16, 2008

The present case is intended to be used as the basis for class discussion to help raise relevant questions to think and to contextualize management issues rather than to illustrate either effective or ineffective practices. It is intended neither to glorify nor to condemn any individual or organization.

No part of this publication should be copied, stored, transmitted, reproduced or distributed in any form or medium whatsoever without the permission of the author. This is a product of the XIMB - Centre for Case Research

For video clips, please see \\xsys\CR corner\PGP-2\NCS\Cricket videos or contact amar@ximb.ac.in

1. Associate Professor, Strategic Management, Xavier Institute of Management, Bhubaneswar, email: amar@ximb.ac.in.



Australian cricket team has a long history of its own. It started playing Test matches in the year 1877, and since then Australia has played 693 tests and won 324 tests. In the field of One-Day matches it has played 672 matches and won 413 (see Exhibits 1 and 2 for the Test and One-Day record of Australia). Australia won the Cricket World Cup 4 times in total; 1987, 1999, 2003 and 2007. It has led the ICC One-Day International Championship table from its inception to February 18, 2007, and then again from April 7, 2007. In 2002, the Australians Team was named World Team of the Year at the Laureus World Sports Awards in recognition of their world record sequence of test match victories.

From the last 15 Test wins of Australia, we can then come to a conclusion that there are some key players of Australian team who played vital role in the winning of 16 matches in a row. Some of the key players are; RT Ponting, MEK Hussey, A Symonds, MJ Clark (see Exhibits 3 & 4 on the performance and dismissals of the key players). In the last 15 Test wins Australia has played with 5 teams; South Africa, Bangladesh, England, Sri Lanka, and India. This was over a period of 2 years. The first win of the 15 consecutive wins was in Dec, 2005 at Melbourne Cricket Ground, Australia

and the last in MCG Cricket Ground, India (see Exhibit 5 for statistics).

While India had lost the first match of the test series, it had the memory of beating Australia in the recently concluded T-20 World Cup Final. India had come of age to challenge in several encounters with Australia in the recent years both in One Day and Test Matches.

In India, cricket started with East India Company starting its operation in India in the 16<sup>th</sup> century. Queen Elizabeth I started the game of cricket in India during this time. But India as a country played its first Test match in the year 1932 and the One Day match in the year 1974. Since then India has played 676 one day matches and 415 Test matches (see Exhibit 6 on records of Test Matches played by India).

With the rich experience of both the sides in the game of cricket and especially from the experience from their recent encounters, the 2<sup>nd</sup> Test match in Sydney was well poised. On the one hand, the Australian captain, Ricky Ponting and Team Australia were strategizing on how to play the 2<sup>nd</sup> test in Sydney to maintain the records of 16 consecutive wins before improving it further under Ponting's leadership. On the other hand, Team India wondered how they could repeat

their win in the recent matches against a formidable Australian Team. Looking back into the history, Team India might have also wondered if they will again be the country to stop the winning streak of Australian team under Steve Waugh in the year 2001 in Kolkata. For the Indian captain, Anil Kumble, the role of captaincy had finally come toward the fag end of his cricketing career and he must have wondered as to how to give his best and make a difference.

In the field of sports, most of the sports are competitive. The majority involve competition between two or more persons. A regularly scheduled (such as annual) competition meant to determine the "best" competitor of that cycle is called a championship. While professional sports have been usually viewed as intense and extremely competitive, recreational sports, which are often less intense, are considered a healthy option for the competitive urges in humans.

In the above Border-Gavaskar Test Series the level of competition has reached an extreme level, and competition was at its peak. In fact, everybody wanted to win, but the winner can be one, and that's the reason there is a saying, "nothing succeeds like success". The body language of

both the teams (Australia & India) in the 2<sup>nd</sup> and 3<sup>rd</sup> Test shows the flowery description of their respective success in Photos 1, 2, 3, & 4.

However, what happened in this 2<sup>nd</sup> Test will go down in to the history of test cricket with regard to the level and nature of competition in the world of sports, and cricket in particular. In the history of Australian cricket this was a rare incident. Australian Team had never faced such an embarresment before.

*"The Australian national newspaper criticised the behaviour of the home team and said Steve Bucknor and Mark Benson should be called to account for their poor umpiring. It is shameful this splendid Test match, won in such a remarkable fashion by the indomitable Australians, has left such a bitter taste"*

- Mike Coward, veteran cricket writer.

*"Perhaps a better outcome may have been for both captains, coaches and named players to get together at the end of the day's play and work out a solution before they went past the point of no return - which now has the potential to affect relations between both countries,"*

- Steve Waugh, the former Australian captain in *Sydney's Daily Telegraph*.

In the Sydney Test, the game was almost in favour of India flawed



decisions of the umpires the game turned around and helped the Australian Team to establish a world record for the second time. Specifically, the two unfair dismissals in the final day of the 2<sup>nd</sup> Test led India to a 122 run defeat. The series of blunders in this Test will further strengthen the demand for the use of technology to minimize human error. Had technology been used major errors could have been avoided. First, Dravid had padded an Andrew Symond's delivery that brushed his knee-roll before landing on Adam Gilchrist's gloves and Buckner ruled the batsman caught behind. Next was the turn of Benson who ruled Ganguly out even though Michael Clarke took a catch that apparently came off the ground. Benson surprisingly preferred not to consider Bucknor or the third umpire and instead asked Ricky Ponting, who gestured that Ganguly, was out. Much to Ganguly's dismay, Benson raised his finger (see Photo 5 where Ricky Ponting gives his decision to the Umpire).

Though Australia won the 4 Test series game by 2-1, it left a bitter experience for everyone. The discussions during the series and that following the end of the series was intense in the world of cricket. There are several reasons why Australia - India Test series in

2008 will be remembered for, viz., shoddy umpiring, different types of captaincy, and etc. More than the players themselves, the case throws up the role of regulators and the externalities that influence the outcome of the game. While it is generally believed that the result of a match are normally decided by the players of the match, however in the case of Sydney test, people critiqued the game to have been decided by the three umpires; Steve Bucknor, Mark Benson and Oxenford. On-field umpires Steve Bucknor and Mark Benson got it wrong more than 10 times and all of them were against India. For the detailed regarding the decisions that hurt India (see Exhibit-7). Media in both Australia and in India reported that India was up against two teams, Australia and the Umpires. Had umpiring been up to the mark, the result of the said Border-Gavaskar series might have been different from what we have today.

It appears that the Australian cricket team engaged in various kinds of unethical practices to retain its success of winning Tests in a row and when the winning streak was under threat they adopted practices which were against the culture of cricket, far from the gentleman's game. But one is left to wonder whether all that happened

in the Sydney ground on the final day of the 2<sup>nd</sup> Test between Australia and India was a creation of Australian Team or there were other forces behind the action. The Australian team retained its record of 16 consecutive test wins. However, this record was at a very high price to the Australians. Against the poor behaviour and playing spirit, former players around the world started criticizing Australian team (see Exhibit 8 for the comments from the former cricketers of the subcontinent).

With the hue and cry from the world of cricket on the umpiring in the 2<sup>nd</sup> test and India having lost the match, the Board of Control for Cricket in India (BCCI) demanded to remove both the umpires from the rest two matches and ICC agreed to the demand. After the Sydney test there was a great demand for new technology in the field of cricket. When Andrew Symonds got stumped by Dhoni in Anil Kumble's ball, Buckner referred the appeal for a stumping to third umpire Oxenford, who ruled him not out when all the experts on TV, including Aussie great Ian Chappell were convinced that he, was out. Why did Oxenford not see what others saw? One would wonder that even when technology provided a clear picture for decision making, how did the umpires failed to give the right decision?

And in the meantime, the issue of racist remarks came into picture. It was an allegation from Australian all-rounder A Symonds that Harbhajan Singh had abused him racially. This took the whole story to a different plane. No barrier can keep us apart if only we talk to each other. But cricket has always been termed a rather funny game. Talking can get you into all kinds of trouble because before you know it, talking manifests itself into sledging and sledging can get racist.

With strong allegation from the Australian team against Harbhajan Singh, the International Cricket Council (ICC) initially went on to fine and ban Harbhajan from playing in the series. To this decision, the Indian team rallied around Harbhajan and threatened to return to India without completing the series. Once again BCCI stepped in to the matter and the charges on Harbhajan was dropped until further investigation and that he shall not play till the investigation has been completed. Interestingly, Harbhajan had scalped Ricky Ponting in both the innings in the previous match i.e. he 16<sup>th</sup> Test Match. He had also scalped Ponting in the 2<sup>nd</sup> innings of the 15<sup>th</sup> Test. Further, he had also taken the wicket of M J Clark, the deputy of Ponting in the 1<sup>st</sup> innings of the 16<sup>th</sup> Test. Despite the strong appeals from



Team India and BCCI, Harbhajan was stopped from playing the next match, the 3<sup>rd</sup> test in the series. He was cleared of all charges after the 3<sup>rd</sup> test match at Perth.

Having lost the first two Tests at Melbourne and Sydney, India displayed remarkable resolve to put the controversy of the last fortnight behind it and kept the four-match series alive. The Indian team had grown up to be emotionally bonded through the defeat and humiliation in the previous test (see Photo 6 that shows good bonding in the team). Against all predictions, India beat Australia by 72 runs in the 3<sup>rd</sup> test match. Here the whole story took a different turn. The victory India's fifth in 35 Tests in Australia prevented the champion side from setting a new record for the most consecutive Test wins. India, incidentally, had also broken Australia's record 16-Match streak in 2001 at Kolkata.

In the news conference both the captains explained about their team's conditions and the behaviour towards one another. (For the detailed report of the news conference of Anil Kumble and RT Ponting (see Exhibits 9 & 10). With the joy of winning, the Indian captain Anil Kumble said, while an India-Pakistan series would involve

more emotions, an Indo-Australian encounter has become a special rivalry that took the game to a new level. "An India Pakistan rivalry is difficult to take away from the equation but I'd say the one between Australia and India is right up there because of the quality of cricket the two sides have played in recent times.

After the Test match at Perth, the Australian captain Ricky Ponting admitted that he had misread the conditions at WACA, but credited India for playing outstanding cricket to win the third test. According to Ponting "it was tough four days". "India deserved to win the game the way they did. They outplayed us for the majority of the game. We probably misread the conditions a bit, but I wouldn't like to give any excuse.

India has proved itself in different conditions and they are the biggest thorn in the flesh of Ricky Ponting and his team, believes Australia's middle-order batsman Mike Hussey. "India is right up there. They have proved themselves abroad, at home, in all conditions," said Hussey. According to Venkatesh Prasad, the bowling coach of India, the great Australian player Dennis Lillee had provided information regarding the wind at WACA which helped the Indian seamers to come up

with an extraordinary display of swing bowling to mow the Australian batting line-up.

In this whole process Ponting may have matched Steve Waugh in his pursuit of the record to stay undefeated 16 times in a row. But his handling of the situation during the Sydney Test clearly separates the wheat from the chaff. This is not the way Steve would have handled things, some experts commented. What Ponting needs to realize is that mere records don't make a great captain, nor does the attitude of anything for a win. And the experts and the former cricketer's have mentioned that, when cricket was a gentleman's game, umpiring was a simpler task. The bowler and fielders appealed when they genuinely thought that the batsman was out. On a previous occasion like many great players, Adam Gilchrist knowing that he was out, had walked back to the pavilion without waiting for the umpire's decision. Trust was built into the conduct of the game. The umpire could trust players' reaction and take a decision accordingly. The pressure on umpires was far lesser than now. But today cricket is a highly competitive game and it is almost a war between nations. Teams play to win at all costs. From that perspective the Symonds' incident is a watershed.

If we look at the history of Australian cricket this type of incident happened during the days of Greg Chappell, Australia's desperation to win has been quite evident from the days Greg Chappell asked his brother Trevor to bowl an underarm delivery in order to win a one-dayer against New Zealand. This is not than issue with only cricket. The same kind of incidents have happened in football and boxing. When Maradona pushed the ball into the net for a goal, that time the people called it as hand of God. Md. Ali's below the belt punch was categorized as Rope-A-Dope. Do these suggest that at the peak of the competition anything can be happen. More recently, the performance enhancing drugs used by the world class athlete, Marrion Jones in yet another example of competition pushing people to seek outputs without caring for the generally agreed rules of the game.

One may now wonder whether, such ruthlessness and unethical behaviour is only in higher level of sports and games or is also true in the world of business. The case of Enron is a business case in point (see Exhibit 11 for a brief on what ruined Enron). Since only a few business scandals are reported, can we conclude that the evils of competition are fewer in the world of business ?



### QUESTIONS FOR DISCUSSION

1. Was Ricky Ponting solely responsible for the nature of outcome in the 2<sup>nd</sup> Test Match?
2. How did the externality influence the outcome of the 2<sup>nd</sup> Test Match?
3. How did Harbhajan Singh become the issue of contention for both teams?
4. How did the two captains, Ricky Ponting and Anil Kumble deal with the situation in the Test series?
5. How were the two captains perceived by the cricketers & media?
6. How did the Indian team unsettle the Austrian team in the 3<sup>rd</sup> Test?
7. How are problems of this case similar and different to those in the typical business corporations?
8. What parallels do you draw on the way industry standards are set?

### ACKNOWLEDGEMENT:

I thank XIMB for its cooperation and support in conducting the case research. I also thank Dr. George Joseph, s.j., Dr. S.S. Ganesh and Prof. M. N. Tripathi for their valuable comments and suggestions. Thanks to Swarup

K Sahoo for his assistance and Rohit K Agarwal and Rupesh Sharan for arranging the video clips for the case. This case was recently presented at the 2008 AIMS Best Research Paper section and the suggestions from the reviewers from the 2008 AIMS conference have very useful.

### REFERENCES

The New Indian Express, Sunday, January 20, 2008

The Hindu, Sunday, January 20, 2008

The Telegraph, Sunday, January 20, 2008

The New Indian Express, Tuesday, January 22, 2008

The Hindu, Saturday, January 19, 2008

<http://www.timesofindia.indiatimes.com>

<http://www.cricket.indiatimes.com>

<http://www.cricketarchive.com>

The Telegraph, Monday, January 7, 2008

The Pioneer, Tuesday, January 8, 2008

<http://www.hindu.com>

<http://www.enron.com>

<http://www.zmag.org/ZMag/articles>

<http://www.thenation.com>

<http://harvardbusinessonline.hbsp.harvard.edu>

## Exhibit - 1

## Australia Playing Records in Test Matches (1876 - 2008)

| SL No | Vs           | Place   | Won | Tied | Lost | Drawn | Total |
|-------|--------------|---------|-----|------|------|-------|-------|
| 1     | Bangladesh   | Home    | 2   | -    | -    | -     | 2     |
|       |              | Away    | 2   | -    | -    | -     | 2     |
|       |              | Total   | 4   | -    | -    | -     | 4     |
| 2     | England      | Home    | 85  | -    | 54   | 26    | 165   |
|       |              | Away    | 46  | -    | 43   | 62    | 151   |
|       |              | Total   | 131 | -    | 97   | 88    | 316   |
| 3     | ICC World XI | Home    | 1   | -    | -    | -     | 1     |
| 4     | India        | Home    | 22  | -    | 4    | 8     | 34    |
|       |              | Away    | 12  | 1    | 11   | 12    | 36    |
|       |              | Total   | 34  | 1    | 15   | 20    | 70    |
| 5     | New Zealand  | Home    | 12  | -    | 2    | 10    | 24    |
|       |              | Away    | 10  | -    | 5    | 7     | 22    |
|       |              | Total   | 22  | -    | 7    | 17    | 46    |
| 6     | Pakistan     | Home    | 18  | -    | 4    | 7     | 29    |
|       |              | Away    | 3   | -    | 7    | 10    | 20    |
|       |              | Neutral | 3   | -    | -    | -     | 3     |
|       |              | Total   | 24  | -    | 11   | 17    | 52    |
| 7     | South Africa | Home    | 19  | -    | 5    | 8     | 32    |
|       |              | Away    | 23  | -    | 10   | 9     | 42    |
|       |              | Neutral | 2   | -    | -    | 1     | 3     |
|       |              | Total   | 44  | -    | 15   | 18    | 77    |
| 8     | Sri Lanka    | Home    | 8   | -    | -    | 2     | 10    |
|       |              | Away    | 5   | -    | 1    | 4     | 10    |
|       |              | Total   | 13  | -    | 1    | 6     | 20    |
| 9     | West Indies  | Home    | 33  | 1    | 18   | 8     | 60    |
|       |              | Away    | 15  | -    | 14   | 13    | 42    |
|       |              | Total   | 48  | 1    | 32   | 21    | 102   |
| 10    | Zimbabwe     | Home    | 2   | -    | -    | -     | 2     |
|       |              | Away    | 1   | -    | -    | -     | 1     |
|       |              | Total   | 3   | -    | -    | -     | 3     |
|       | Home         |         | 202 | 1    | 87   | 69    | 359   |
|       | Away         |         | 117 | 1    | 91   | 117   | 326   |
|       | Neutral      |         | 5   | -    | -    | 1     | 6     |
|       | Overall      |         | 324 | 2    | 178  | 187   | 691   |



## Exhibit - 2

## Australia Playing Record in ODI Matches (1970 - 2008)

| SL NO | Vs           | Place   | Won | Tied | Lost | No Result | Total |
|-------|--------------|---------|-----|------|------|-----------|-------|
| 1     | Bangladesh   | Home    | 3   | -    | -    | -         | 3     |
|       |              | Away    | 3   | -    | -    | -         | 3     |
|       |              | Neutral | 6   | -    | 1    | -         | 7     |
|       |              | Total   | 12  | -    | 1    | -         | 13    |
| 2     | Canada       | Neutral | 1   | -    | -    | -         | 1     |
| 3     | England      | Home    | 30  | -    | 19   | 1         | 50    |
|       |              | Away    | 17  | 2    | 16   | 1         | 36    |
|       |              | Neutral | 5   | -    | 2    | -         | 7     |
|       |              | Total   | 52  | 2    | 37   | 2         | 93    |
| 4     | ICC world XI | Home    | 3   | -    | -    | -         | 3     |
| 5     | India        | Home    | 24  | -    | 6    | -         | 30    |
|       |              | Away    | 19  | -    | 14   | 4         | 37    |
|       |              | Neutral | 12  | -    | 9    | 2         | 23    |
|       |              | Total   | 55  | -    | 29   | 6         | 90    |
| 6     | Ireland      | Neutral | 1   | -    | -    | -         | 1     |
| 7     | Kenya        | Away    | 2   | -    | -    | -         | 2     |
|       |              | Neutral | 2   | -    | -    | -         | 2     |
|       |              | Total   | 4   | -    | -    | -         | 4     |
| 8     | Namibia      | Neutral | 1   | -    | -    | -         | 1     |
| 9     | Netherlands  | Neutral | 2   | -    | -    | -         | 2     |
| 10    | New Zealand  | Home    | 36  | -    | 16   | 3         | 55    |
|       |              | Away    | 27  | -    | 13   | 1         | 41    |
|       |              | Neutral | 15  | -    | 1    | -         | 16    |
|       |              | Total   | 78  | -    | 30   | 4         | 112   |
| 11    | Pakistan     | Home    | 27  | 1    | 16   | 1         | 45    |
|       |              | Away    | 6   | -    | 4    | 1         | 11    |
|       |              | Neutral | 10  | -    | 7    | 1         | 18    |
|       |              | Total   | 43  | 1    | 27   | 3         | 74    |
| 12    | Scotland     | Neutral | 2   | -    | -    | -         | 2     |
| 13    | South Africa | Home    | 13  | 1    | 12   | -         | 26    |
|       |              | Away    | 16  | 1    | 13   | -         | 30    |
|       |              | Neutral | 7   | 1    | 3    | -         | 11    |
|       |              | Total   | 36  | 3    | 28   | -         | 67    |
| 14    | Sri Lanka    | Home    | 29  | -    | 7    | -         | 36    |
|       |              | Away    | 6   | -    | 11   | 2         | 19    |
|       |              | Neutral | 8   | -    | 1    | -         | 9     |
|       |              | Total   | 43  | -    | 19   | 2         | 64    |
| 15    | USA          | Neutral | 1   | -    | -    | -         | 1     |
| 16    | West Indies  | Home    | 32  | 1    | 35   | 2         | 70    |
|       |              | Away    | 16  | 1    | 15   | -         | 31    |
|       |              | Neutral | 6   | -    | 7    | -         | 13    |
|       |              | Total   | 53  | 2    | 57   | 2         | 114   |
| 17    | Zimbabwe     | Home    | 10  | -    | -    | 1         | 11    |
|       |              | Away    | 7   | -    | -    | -         | 7     |
|       |              | Neutral | 8   | -    | 1    | -         | 9     |
|       |              | Total   | 25  | -    | 1    | 1         | 27    |
|       | Home         |         | 207 | 3    | 111  | 8         | 329   |
|       | Away         |         | 118 | 4    | 86   | 9         | 217   |
|       | Neutral      |         | 87  | 1    | 32   | 3         | 123   |
|       | Overall      |         | 412 | 8    | 229  | 20        | 669   |

## Performance of the 4 key players of Australia in the last 16 Test Victories

| RT Ponting              |                         |                         |                         | MEK Hussey              |                         |                         |                         | A Symonds               |                         |                         |                         | MJ Clark                |                         |                         |                         |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Total Runs              |                         | S R                     |                         | Total Runs              |                         | SR                      |                         | Total Runs              |                         | SR                      |                         | Total Runs              |                         | SR                      |                         |
| 1 <sup>st</sup><br>Inns | 2 <sup>nd</sup><br>Inns | 1 <sup>st</sup><br>Inns | 2 <sup>nd</sup><br>Inns | 1 <sup>st</sup><br>Inns | 2 <sup>nd</sup><br>Inns | 1 <sup>st</sup><br>Inns | 2 <sup>nd</sup><br>Inns | 1 <sup>st</sup><br>Inns | 2 <sup>nd</sup><br>Inns | 1 <sup>st</sup><br>Inns | 2 <sup>nd</sup><br>Inns | 1 <sup>st</sup><br>Inns | 2 <sup>nd</sup><br>Inns | 1 <sup>st</sup><br>Inns | 2 <sup>nd</sup><br>Inns |
| 117                     | 11                      | 59.09                   | 37.93                   | 122                     | 31                      | 60.09                   | 41.89                   | 0                       | 72                      | 0                       | 133.33                  | -                       | -                       | -                       | -                       |
| 120                     | 143                     | 68.96                   | 89.93                   | 45                      | -                       | 40.54                   | -                       | 12                      | -                       | 23.52                   | -                       | -                       | -                       | -                       | -                       |
| 74                      | 1                       | 66.07                   | 25                      | 6                       | 14                      | 26.08                   | 70                      | 55                      | -                       | 117.02                  | -                       | -                       | -                       | -                       | -                       |
| 103                     | 116                     | 45.77                   | 62.03                   | 75                      | -                       | 48.38                   | -                       | 13                      | -                       | 24.52                   | -                       | -                       | -                       | -                       | -                       |
| 34                      | 20                      | 85                      | 62.5                    | 73                      | 89                      | 47.71                   | 45.17                   | 4                       | 29                      | 36.36                   | 111.53                  | -                       | -                       | -                       | -                       |
| 21                      | 118                     | 65.62                   | 46.64                   | 23                      | 37                      | 35.38                   | 46.83                   | -                       | -                       | -                       | -                       | -                       | -                       | -                       | -                       |
| 52                      | -                       | 55.31                   | -                       | 182                     | -                       | 89.65                   | -                       | -                       | -                       | -                       | -                       | 23                      | -                       | 54.76                   | -                       |
| 196                     | 60                      | 61.44                   | 70.58                   | 86                      | -                       | 45.98                   | -                       | -                       | -                       | -                       | -                       | 56                      | -                       | 59.57                   | -                       |
| 142                     | 49                      | 57.95                   | 75.38                   | 91                      | 61                      | 42.92                   | 92.42                   | -                       | -                       | -                       | -                       | 124                     | 21                      | 55.35                   | 53.84                   |
| 2                       | 75                      | 18.18                   | 58.59                   | 74                      | 103                     | 45.67                   | 66.02                   | 26                      | 2                       | 86.66                   | 33.33                   | 37                      | 135                     | 55.22                   | 82.31                   |
| 7                       | -                       | 25                      | -                       | 6                       | -                       | 30                      | -                       | 156                     | -                       | 70.90                   | -                       | 5                       | -                       | 100                     | -                       |
| 45                      | -                       | 62.5                    | -                       | 37                      | -                       | 37                      | -                       | 48                      | -                       | 50.52                   | -                       | 11                      | -                       | 45.83                   | -                       |
| 56                      | -                       | 65.88                   | -                       | 133                     | -                       | 53.41                   | -                       | 53                      | -                       | 86.88                   | -                       | 145                     | -                       | 58.23                   | -                       |
| 31                      | 53                      | 46.96                   | 51.96                   | 132                     | 34                      | 60                      | 70.83                   | 50                      | -                       | 70.42                   | -                       | 71                      | -                       | 57.72                   | -                       |
| 4                       | 3                       | 30.76                   | 42.85                   | 2                       | 36                      | 66.66                   | 42.85                   | 35                      | 44                      | 83.33                   | 84.61                   | 20                      | 73                      | 33.33                   | 64.60                   |
| 55                      | 1                       | 79.71                   | 25                      | 41                      | 145                     | 51.89                   | 55.98                   | 162                     | 61                      | 71.68                   | 61                      | 1                       | 0                       | 25                      | 0                       |
| 1709                    |                         |                         |                         | 1678                    |                         |                         |                         | 822                     |                         |                         |                         | 722                     |                         |                         |                         |
| 61.03                   |                         | 55.09                   |                         | 67.12                   |                         | 52.53                   |                         | 48.35                   |                         | 67.38                   |                         | 51.57                   |                         | 53.26                   |                         |



## Exhibit - 5

### History of Australia's last 16 Test Match Victory (Dec, 2005 - January, 2008)

| SL No | Vs           | Year        | Venue         | Toss Won  | Score/ Australia |          | Score/ Opponent |          | Won By           | MoM          |
|-------|--------------|-------------|---------------|-----------|------------------|----------|-----------------|----------|------------------|--------------|
|       |              |             |               |           | 1st Inns         | 2nd Inns | 1st Inns        | 2nd Inns |                  |              |
| 1     | South Africa | Dec, 2005   | MCG           | Aus       | 355              | 321      | 311             | 181      | 184 Runs         | MEK Hussy    |
| 2     | South Africa | Jan, 2006   | SCG           | SA        | 359              | 288      | 451             | 194      | 8 Wickets        | R. Ponting   |
| 3     | South Africa | March, 2006 | Cape Town     | SA        | 308              | 95       | 205             | 197      | 7 Wickets        | SR Clark     |
| 4     | South Africa | Mar, 2006   | Kingsmead     | Aus       | 369              | 307      | 267             | 297      | 112 Runs         | S Warne      |
| 5     | South Africa | April 2006  | Joh.Berg      | SA        | 270              | 294      | 303             | 258      | 2 Wickets        | B Lee        |
| 6     | Bangladesh   | Apr, 2006   | Fatullah      | B.desh    | 269              | 307      | 427             | 148      | 3 Wickets        | A Gilchrist  |
| 7     | Bangladesh   | Apr, 2006   | Chittagong    | B.desh    | 581              | -        | 197             | 304      | Inns and 80 Runs | J. Gillespie |
| 8     | England      | Nov, 2006   | Woolloongabba | Aus       | 602              | 202      | 157             | 370      | 277 Runs         | R. Ponting   |
| 9     | England      | Dec, 2006   | Oval          | England   | 513              | 168      | 551             | 129      | 6 Wickets        | R.Ponting    |
| 10    | England      | Dec,2006    | Perth         | Aus       | 244              | 527      | 215             | 350      | 206 Runs         | MEK Hussy    |
| 11    | England      | Dec, 2006   | MCG           | England   | 419              | -        | 159             | 161      | Inns and 99 Runs | S. Warne     |
| 12    | England      | Jan, 2007   | SCG           | England   | 393              | 46       | 291             | 147      | 10 Wickets       | S. Clark     |
| 13    | Sri Lanka    | Nov, 2007   | Woolloongabba | Sri Lanka | 551              | -        | 211             | 300      | Inns and 40 Runs | B. Lee       |
| 14    | Sri Lanka    | Nov, 2007   | Oval          | Aus       | 542              | 210      | 246             | 410      | 96 Runs          | B. Lee       |
| 15    | India        | Dec, 2007   | MCG           | Aus       | 343              | 351      | 196             | 161      | 337 Runs         | M. Hayden    |
| 16    | India        | Jan, 2008   | SCG           | Aus       | 463              | 532      | 401             | 210      | 122 Runs         | A. Symonds   |

## Exhibit - 6

## India playing record in Test matches (1932 - 2008)

| SL NO   | Vs           | Place | Won | Tied | Lost | Drawn | Total |
|---------|--------------|-------|-----|------|------|-------|-------|
| 1       | Australia    | Home  | 11  | 1    | 12   | 12    | 36    |
|         |              | Away  | 5   | -    | 22   | 8     | 35    |
|         |              | Total | 16  | 1    | 34   | 20    | 71    |
| 2       | Bangladesh   | Away  | 4   | -    | -    | 1     | 5     |
| 3       | England      | Home  | 13  | -    | 11   | 25    | 49    |
|         |              | Away  | 5   | -    | 23   | 20    | 48    |
|         |              | Total | 18  | -    | 34   | 45    | 97    |
| 4       | New Zealand  | Home  | 10  | -    | 2    | 14    | 26    |
|         |              | Away  | 4   | -    | 7    | 7     | 18    |
|         |              | Total | 14  | -    | 9    | 21    | 44    |
| 5       | Pakistan     | Home  | 7   | -    | 5    | 21    | 33    |
|         |              | Away  | 2   | -    | 7    | 17    | 26    |
|         |              | Total | 9   | -    | 12   | 38    | 59    |
| 6       | South Africa | Home  | 3   | -    | 3    | 1     | 7     |
|         |              | Away  | 1   | -    | 6    | 5     | 12    |
|         |              | Total | 4   | -    | 9    | 6     | 19    |
| 7       | Sri Lanka    | Home  | 8   | -    | -    | 6     | 14    |
|         |              | Away  | 2   | -    | 3    | 7     | 12    |
|         |              | Total | 10  | -    | 3    | 13    | 26    |
| 8       | West Indies  | Home  | 7   | -    | 14   | 19    | 40    |
|         |              | Away  | 4   | -    | 16   | 22    | 42    |
|         |              | Total | 11  | -    | 30   | 41    | 82    |
| 9       | Zimbabwe     | Home  | 4   | -    | -    | 1     | 5     |
|         |              | Away  | 3   | -    | 2    | 1     | 6     |
|         |              | Total | 7   | -    | 2    | 2     | 11    |
|         |              |       |     |      |      |       |       |
| Home    |              |       | 63  | 1    | 47   | 99    | 210   |
| Away    |              |       | 30  | -    | 86   | 88    | 204   |
| Overall |              |       | 93  | 1    | 133  | 187   | 414   |



PHOTO - 1

# PERTH-BREAKING



**FINAL DAY HOWLERS:** Left to right: *Wiaan Jaffer* departs caught off a level; *Lee* no ball which brushed the batsman's pad en route to *Michael Clarke's* hands; *Rahul Dravid* is bowled after being ruled caught behind off *Andrew Symonds* even though the ball had crossed the bat by miles; *Sourav Ganguly* edges *Lee* to be mugged up by *Clarke* as it clip off the ground with the umpire raising his finger after checking with *Ricky Ponting*; *R.P.Singh* is ruled leg-before off *Clarke* with *Howarth* showing the ball could have missed the stumps. (1/2/07)

PHOTO - 2



# SYDNEY

PHOTO - 3

# PERTH-BREAKING

Remember, Ricky: Nice guys do finish first



Anil Kumble celebrates after taking Andrew Symonds's wicket on Saturday (AP)

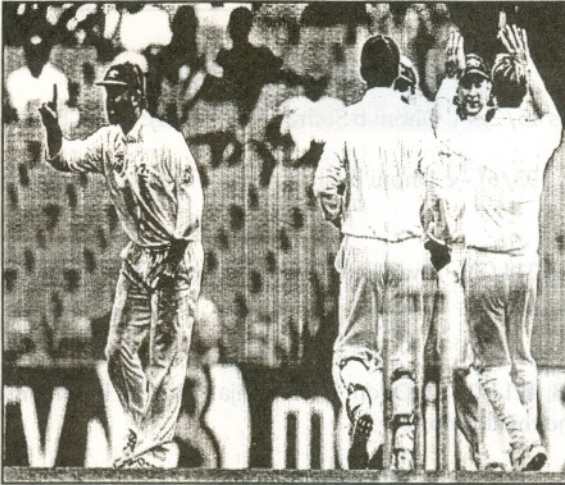
PHOTO - 4



**VICTORIES OF VICTORY:** A perfect script unfolds for India against Australia at the WACA on Saturday. First up Ishant Sharma has the measure of Ricky Ponting with his incisive pace bowling. Kumble then deceives Michael Clarke into heaving down the track before R.P. Singh wraps up things by casting Shaun Tait. Not to be left out, Harbhajan Singh, who did not play the third Test, dashes out to join the celebrators.  
- PHOTOS: PAUL KANE/ROBERT CHAN/LONJ/GETTY IMAGES



PHOTO - 5



Ricky Ponting indicates to the umpire that the catch by Michael Clarke was clean while Brett Lee celebrates removing Sourav Ganguly, in the Australia v India, 2nd Test, Sydney, 5th day, January 6, 2008

PHOTO - 6



The spirit of bonding visible among the Indian players during their beach volley after they were robbed of the game in the 2nd Test match and a team member charged by ICC for making racist remarks.

## Exhibit - 7

### The Decisions that hurt India

#### Day I

**Ricky Ponting:** (17, Aus 45/2) - c Dhoni b Sourav (13.1 over): Mark Benson rules not out!

**Andrew Symonds:** (30, 193/6) - c Dhoni b Ishant (55.3): Bruce Oxenford (third umpire) rules not out!

**Andrew Symonds:** (106, 314/7) - lbw Kumble (73.3): Benson rules not out

#### Day II

**Andrew Symonds:** (148, 421/7) - st. Dhoni b Harbhajan (101.5): Bucknor says not out! Doesn't even refer to the third umpire!

#### Day IV

**Mike Hussey:** (45, 183/2) - c Dhoni b Kumble (53.4): Benson says not out!

#### Day V

**Wasim Jaffer:** (0, Ind. 8/1) - c Clarke b Lee (6.4): Benson ignores a no ball went off the pad!

**Rahul Dravid:** (38, 115/4) - c Gilchrist b Symonds (33.1): Bucknor rules out despite ball missing bat by miles!

**Sourav Ganguly:** (51, 137/6) - c Clarke b Lee (40.2): Taken off the ground and Benson gives him out on Ponting's word!

**R.P Singh:** (0, 210/9) - lbw Clarke (70.2): Hawk eye showed ball could have missed stumps!



### Exhibit - 8

#### Reaction from former Cricketers in the Subcontinent

1. **Kapil Dev:** It is a great victory, though I consider the team which had beaten Steve Waugh's side in Calcutta was a greater one. But this win boosts the pride of every Indian because odds were heavily stacked against India. Any cricketer at world level, be it Indian or otherwise, would not have given even 10 per cent chance to India before the match. I congratulate Anil and other members of the team and like to say that their solid victory over the world champions is no fluke as they dominated and showed their supremacy in each session on all four days
2. **Devang Gandhi:** It was one of the best wins for us overseas. All the players lifted themselves after the Sydney controversy. The seniors led the way while the juniors chipped in well. Perth is the toughest venue for any visiting team and a win there is a terrific feat. Indians set an example by fighting back from 0-2 down.
3. **Sunil Gavaskar:** To win over here in Perth, this has got to be without doubt the greatest win Indian cricket has had over the last 35-40 years.
4. **Inzamam-ul Haq :** It is a very creditable victory for India because they were beaten badly in the first two tests. Beating Australia in Perth is a big achievement and the Indian team deserves all praise. But I think the Australians were unnerved by the criticism they came under after the Sydney test. They were not at their best in this test.... What happened in Sydney, the poor umpiring decisions and the complaint against spinner Harbhajan Singh, united India and made them more determined to beat Australia. The final Test in Adelaide will be a cliffhanger because the Indians have now smelt blood and know this Australian team is fallible.
5. **Moin Khan:** It's not surprising.... I think any team with Sehwag, Dravid, Laxman, Tendulkar, and Ganguly should do well even in Australia. But their bowlers deserve a lot of credit.
6. **Ashok Malhotra:** India staged a brilliant fight back and they must now be ready for a similar fight back from the Aussies in Adelaide. But I am convinced that the Indians are well prepared for the Aussie attack.
7. **Javed Miandad:** Perth has always been Australia's hunting ground and overseas teams rarely win there. In that sense, India did really well: Kumble's captaincy was brilliant and he inspired his boys with his bowling and batting.
8. **Arun Lal:** It's a phenomenal win and I am absolutely overjoyed by it. It's also an emotional day in Indian cricket. I think after what had happened in Sydney it was imperative for India to make a strong statement in Perth. I had some doubts about the young bowling attack but they did a tremendous job. Anil Kumble's composure and maturity as the captain also helped India's cause. No better man than Kumble could have represented India in this Test.
9. **Rashid Latif:** India bowled superbly under pressure against a strong batting line-up.... Australia missed the experience and confidence of Matthew Hayden.
10. **Arjuna Ranatunga:** The Indian team has a balanced batting and bowling line-up. They showed they have it in them to beat Australia or any other team in the world.

## Exhibit - 9

## Views of Anil Kumble in News Conference

**Did you expect such a remarkable come back after what had happened in Sydney?**

Oh, yes. The confidence has always been with me.... The kind of bonding we have within the team is very special. We had our moments both in Melbourne and Sydney. I'm really happy that we could grab those opportunities here, especially in the first innings bundling out Australia for 212. I think that was the key (in the match) and our batting in both innings were exceptional.

**Was it extra special following what had happened in Sydney?**

We wanted to show that Indian cricket team is a good Test unit and I'm happy that we proved that here. Even we showed it in Sydney but unfortunately we didn't get the results. It's a very special win in that it came on what's regarded as the home turf of Australia.

**Was there any revenge on your mind?**

There was no kind of revenge or ill-feeling for this match. We just rallied around ourselves. Cricket wise we were 0-2 down. We could loose the series here. So it was important to come back in the Test and we did exactly that.

**How significant was to deny Australia the record win the second time?**

That was not the thinking (for us). Our focus was to win the Test here and level the series. It's great that we have taken the first step.

**Were all the pre-match talks around the Perth wicket a worry to the team?**

We came here fully prepared of what to expect. People had other things on their mind in the way they had looked at the pitch but we knew it's not going to be that kind of quick, bouncy wicket....



**Exhibit - 10****Views of RT Ponting in News Conference**

*Is the aura of invincibility around your team over?*

I was reading about it in the paper today (Saturday).... That we are on the slide... I wouldn't have thought so. We'll see... It's up to us to see how we bounce back in Adelaide. Australia is usually a team which turns things around pretty quickly.

*Did you focus on the record disrupt your preparations? Was there any lack of intensity in the team because of this?*

We didn't lack the intensity but the skill factor made the difference between the two sides... You will see that we will train harder than India in the next few days, and it is up to us to show what this team is made of.

*Was bowling a big let-down for you?*

No, I don't think so.... It was tough four days, and the bowlers did an outstanding job by dismissing India for manageable totals, but when it mattered we didn't produce the runs. We didn't produce the brand of cricket we are renowned for, and let ourselves down. I stressed to the guys that we wanted to play the same brand of cricket - a hard-nosed aggressive brand, as you know - which is the only way we have been known to play. Our skills let us down more than anything.

*Given what had happened in Sydney, did you underestimate India's mental toughness for a come back here?*

India is a very good team, no doubt about this. We never underestimate any opponent, certainly not the Indians. They are particularly a very good batting side and formidable opponents. Their bowlers have done a good job. No, we didn't underestimate them never before. Calcutta was probably a very good example and even in Adelaide in the last series in Australia, they had beaten us....

**Exhibit 11:****The Enron Case brief**

Enron was a company founded in 1985 by the merger of two gas pipeline companies, but the new company had shifted its attention to the newly deregulated and potentially more profitable business of trading natural gas and electricity. Buying from producers and selling at a mark-up. And as a result of its right things for the right reasons and garnered substantial credibility put the company in the top of the order. Later successful operations were replaced with the illusion of successful operations. In the last phases, Enron milked its credibility to sustain operations through loans. When its credibility with lenders crumbled the loan funds dried up and the corporation imploded. It is reminiscent of the old cartoon of the wily coyote that ran off a cliff.

Over a small span of time Enron had grown from a relatively small gas pipeline company to one of the leading energy corporations of the world, the 7<sup>th</sup> on the Fortune 500 list of top U.S. companies and one among the 100 largest corporations in sales worldwide. Enron had investments in many of the countries of the world like; Asia, Latin America, Africa, and the Middle East. The "Dahbol Power Project" outside Bombay was the single largest foreign investment in India. But apart from all these things the company was collapsed on December 2, 2001.

It was the largest U.S. Company in history to file for bankruptcy. Here the word 'Bankruptcy' does not mean a company ceases to exist. It means that it cannot pay its contractual obligations and seeks protection from its creditors through the courts. In return for holding the creditors in abeyance the court takes charge of arranging the ultimate disposition of the company's assets in satisfying the debts of the company. Enron was not devoid of assets. It in fact had billions of dollars worth of assets. The problem was that it had more liabilities than it had assets. More particularly it ran into insurmountable cash flow problems. With the fall or collapse the company's market value has fallen from more than \$80 billion to just \$220 million. But the hidden story behind all this is that Enron's operations were typical of how transnational corporations operate and the whole affair reveals