

Learnings from TATA Group - A Case Study

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ABSTRACT

Purpose: *Case study of an organisation depicts an issue pertaining to a problem and the strategies adopted by the company. Analysis of an organisation will enable to interpret the process of the company which help us to identify, understand and bring out strategies which could help to solve the problem. The aim of the study is to know the various leaders, the leadership styles and the lessons adopted by TATA, s. This attempt also identifies the process of management, effective leadership skills, the decision making process. Leadership skills influence the development of organisational theory.*

Research approach: *The present paper, discusses the various analysis as a research methodology which will aid the future researcher in developing and analysing the organisation as a case study. The study analyses the TATA group of industry, which considered the various determinants, affecting factors of Leadership. The present paper discusses the various analyses like SWOT analysis, ABCD analysis, value chain analysis and TATA conceptual model for leadership which will enable to identify the critical element of the organisation and the usefulness of effective leadership in management of the process of the organisation, especially during the decision making. The study also recommends this analysis for future casework analysis of any organisation.*

Finding/Result: *TATA group of companies should focus on utilizing its assets notable by the SWOT analysis, and make use of the opportunities. It can improve the value creating activities within its value chain*

Originality/value: *A conceptual leadership model is developed by studying the various institutions of TATA group companies. As leadership is essential for growth and prosperity of companies for the better leadership to support CSR activity and for profitability. TATA has to work on the green management strategies which the talk of the day, get along with the IT innovations, globalisation, business expansion, huge investment on research, inventory management etc.*

Keywords: TATA Group of companies, Leadership, company issue analysis, ABCD analysis, SWOC analysis, Value chain analysis

1. INTRODUCTION :

Leadership is the crucial part of human life. We have witnessed the influence of leadership from our birth, in families, in society, political field, corporate sector and various other paths of our life. It is a continuous process, which could be considered as a skill to make decision, resolve conflicts, allocate resources and utilise it, take initiatives and manage risks. Effective leadership tends to affirm ethical values which increases trust among the employees. Emotional stability, flexibility, honesty, creativeness, courage, endurance and perseverance is few qualities which determines leadership [1].

The major influence of leadership is felt in the development of organisational theory. When we analyse the bureaucratic form of organisation, it is found that there was a laissez-faire type of leadership, where the leaders did not believe in intervening the problems of the employees.

They ignored the problems and did not follow it up. Whereas, in transactional type of leadership, which took over later one, the leaders were seen practicing the management by exception. Here the leaders focused on only the deviations and rewards in the form of material or psychological, were given to the employees for only those who achieve the requirement of the management. After the beginning of post –bureaucratic form of organisation, the concept of transformational leadership emerged. This concept was introduced by Max Weber, MacGregor, Bernard Bass, Warren Beenis & Nanus, who added new models to already existed models [1].

Transformational leadership made a huge impact on the organisational culture, due to its nature. Here the Leader of the organisation assumes greater efficiency from the employee, and in turn gives good rewards. Transformational leaders work with the employees to reach the vision of the organisation. The employees in turn are inspired to develop their future by excelling their own self-interest and achieve the goal of the organisation [2].

2. OBJECTIVE OF THE STUDY :

- (1) To understand the styles of leadership at TATA
- (2) To study the ecosystem at TATA
- (3) To identify the Institutional partners at TATA
- (4) To analyse the study using SWOT, ABCD, Value analysis for TATA group of companies
- (5) To develop a TATA conceptual leadership model

3. RESEARCH GAP :

Several leadership approaches are evolved in the last five decades, all types of leadership has its own merits, limitations and assumptions. This study involves the showcase of various types of leadership styles at TATA, the complex network and interconnected systems, Institutional partners, various analyses and a conceptual leadership model. However the study is not in depth and did not cover the aspects of marketing, in depth study of value creation, communication, value delivery, financial aspects, CSR, and new ventures of aviation (Air India, Vistara, etc).

4. RESEARCH AGENDA :

Based on research gap the study has following agenda:

- a. What are the various leadership styles?
- b. How the network and interconnected system works at TATA?
- c. Why human resource practices of TATA are well-known?
- d. Who are the leaders of TATA companies?
- e. Which strategy of leadership style is adopted by TATA?

5. RESEARCH METHODOLOGY :

This paper consists of list of various TATA group of companies, leadership theories developed over the years, lessons from Ratan TATA and to develop a Tata leadership conceptual model using various search engines like Google, Google Scholar, Google Books, etc.

The study utilises the SWOT analysis, ABCD analysis, and value analysis for the company belonging to TATA group.

Group of TATA companies is the biggest employer in UK and in India placing the third and has a vision in communications, IT (Information Technology), engineering, materials, services, energy, consumer products and chemicals. [3]. The TATA group is renowned for good business ethics and corporate governance and also for its leadership development. The leadership concept was developed to groom the managers as efficient leaders. This concept was developed by the former chairman of TATA group of companies in 1950. This service was known as Tata Administrative Service (TAS), which groomed and provided the managers an opportunity for professional growth which influenced change in the organisation. This training is consistent since 1868, and presently has incorporated few changes to meet the competitive need for the

present era. Henceforth, the leadership style of TATA Group is famed as team-led culture. Ratan TATA is the present chairman of the group, who is the world’s most prominent person with high good business ethics and leadership quality [1], [4].

With the takeover of Ratan TATA, universe witnessed the restructuring of the organisation with matrix-style approach of building teams. The senior managers transformed to more flexible and adaptable qualities in their approach. Ratan Tata believed in Theory Y in Mc Gregor theory, where he expected all his leaders to model closely to theory Y. This gave a huge scope to the workers to be innovative, an opportunity for consultation and should bring responsibility and thus initiated the interest of team work [1].

6. LEADERSHIP STYLE OF TATA GROUP OF COMPANY :

Leadership style theory comprises of Autocratic theory, Democratic theory and Laissez-faire theory. TATA group of company majorly adopts Democratic leadership style. This leadership approach is evident with the participative nature of managers in the company. Effective communication is the integral part of the TATA group. Here the employees are well informed about the policies, procedures and strategies, and hence they are engaged in decision making process. It is seen that the most of the long term and short term strategies are formulated by the lower rank of managers. Here, they are treated as stake holders of the company [1].

However, it was also seen that Ratan TATA, at times also adopted autocratic style of leadership when he had to take quick decisions with confidence. This was seen during the time when he had to deal with the powerhouse Corus.

Ratan TATA also sometimes uses Laissez-Faire model, when he have to delegate duties and responsibility of decision making to the managers. However, it was seen that he would make strategic assessment of the project, but would not interfere with the decision of the managers. This clearly states the trust he has on his managers [1][4].

Ratan TATA, follows Five Factor Model, to pursue his leadership quality. He is well-known for his emotional stability. He exhibits low anxiety with great sense of security. He is extraversion, and being sociable, he has high positive affect on future leadership of the company. He believes in openness, originality and versatility. As mentioned earlier in the article, Ratan TATA is well trusted and friendly. He is also dutifulness. Well organised person, and work gracefully without self-interest and a person of conscientiousness [1].

Following this model for his unique leadership qualities, Ratan TATA achieved incredible status world-wide. He has reached Tata Group as a global brand. Ratan TATA is a visionary. Under his leadership TATA acquired brands like Tetley, Jaguar Land Rover, and Taj Boston. He worked from the He started out working as a blue collar employee for Tata Steel. He personally visited the families of the 80 employees who were affected because of the 26/11 attacks. He remembers almost everyone by their first names, and is not dismissive. Recently Ratan TATA is nominated as one of the trustees for PM care Fund under the chair prime minister Narendra Modi. There are many examples of how attentive he is, and he is well loved by all who know him [5].

Table 1: List of Tata Group of Companies

S. No	Name of the Company	CEO of the Company	Type of business
1	Tata Consultancy service	Rajesh Gopinathan	IT services, consulting and business solutions provider
2	Tata steel Limited	T. V. Narendran	Steel and crude steel production
3	Tata Motors limited	Natarajan Chandrasekharan	Manufactures Automobile –cars, utility vehicles, Trucks & buses
4	Titan company limited	Bhaskar Bhat	Watch and jewelry manufacturing industry

5	Tata chemicals limited	Ramakrishnan Mukundan	Sodaash and sodium bicarbonate manufacture
6	The Tata power company limited	Praveer Sinha	Power company owns conventional renewable energy & next-generation customer solutions.
7	The Indian hotels company limited	Puneet Chhatwal	Hospitality service
8	Tata beverages limited	Sunil. A. D'souza	Branded natural beverages of Tea, coffee and water
9	Tata communications limited	Amur Swami Nathan Lakshminarayanan	Bombay Stock exchange and National stock exchange
10	Voltas limited	Pradeep Bhakshi	Air conditioning company
11	Trent limited	P. Venkatesalu	Produces Fashion apparels
12	Tata sponge iron limited	D. P. Deshpande	Production of sponge iron
13	Tata investment corporation limited	Amith N Dalal	Investment company at Bombay stock exchange
14	Tata Metaliks limited	Sandeep Kumar	Produces the best grade of pig iron and flexible iron pipes in India
15	Tata Elxsi Limited	Manoj Raghavan	Services of design and technology over industries which includes automotive broadcast, communications and healthcare
16	Nelco limited	P. J. Nath	Electronic company Offers solutions in the areas of VSAT(very small aperture terminal) connectivity, Satcom projects, integrated security & surveillance solutions
17	Tata coffee limited	Chacko Purakal Thomas	Coffee cultivation and processing company includes pepper, instant coffee, Tea, and green coffee bean.
18	Tata consumer products limited	Sunil. A. D'souza	Focusses on Consumer products such as TATA - salt, Sampann, TEA,
19	Tata Auto Comp system	Arvind Goel	Provides services and products of automotive to original equipment manufacturers and to Tier 1 suppliers. It also provides engineering and supply chain management services to its customers.

Reference: [6]

Source: Compiled by the Researcher

7. LEADERSHIP MODEL AND TATA GROUP OF COMPANY :

Understanding the leadership model of Max weber, in depth, there exists three forms namely, Bureaucratic, Charismatic and Traditional. Here, Bureaucratic leaders is the one who set rules and follows it, Traditional leader continues to the tradition of work and thirdly the Charismatic leader is the person who thinks beyond utilising his skills and abilities. Hence we could categorise, Ratan Tata as a Charismatic type who was more flexible to new ideas and has an adaptive mind-set. This characteristic was seen when he challenges with the lost budget car

like Nano, which brought radical change in Tata Group of company [7]. Ratan Tata, is also visualised as a Transformational leader. This is understood with the Bennis & Nanus [1] (UK Essays 2018). Nanus identified four strategies that leaders should use when trying to transform their organisations. These are shown in the figure below.

Table 2: Shows the four strategies the leaders use during the transformation of the organization

Types of strategies	Description
Strategy 1	Develop a comprehensible and reasonable vision for the organization [1]
Strategy 2	Conceptualize social strategies for the organization by changing organization culture [1]
Strategy 3	Construct confidence throughout the organization by creating clear values and views [1]
Strategy 4	Recognize their own strengths and weaknesses and encourage organizational members to do the same [1]

Reference: [1] UK Essays, 2018

Source: Compiled by the Researcher

This model explains the traits of a leader including logical thinking, persistence, empowerment and self-control. According to this theory, the traits also emphasis on idealised influence, by being a role model, secondly creating a team spirit, motivating and providing a challenge by introducing inspirational motivation and thirdly by being creative and innovative with Intellectual stimulation and finally by mentoring and providing support to the followers by individual consideration. Ratan TATA is a good decision maker and famous quote of his is “I don’t believe in making the right decisions. I take decisions and then make them right” [8]. He inspires individuals, does well because his employees and management adhere to the values of the organization. Ratan TATA is well known as risk taker and big moves of his like launching the Tata Nano, and acquiring the second largest steel-maker in Europe [8].

8. UNIQUENESS OF TATA GROUP :

Reaching stake holders with the products is an important task of any organisation. Unique Identity was created by Tata group was through systematic communication (Vimal deep saxena, 2014) [9]. With the creation of a slogan ‘A Century of Trust’, the leader Ratantata communicated the values of Tata Group including faith, reliability and service to the nation. The factors contributed in creating a uniqueness of Tata group was the values and creativity. The uniqueness of Tata leaders was also rendering social service to the society. TATA SWACHH was the concept created for the clean and safe drinking water at low cost, Tata Memorial Hospital, TIFR, TISS are few steps of Tata group. For Ratan Tata, the leadership quality is coupled with faith, commitment, Justice, responsibility, creativity, global aspiration, quality and real value for money [9].

9. SAGA OF THE GREAT LEADER, RATAN TATA :

Ratan TATA began his career at Tata Steel in 1962, and took charge of Tata Group in 1991 as a chairman of Tata Group. His tenure as a chairman witnessed a windfall and resulted in phenominal jump in revenue, market share and brand equity, all happened due to his charismatic type of leadership who achieved his own agenda. The revenue increased up to 40 times and the net profit rose up to four time within 21 years of his tenure. When he started his career as a chairman in 1991, taking charge from JRD Tata, experienced the period of economic reforms like liberisation, privatisation and globalisation (V. S. Dhekale, 2014) [4][10]. Within 21 years, the great leader led the group as a world brand. Ratan Tata, was a transformational leaders, whose leadership was designed to encourage and motivate employees to move towards the goal of the organisation. There were also targets on CSR activities which

attributed to the success of the companies. It also encouraged employees' positive attitudes, persistence, and sense of reciprocity which inspires them to work for the organisation [11].

10. RELATED WORKS :

Table 3: Shows the various leadership styles and its focus

S. No	Style Of Leadership	Focus	Reference
1	Autocratic leadership style	The leader alone decides and assumes a sense of ownership with the direct, results and accomplishment of the organization. Autocratic leadership style can be applied for tasks that need to be urgently completed. This type of leadership is effective in the beginning and gives good results.	Chukwasa Joseph (Dec 2018)[12] [12]
2.	Participative leadership style	Administrators whose authority style is of democratic based type, are respected by their laborers or subordinates because of really focusing on people, focusing on their personal affairs, acting reasonably and decently with every one of the individuals from the group, being keen on hearing and accepting new insights and thoughts and lucidity and precision of articulation	Allafchi N 2017. [13]
3	leadership style of Bureaucracy	Bureaucratic authority style observes rules and regulation. Bureaucratic leaders stringently stick to policies and procedures without help from anyone else and make others to do likewise. In short they work fair and square'. It tends to be contended that this style is unbending in the sense approaches and standards probably been written previously, as conditions changes strategies and standards should be transformed accordingly	Joshi B S 2015. [14]
4.	Charismatic leadership style	This might be because of their character, their devotion, their vision, their truthfulness, their communication, their insight, abilities or knowledge and understanding in the field and the manner in which they introduce themselves before groups. Charming leaders move, provoke interest and energy in their groups and they are the main thrust in the organization. Charming leaders trust more in themselves than in their groups. They assume take responsibility, and are focused on their work. To name a few examples - hero (heroic charisma), father (paternalistic charisma), savior (missionary charisma), and king (majestic charisma).	Joshi B S 2015. [14]
5	Laissez-faire leadership	Laissez –Fair leadership style is an initiative style gives little or no direction to its representatives however much opportunity as could be expected to such an extent that all authority is given to the workers and they should determine objectives, and resolve their problems and issues on their own.	Sharma L 2013. [15]

6	Transactional leadership style	Transactional leadership portrayed the authority where getting work done by people and in consequently they will get the reward for completing the task	Canty 2015. [16]
7	Transformational leadership	This kind of leadership encourages the team members with a shared vision of the future, focus on values and develops a win – win approach Employees might have a basic set of responsibilities, aims, objectives that they complete every week or month, but the leader is constantly pushing them to the best of their abilities	Homrig 2001. [17]
8	Servant leadership style	Leaders are expected to be selfless and promote innovation, empower employees, and emphasize the needs of the employees around them.	Harper S 2012. [18]
9	Coach leadership style	Coach style leader will construct a team where each representative have range of abilities or skills in something, Rather than driving all employees to focus on comparative skills and goals. In the long run, this leader focuses on creating strong teams that can communicate well and embrace each other's unique skill sets in order to get the work done.	Gandolfi 2018. [19]

Source: compiled by the Researcher

Table 4: Depicts the leadership lessons from Mr. Ratan TATA

S. No.	Leadership Lesson	Focus	Reference
1	Trust, values and commitment	Focus on trust, values and commitment instead of concentrating only on profits.	[8]
2	Never stop learning	If you want to be successful in life never stop learning, even though you earn a degree.	[8]
3	Use your emotions for success	Convert anger into motivation, use this motivation for success.	[8]
4	Value your team	Team work is the main factor to be successful and If you want to walk fast walk alone. If you want to reach far walk together	[8]
5	Believe in your decision	Take the stones people through at you and use them to build a monument	[8]
6	Take risks	Calculated risk must be taken to move ahead and not taking risk is the biggest risk.	[8]
7	Give to receive	Share the success with everyone, help others without ant expectations	[8]
8	Don't put all your eggs in one basket	Invest in different companies rather than one because when you divide your risks into micro parties there is a great chance of not losing all your possession at once.	[8]

Reference: Varma, M., (2020) [8]

Source: compiled by the Researcher

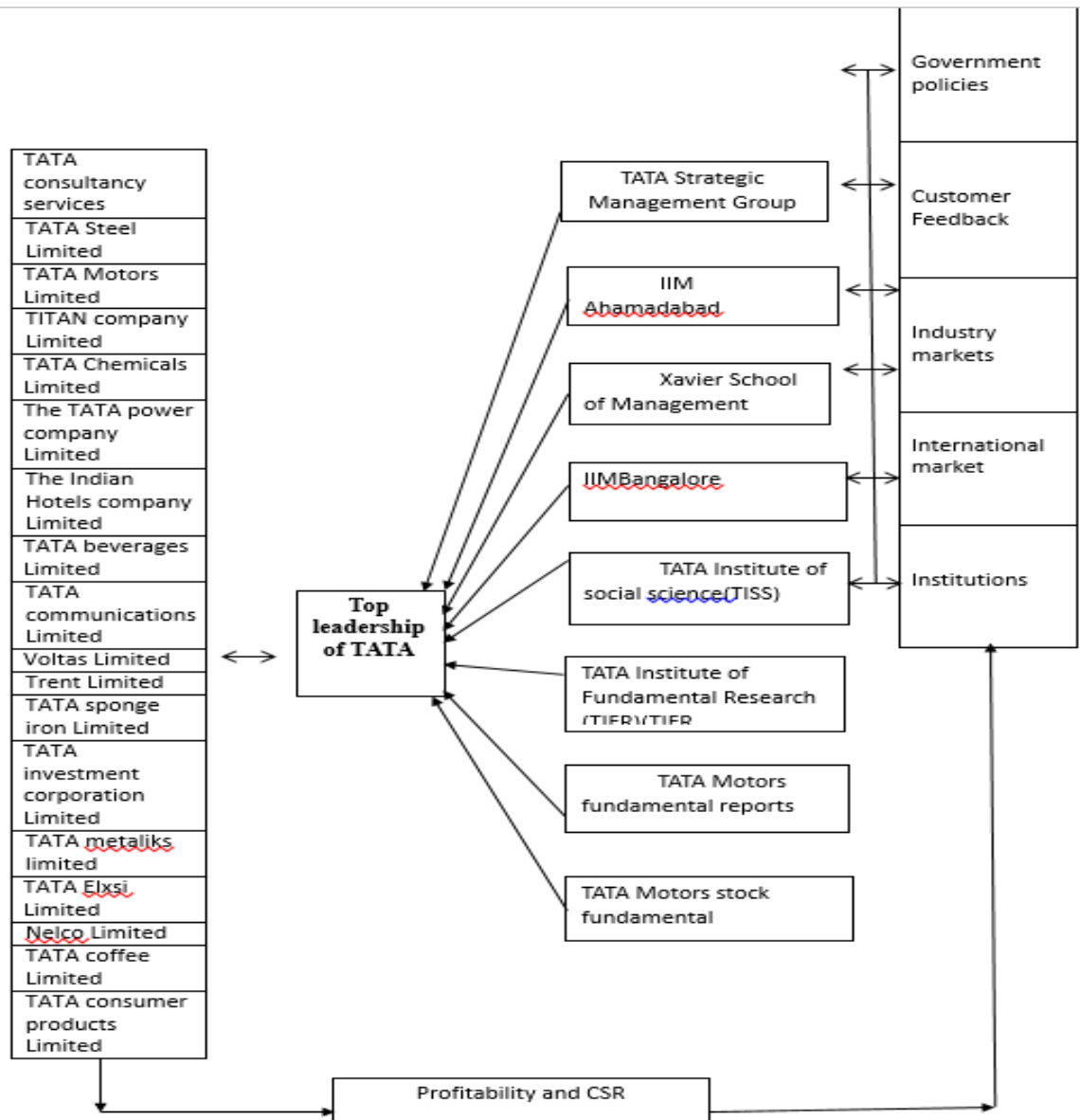


Fig. 1: The leadership conceptual model

Source: Compiled by the Researcher

11. THE TATA LEADERSHIP CONCEPTUAL MODEL :

The Model is a framework which guides the companies to reach the excellence of their performance. The concept behind this leadership program is also known as Tata Administrative services, which was activated to groom young managers and to provide them opportunity of professional growth. This model guides us how TATA companies strengthens the competitiveness by enhancing the practice and capabilities to reach the vision of the company. This model helps in sustaining the organisation business, and focusing the future. There is also an opening for social responsibility, which is of prime importance for the organisation. On the whole the model depicts the operational details of the core values. TATA Company is also guided by the TATA business excellence Model, (TBEM), which is based on the Malcolm Baldrige National quality award Model of the US. The TBEM grid model has been imagined to convey key developments and drive business upgrades at the TATA. Pointed toward empowering the organizations catch the best worldwide business practices, the business evaluation model contributes with the inborn dynamism to develop and stay up with always changing business performance parameters. The primary goals of the model is to upgrade an incentive for all partners and add to commercial center achievement, augment undertaking complete viability and abilities, and convey hierarchical and personal learning.

12. HR ASPECTS AT TATA :

The success of TATA has an important role on the human resource practice which they follow. TATA group accept that individuals are their most significant resource and they take on prescribed procedures to guarantee concrete employee relations, employee development and improvement as well as job satisfaction. The different TATA organizations share a prevailing HR practices. Line administrators and HR chiefs mutually recognize key industry patterns and the sources of competitive advantage that are expected in their particular organizations considering the cultural attributes. They then decipher these competitive advantage into explicit social ascribes and going with ways of behaving that are expected in the business. Employees with explicit specialized abilities are transferred from one organization to another, which seeds the best practices and developments in other organization of TATA. The organization has fostered a business and values-focused initiative structure that is applied to the enrolment, improvement, assessment, and remuneration of every expert, as well as to succession planning. This improves the TATA leadership brand and the professional growth of the employees. For many years, the Tata Management Training Centre (TMTC) has likewise contributed to the improvement of TMTC key pioneers all through the organizations [20].

Its renowned general administration program, the TATA group executive Course, is planned and conveyed by personnel from the Ross Institute of Business, at the university of of Michigan. Members come from organizations across the gathering and are shown the best ideas and practices in specific areas that are coordinated into a manager’s agenda plan. TATA has created two significant drives that likewise cut across business lines: TATA Quality Administration (TMTC) and TATA Business excellence. These programs are educated and reinforced at TMTC. TATA operates at 100 countries across six continents with 9,35,000 core employees for the year 2022,with Values finding and recruiting the best personalities in India, regardless of caste, identity, or religion [21].

13. CASE STUDY ANALYSIS OF TATA GROUP OF COMPANY, WITH PERSPECTIVE OF LEADERSHIP STYLE :

The present case study deals with various phases of the growth of the organisation, formulated with its vision, mission and strategic aims. This enables the reader to understand beginning with the scope of the Industry, leading to the solutions. The second step we need to analyse the beneficiaries, priorities and the working culture. The final step of the case study deals with the events occurred and the challenges faced by the organisation.

14. SWOC ANALYSIS OF TATA GROUP :

Table 5: Exhibit the SWOC analysis of TATA group of industry:

Strength	Weakness	Opportunity	Challenge
- Extension of new markets with new products.	- Forecasting product demand	- Development of the market	- Upcoming of new technology
- Strong network with reliable suppliers	- Organisational structure	- Expansion of the market	- Off season demands
- Strong brand portfolio	- Financial planning[5]	- Diminishing transport cost.[5]	- Political environment. [5]
- [5]			

Source: Compiled by the Researcher

The swot analysis gives a clear picture of the organisation, which explains the strength, weakness, opportunity and the threat or challenge. TATA group of company has built up an ability to start new

business sectors which has an advantage of building new revenue sources. The organisation also is capable of building a strong network in business distribution aiming to reach the potential market. Along with this strength, the Tata group also has a tremendous strength in assembling the unique culture among the vendors, to reach the stakeholders. Hence it creates reliable suppliers empowering the organisation to overcome any network bottlenecks, if any existed. Tata group of company also has a strong Brand Portfolio, which enables to venture new items. It holds an important capability in market leadership which gives the company a comparative advantage [22-23].

Understand the weakness of the organisation, through SWOC analysis, the company do face few shortcomings. First of all, the organisational structure of the company is only viable with the current plan of action. That poses a limitation which restricts the development in contiguous item fragmentations. The analysis also shows that there exists a feeble forecasting for product demand. This leads to missed opportunities in-par with their competitors. There are instances in the company that financial planning is not efficiently undertaken. During analysis it is found that the current asset ratio and liquid asset ratio shows that the organisation could utilise the money more efficiently than the present strategy. It holds a weaker or not sufficient resources [22].

Analysing the opportunities of the Tata group, we witness the tremendous market development, which helps in diluting the competitors progress, which will enable the competition of Tata with others. With the market expansion, the Tata group is able to catch new clients and increase the market share. Another strategy of diminishing the transportation expense by conducting lower deliver cost, the expense of Tata products is broken down. This advantages the clients [22].

However, the organisation also face few threats. Due to the up gradation of the technology which is developed by the competitor, the industry may face several hindrances in long term future. The major threat or challenge is seen due to the demand fluctuation because of seasonal nature of the product, or unseen event. There is also an impact of the unstable political environment which poses a severe challenge on the organisation [22].

15. ABCD ANALYSIS OF TATA GROUP :

ABCD frame analyses the business analysis framework, introduced in the 2015, which helps in analysing the business concepts, systems, technology, models by understanding the advantages, benefits, constraints and disadvantages. It also makes use of various resources like human, machines, information and materials. ABCD analysis is based on discussing various factors affecting the constructs which are identifies. The issues like, organisation, operation, administration and the dependents of the organisation will be analysed under the constructs and the frame work (Aithal, P. S. (2017) [24] [25] [26] [27].

Table 6: Shows ABCD analysis for TATA brands

S. NO.	Determinant issues	Advantages	Benefits	Constraints	Disadvantages.
1	Organisation view point	Expansion of the organisation	Dilution of the competitors due to increased training.	High forecasting skills required, supplier retention strategy	Financial planning, decision making, expansion, business channel.
2	Customer view point	New products in the market	Quality products as per the changing needs of the customers.	Need multiple channels of digital marketing like SEO, Content marketing	Increasing online sales, after sales service,
3	Society	Venturing new products	Brand extension, product and service innovation,	Changes in Political environment,	Innovation in technology, competition,

			best practices of business, customer value creation.	marketing strategy.	demand of new product, product feature
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Reference: [24]

Source: Compiled by the author

The company issues are discussed under the constructs of ABCD analysis with the few determinant issue like view point of the organisation, customer and society.

The advantage of the organisation that with the effective leadership qualities, TATA group of company could build proper strategies, which enabled them to expand the organisation to the International level. In the process of expanding its business, to the corporate level, it had an advantage of reaching the customers with wide variety of products, satisfying their emerging and new needs. This also helped in venturing into new and more markets. Although the competitors were increasing, the quality of the products diluted the new markets of the rival organisation. There were plenty of benefits received by the customer and the society at large. We could find the stake holders were satisfied with the products which they received within the reachable cost. Here we remember the innovation of NANO car, which reached many customer with minimum financial burden. Hence with the effective leadership skill TATA Company could innovate more with brand extension. It ventured a quality products to the customer and hence it benefitted the organisation. The present study also interpreted that it was possible to dilute the competitors because of fact that the employees were skilfully trained. In the process of expanding their products and the marketing, the company also faced few constraints like, they had to be well-versed with the forecasting skills. This is very important to retain the customers. If the organisation, has to continue successfully, it is equally essential to be efficient demand forecaster and make appropriate decision. The analysis also showed that there is the need for multiple channels of digital marketing like search engine optimization (SEO), Content marketing etc. In the macro level, the organisation also had to be skilful in understanding the changes in Political environment, and marketing strategy. Hence, the present paper, understand the challenge of skilfully dealing with business strategy and the innovation in the production process in order to be in par with the demands of society. It also has to gain new customers. The ABCD analysis also discusses the disadvantages of the organisation. There is a huge vacuum in the sustainability of the business. It creates the business challenge, where turn over becomes the key issue. It also has to work of CSR programs and create an opportunity to the society and stake holder empowerment activities. The low cost strategy may become an ultimate challenge to the Business. [28] [29], [30].

16. VALUE CHAIN ANALYSIS :

The present study also tries to analyse the organisation by Porter chain value framework. This analysis framework is developed by Michael E Porter, the management guru in 1985. This analysis helps to understand the firm’s relative cost and value. This is used to analyse the competitive context of the organisation. With this we understand the difference of the organisation in terms of achieving success. Here we understand five forces model which clearly states the competition with other organisations. In other terms, it explains the financial performance of the company with reference to other rivalry organisations [30], [31], [32].

Table 7: Depicts the value chain analysis of TATA group

S. No.	Value generation	Value Process	Value delivery
1	Infrastructure	Financing, planning, investor relations	Tata company has a unique infrastructure which supports various activities like general management, planning and finance and accounting. quality management, legal services [30].
2	Development of Technology	Product and process design, research in market	Includes feature design, technology selection, process engineering, component design and field-testing [30].

3	procurement	Services, machines, advertising, data	Together with Tata employs technology for procedures, vendor management, information system, and supply chain partner qualification rules and ongoing performance evaluation [30],[31][32].
4	Inbound logistics	Material storage, service ,Customer access,	Importance of retrieving raw material, storing inputs and to effective distribution helpful for the perfect production [30],[31].
5	Operations	Branch operations	Effective service and manufacturing operations is important to ensure efficiency and competitive success of Tata. It increases profitability, consistent economic growth and competitive advantage [29] [31].
6	Out logistics	Order processing, warehousing	TATA faces challenges in product development phase. With the analysis, the company can recover or store the inputs and internally distribute the raw material and start production [30], [31].
7	Marketing and sales	Affordable cost	The marketing strategy should include depending on the Tata’s business objectives, brand image, competitive dynamics and market status [30].
	After sales service	Post sale service.	Support activities with timely service is the key aim to guarantee current standing in the market [30], [31].

Source: Compiled by the author

17. SUMMARY :

The firm infrastructure at Ratan Tata, supports the scope of being a diversified company even within the industry (*N Chandrasekaran. 2022*) [33]. The finance and planning is managed at corporate level and the, accounting and legal issues, quality management are managed at business unit level. Literature states that the company has made good progress which addressed the carbon footprint, which positioned the company by capturing the new technology. The major milestone of 2022, was to bid to win Air India. Hence the value chain analysis clearly indicates, that the companies did well in financial performance, showing tremendous adaptation to the changes and predicts that Indian economy will grow by 8.5%. Hence by conducting the value chain analysis of Tata we find various advantages. The value chain approach suggests that the company could consider the trading activities as an economic rent sources (Taylor Byrne, 2018). These activities could act as a barriers to the new entrants and has a cost disadvantage to the competitors. The company witnesses the tremendous technology development like process engineering, feature design, component design and field testing, which has an impact on the rapid development of the industry [33],[34].

The present paper also analysis the procurement activities at Tata. The activities that are undertaken to purchase inputs include raw materials, machinery, laboratory equipment, office equipment, the buildings and the supplies. The TATA group employs an effective management of procedures, vendor related activities, information system and supply chain partner qualification rules and also performance evaluation which is very unique. This ensures the development of the company. The operations of the organisation is as unique as per the analysis that the company uses customer data to serve advertisements based on the usage behaviour of the clients. Analysis of the organisation shows that it includes proper channel selection, marketing, pricing, sales force management, advertising and promotion. Proper after sales services are planned by the organisation, which includes training, installation services, post sales maintenance, part supply and product forward and backend alignment of the software [35], [36], [37], [38], [39], [40], [41].

18. SCOPE FOR FURTHER RESEARCH :

(a) An in depth study of the TATA Company, various leadership styles exhibited by the different leaders of the company can be studies further

(b) Study can be done based on the organogram of the company and the roles and responsibilities of the leaders.

19. OBSERVATIONS :

- (a) Ratan TATA practices different styles of leadership based on the situation.
- (b) It is observed that TATA gets the feedback from various institutions in turn those institutions work on the customer feedbacks, the researches done in the local, national, inter-national market, government policies, etc.
- (c) A unique human resource practices at TATA companies indicates the important role in success of the Company.
- (d) Leadership lessons of Ratan TATA is helpful for the emerging leaders, investors.

20. LIMITATIONS OF THE STUDY :

- (a) The study is done on the overall context of TATA companies
- (b) The study did not include financial, CSR aspects of the organization.
- (c) New ventures, investments are excluded from the study
- (d) Organogram of TATA company are not addressed.

21. CONCLUSION :

Any business organisation to be unique has to survive and struggle according to the time. Adopting to the need of changing time, creating a strategy, building new capabilities with various parameters and finally emerging with the actions is the prime importance of the organisation. These organisational changes need an efficient leader who determines the success rate of the organisation. The present case study of Tata group of company, is a bird's-eye view of the success of the great leader Ratan Tata. The major contribution as a chairman of Tata Group, Ratan TATA focused on operational efficiency and culture of innovation which augmented the capacity of competitiveness in the country as well rising foreign investments.

The great leader of Tata Group of companies, proved the identity of the organisation, by practicing different types of leadership style. He transformed the people into followers with his unique leadership quality by being creative, practicing social values, converting hope into action with financial performance. He had dual performance, he was product oriented as well people oriented. He showed courage, risk bearing ability, social sense. More than all these quality, Ratan Tata gave importance to employee training and developing which created more leaders in his organisation which maintained the quality service to the stake holders.

Based on the above mentioned analysis, the author conclude that, Tata group of companies, should focus on making use of its strengths identified by the swot analysis, and make use of the opportunities. It can enhance the value creating activities within its value chain. It has to work on the green management strategies which the talk of the day, get along with the IT innovations, globalisation, business expansion, huge investment on research, inventory management and many more.

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