

(IJ-7) Evaluation of how a multinational operation becomes a global enterprise leader by implementing six core business responsibilities.

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Abstract

Successful global businesses incorporate a “global mindset which means that they have to think and act both locally and globally” (Wellings, 2017). This tactic requires an invested corporate executive team to satisfy both components of the global mindset. Enterprises need to develop in multiple dimensions, maintain expansion and sustainability in global competition, which makes the Tata group an excellent case for analyzing business internationalization (Goldstein, 2008). This case study reviews how the Tata Group, founded in 1868, has navigated its path to global leadership. The primary purpose was to explore how a multi-generational business has successfully maintained the implementation of its original global mission and vision and evolved to coordinate multidimensional development, in order to ensure the leading position in the global competition. The case study examined the breadth and depth of a global enterprise entity in the context of the corporate dynamic elements: social, political, economic, legal, intercultural, and technological.

“The Tata group talks not of conquering markets, but of serving people” and with a social foundation/core to their business model (Witzel, 2010 p. xvi). The Tata Group's political background and connections provided generous support for its regional and global expansion. Economic development is a process of targeted activities and programs that work to improve the financial wellbeing and quality of life by building local wealth, diversifying the economy, creating and retaining jobs, and making the local tax base. Each economic development component is pivotal for providing stability in all aspects of the growth and development of financial wellbeing. Tata Group has set up individual legal policies to regulate its operations worldwide. In protecting its brand reputation, the Tata group set legal policy that new subsidiary ventures into an area where the group had never worked before should not use the Tata name directly. The Tata group recognized the

economic imperative and the social need to strengthen its intercultural muscle. Tata has continued to utilize technology to its advantage by creating unique value propositions for its product lines. The six aspects are integrated and cannot develop independently or exist in isolation. Corporate responsibilities are embodied legal, economic, ethical and philanthropic, and other aspects, among which the relationship at each level has progressive and mutual influence.

Tata Group has completed its survival, expansion, and global development through multi-dimensional interaction in social, political, economic, legal, intercultural, and technological aspects; and has become a global business leader. Therefore, Multinational global corporations must excel at six core business responsibilities to become a multinational leader. However, there is a balance between satisfying shareholders and contributions to society. While resolving short-term interest conflicts, corporations need to design long-term strategies from multiple perspectives and responsibilities, and insist on spreading the positive image and brand, to the global market. The business can be balanced via incorporating realistic expectations for each core aspect that considers feasibility and long-term viability for the corporation.

Keywords: global leadership competencies, corporate social responsibility globally, global strategic innovation, global economic development, tata group globalization, global competitive advantage

Introduction

Global businesses must be able to support employees across regions, countries, and nations. They must engage stakeholders, shareholders, colleagues, and global partners, in order to successfully drive their businesses in a competitive, demanding, and ever-changing environment. Possessing the global mindset means they must think and act both locally and globally (Wellings, 2017). Various successful enterprises have been studied in order to garner lessons learned from failures as well as best practices for recommended improvements into the future. One such enterprise is the Tata Group. Founded by Jamsetji Tata in 1868, the Tata Group, headquartered in India, is a global organization of 30 companies across ten verticals (Tata Sons, 2020-2021). This case study will explore the social,

political, economic, legal, intercultural, and technological aspects of the Tata Group, a multinational corporation. The study's primary purpose is to explore how a multi-generational business has successfully maintained the implementation of its original global mission and vision and evolved to coordinate multidimensional development, in order to ensure the leading position in the global competition.

A multi-generational family-led company traditionally does not survive the third transition of power of generation. The first generation creates the business, the second generation “collaborates, educates, and inspires the family” (Jaffe & Grubman, 2020), which can lead to successful scale of the business. Then the third generation who anxiously awaits their transition of power can be so determined to throw out the “old” and change the business model that they can inadvertently crumble the very foundation the first generation built (Barnes & Hershon, 1976). In fact, the third generation rarely worked in the business the same way the second generation did, and thus they take for granted that the business/money will always be there (McCollum, 2016). For the Tata Group, its generational leadership strengthened the mission and vision of the company as the third generation CEO, Ratan Tata, the great-grandson of Jamsetji Tata, was responsible for many of the global successes, which this study will highlight.

Literature Review

Global Business Development

Global mindset has become a key source of long-term competitive advantage in the global market with the continuous intensification of global competition, including cosmopolitanism, strategic perspective, and multidimensional perspective (Levy, et al., 2007). In global operation, enterprise leaders need to articulate a global mindset with pragmatic vision, effective leadership, and global business strategy to integrate the interactive ingredients of the trade globalization, social liberalization, and the technology revolution, in order to enhance competitive business advantages (Cohen, 2010 & Passaris, 2006)

Luo (2000) stated that enterprises need dynamic perspectives and multidimensional capabilities to develop and expand the business to an international market. The research analyzed three essential ingredients, which are distinctive resources, resource allocation, and dynamic learning. Distinctive resources are an enterprise's unique business resources, which are products, culture, strategy, and capital. Then is the relationship between social resources and domestic and foreign countries, as well as the allocation and use of resources by enterprises. Simultaneously, learning and improving capabilities are related to the enterprise's research, development, innovation, and technology application and the upgrading of products and management. In global business competition and expansion, multidimensional and dynamic capabilities are the keys to gain competitive advantage and determine global strategy. Capacity deployment is critical to mitigate the adverse effects of external factors and seize new opportunities. Capacity learning is also critical to the evolution of sustainable advantage and the creation of new resource bundles. Therefore, analyzing and exploring global development from multidimensional perspectives are conducive to discovering the characteristics and methods of enterprise success.

Leaders from the Tata group have shown a positive global mindset from the beginning of the enterprise to become a global leader and have been pushing the enterprise to carry out multidimensional and dynamic enhancements to establish a competitive global business development strategy. The multidimensional development strategy includes social, political, economic, legal, intercultural, and technological aspects, which are the critical perspectives to study the global development of the Tata group (Witzel, 2010).

Social

“The Tata group talks not of conquering markets, but of serving people” and with a social foundation/core to their business model, Tata has been studied by many global leaders (Witzel, 2010 p. xvi). The Tata group has the following companies: Tata Consultancy Services, Tata Motors, Tata Steel, Tata Chemicals, Tata Consumer Products, Titan, Tata Capital, Tata Power, Tata Advanced

Systems, Indian Hotels, and Tata Communications, which combined employ over 750,000 people in over 100 companies (Tata Sons, 2020-2021). Ratan Tata talked to Stanford Business School graduates about the company's perspective on corporate social responsibility. He described the effort to raise the quality of life in the communities where you operate as a fundamental investment in which shareholders welcome the community development, and the community does not envy or distaste the corporation coming in (Tata, 2013).

Between 1990-2000 Tata Group dedicated 3-20% of its profits to social development causes and the time, energy, and resources focused on community development is part of each Tata company so much so that the entire enterprise now devotes 30% of profits after tax to social-uplift programs (Girvin, 2009). The ability to invest in these social causes has strengthened by their overall brand value and the considerable US\$20 billion mark hit this year despite the global pandemic making them not only India's most valuable brand, but the only Indian company to make the top 100 global brands (Jagodzinski & Cormack-Loyd, 2020). Nirmalya Kumar from Tata Sons shared that an important quality in hiring good managers for building a global brand is curiosity as these leaders are lifelong learners who want to grow and develop (Kumar, 2016). The Tata group is about investing in the next generation in order to create the future global leaders. In new communities that are lacking adequate talent, the Tata Group will invest in the education of young people in order to make sure the sustainability of a workforce that is local and giving back to their own communities.

According to Kishor Chaukar, "the real contribution comes when communities are enabled in a manner that has a sustained developmental impact. That way you empower people, educate them, give them instruments of income, a feeling of self-respect and dignity, a reason to live" (Girvin, 2009 p.6). One of the best examples of their social investments and living out their mission comes in the town of Jamshedpur, India. From a Tribal Cultural Centre to a Centre for Excellence, they invest in the most impoverished state of Jharkhand and its people in sports, music, literacy, health and wellness, and education (Witzel, 2010). The director of communication in the company feels these societal values within Tata are universal and global, not just specific for India. This aligns with their

mission “to improve the quality of life of the communities we serve globally, through long-term stakeholder value creation based on Leadership with Trust” (Tata Sons, 2020-2021).

Political

In addition to excellent management systems, products, markets, and brand strategies, the Tata Group's political background and connections also provided generous support for its regional and global expansion. In the early phase, corporate leaders tied political relationships to business interests closely. Witzel (2010) presented that Jamsetji Tata, the creator of the Tata Group, was an early member of the Indian National Congress that formed India's government for several subsequent decades. In modern political and economic studies, Schneider, Palazzo & Matten (2009) stated that a wide variety of policies, backed by diverse political motivations, could promote or inhibit the growth of business groups. After India's independence in 1947, the Tata Group was committed to nation building, and nation-building is itself a political act. Mixing political and business made large national construction carried out by Tata companies, which led to the rapid development of the Tata Group in energy, steel, fixed investment, and maintained the interdependent relationship with the local governments.

National-owned enterprises began to withdraw from the market since the structure of India's economy changed, which made relations between the Tata Group and the various political parties ambivalent and difficult. To avoid becoming the focus of political attacks, the Tata Group rebalanced the relationship between political parties. It embarked on a strategy of building a political reputation by establishing a positive political image, maintaining full communication, emphasizing Tata's global development strategy among parties and the people (Witzel, 2010).

In international cooperation, the Tata Group committed to investing and improving the regional economy and integrating local industries into the global market. Scherer & Palazzo (2011) pointed out that to respond to the globalization phenomenon and the emerging post-national constellation, it is necessary to acknowledge a new political role of business that goes beyond mere compliance with

legal standards and conformity with moral rules. The Tata Group created a brand that includes business and global politics, which can help the company win numerous international support with its good reputation and reliability. “Krishna Kumar, one of the group's most eloquent advocates of a global strategy, stated that Tata could not be just an Indian enterprise” (Witzel, 2010 p. 215). He believed that Tata's vision and values will transmit beyond India's borders to a global market.

Enterprises too closely related to politics will rely on short-term policies and benefit from temporary support and preferential treatment but may be attacked and challenged by political dissidents in the long-term development (Cimoli, et al., 2009). The ideological differences between national parties created complexed political requirements for global businesses. (Scherer, et al., 2009). Therefore, large international companies need to adjust political strategies to cope with the changing external market, and it is imperative to maintain a proper and positive political form of enterprise. Tata's global business chain presented a higher level of the political image in the international platform. It was also beneficial for politicians in various countries to keep in line with the upright and positive political image of the Tata Group.

Economic

Economic development is important for “activities and programs" that are created to work for the good, development, and growth of the economy. According to Romer (2016), economic development is a process of targeted activities and programs that work to improve the economic wellbeing and quality of life of a community by building local wealth, diversifying the economy, creating and retaining jobs, and building the local tax base. Each component of economic development is pivotal for providing stability in all aspects of the growth and development of the economic wellbeing.

The business career of Jamsetji Tata, beginning with Tata Tea's, started in China and England. The businesses were later set up in India on a firm permanent basis, which “measured up to the international standards” and “used world-class technology” (Tata.com, 2019-2022). The “global footprints of the companies covered more than 100 countries in six continents,” including Europe,

North America, Asia Pacific, China, and the Middle East. The Tata group has also established other acquisitions for Tata Steel, Tata Motors (South Korea), Tata Chemicals, and Tata Communications.

The Tata Group “has been present in Europe since 1907, first established in London. The corporation has nineteen operations across the continent with more than sixty thousand employees”. The corporation is “among the largest industrial employers, operating in over 40 locations” (Tata.com). They acquired “Jaguar Land Rover, Tata Steel and Tata Motors” the leading companies in the European region. The Tata Group has been in North America for over seventy years. The companies of the Tata Group currently operating in North America are Tata Consultancy Services, Jaguar Land Rover, Tata Communications, Tata Technologies, Tata Steel, and Tata Chemicals (Tata.com).

In 1970, Tata Precision Engineering set up in the Asia Pacific in Singapore. The company has over sixteen companies operating with over seven thousand employees in the region. Singapore is an international nodal location for the group with over 3,300 employees (Tata.com). In China, the Tata Group has established Tata companies with over three thousand employees. Tata Consultancy Services, Tata Global Beverages, and Tata Steel are in operation throughout the region. The founder of the company established “roots” in China in the latter half of the 19th century. In the Middle East, the Tata Group has a significant footprint with over “20 companies, \$3 billion in revenue and over 10,000 employees” (Tata.com). The Tata Group companies in the Middle East are Tata Consulting Engineers, Tata Steel, Tata Motors, Tata Communications, Jaguar Land Rover, Indian Hotels, Voltas, and Tata Global Beverages (Tata.com).

Legal

The Tata Group has attached great importance to the legal part of the construction, which includes the internal management of the company and the discipline of facing the market. In the later period of global expansion, the Tata Group has also improved the laws and regulations to face the risks of international operations. Vogel (2008) noted with the complexity of global operation and management, enterprises need to face the global civil regulation established by industries,

enterprises, and international organizations in addition to the regulatory requirements of different governments. Therefore, Tata Group has set up unique legal policies to regulate its subsidiaries' operations worldwide. In protecting brand reputation, the Tata group set legal policy that new subsidiary ventures into an area where the group had never worked before should not use the Tata name directly.

According to Kubasek, Brennan, & Browne (2005), whose book, *The legal environment of business*, presents a comprehensive study of international legal dimensions. When new venture into a foreign market, the business has to be guided by the national legal system of their own country and that of the host country, and by international law, including the requirements of management, such as finance, HR, operations, as well as the legal responsibilities and ethics of the policy itself (Kubasek, et al., 2005).

The Tata Group set up rules to outline its responsibilities and proper practices, or "Corporate Conduct" to abide by the required rules and regulations for finance, HR, and operations, as outlined by the guidelines established by the government. The Tata Group has defined its code of conduct to reflect the operations, core values, and cultures of the corporation. It also defines the day-to-day operations of the company in accordance with the guidelines of the government. According to Srivastava et al., legal aspects like corporate governance, labor and employee welfare-related laws, considered in accordance with the government rules and policies for the corporation (Srivastava, et al., 2012 p. 26).

Carroll (1991) noted "Legal responsibilities reflect a view of "codified ethics" in the sense that they embody basic notions of fair operations as established by our lawmakers." Since Tata Steel was founded in 1907, the company has instituted welfare laws to guarantee workers' working hours and benefits. Carroll (1991) presented that legal responsibilities include compliance with the expectations of government laws and regulations, being a law-abiding citizen. It is also important that a successful

firm be defined as one that fulfills its legal obligations and provides goods and services that at least meet minimal legal requirements.

As an economic entity, the Tata Group is legally responsible for meeting the economic, social, political, technical, intercultural, and legal needs of society and the economy. The conclusion of a case study published in IOSR Journal of Business and Management was the Tata Group had to care for varied needs of society (Srivastava, et al., 2012). As a resourceful business, the corporation has “special responsibilities” to be socially involved and “enhance a harmonious and healthy relationship between the society and business seeking mutual benefits for the both” (Srivastava, et al., 2012). The corporation’s involvement in society must “create a better public image and goodwill for the company which further becomes instrumental in attracting customers, efficient personnel and investors” (Srivastava, et al., 2012).

Intercultural

Intercultural fluency is an important trait to be curated, developed and improved upon for any global corporation, and Tata Group is no different. The ability for a corporation to create new organizational hubs in different countries rests on the brands being able to “effectively integrate into new culturally diverse environments” (Wright, 2020). In addition, it is also paramount to a global organization to understand the culture and norms of their employees, customers, and collaborators around the globe. Both situations require high cultural intelligence, while the corporation analyzes from a brand point of view, the managers analyze through a more personal sentiment.

Tata was able to integrate into South Africa, a country that Tata did not have a presence in, by determining that if they were able to have well positioned influencers “vouch” for the company, the local culture would be more willing to accept them. “This exercise targeted ‘influencers’ – academics, business journalists, key people in government and the financial sector – both through direct contact and through advertisers”; which generated tremendous exposure for the new venture (Witzel, 2010). Although the aforementioned did not immediately generate revenue, it did allow Tata

to become a recognized brand in a new country, which highlighted to locals that the brand was motivated to become a part of the local “community”.

Tata also made a strong commitment to diversity, equity, and inclusion in 2014 and while it had always been a part of their mission, the ‘TATA Lead’ initiative brought the visions of their founder Jamsetji Tata into a new generation of their workforce (Rajan, 2015). With a focus on over 600,000 employees belonging to over 100 nationalities, the Tata group recognized the economic imperative and not just the social need to strengthen the intercultural muscle of its company. The chairperson at the time, Cyrus Mistry was quoted saying “Diversity is our need. Inclusion is our responsibility” (Rajan, 2015). In 2012, CEO Ratan Tata was featured in an intercultural management paper for his stellar example of business leadership. While a lot has been written about the company’s intercultural strengths, this particular article focused on how Ratan, as the third generation of his family, took the company global and “ under his leadership, the company acquired Jaguar, Land Rover, Tetley, and Corus, as well as the development of the Nano automobiles” (Grosse, 2012 p. 87). Global leadership and intercultural management have allowed the Tata Group to sustain a family tradition while also realizing economic prosperity everywhere it operates.

As Tata continues to grow globally, it continues to compete with challenges as to how different countries view Tata. Some “associate it with perceived low cost/ low quality, or with poverty and hardship”; as such, the necessity for developing intercultural understanding and relationships will be a continued challenge for the brand (Witzel, 2010). Tata acknowledges the aforementioned problem, yet to be too locally or globally focused, Tata runs that risk. In the event that Tata chooses either tactic as their primary focus, they risk the potential of losing the foundations of the corporate brand that has been honed for over 100 years.

Technological

As the Tata brand has grown, they have strived to diversify into many different verticals. This process has allowed the brand to stay relevant, and prosperous since 1868. However, the greatest asset to International Journal of Business Research and Management Practices in Global Environments (ISSN: 2473-4047)
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Tata's growth over the past 25 years can be linked to the implementation of internet cables being added to India's infrastructure in 1997 (Shinde, 2020). This technological advancement allowed Tata to become an efficient asset to the rest of the world, as brands could utilize the affordable rates of Indian labor, specifically Tata's, to provide ultra-competitive prices for their products or services. Tata was not the original company to bring the internet to India, but they did acquire a controlling stake in 2002, now called Tata Communications (Shinde, 2020). This acquisition helped to reframe the Tata brand, at a time when the younger generation in India thought of Tata, as "their father's company" (Witzel, 2010). The effort allowed Tata to be more relevant to India, and the world, as globalization relied heavily on technological advancements, such as high-speed internet.

Moving forward, Tata has continued to utilize technology to their advantage by creating unique value propositions for their product lines. Tata Teleservices managed to break into the Indian mobile phone market by positioning their brand as more affordable, when compared to the competition. Ironically, as the brand was built upon honesty and the implementation of strong values, this particular tactic fell short of aligning with the Tata values. They created an advertising campaign that told users to pay per the seconds that they use on their mobile phone; however, this actually resulted in Tata charging more than their competition by 10 paisa (Witzel, 2010). Regardless of ethical concerns, the campaign was successful, and allowed Tata to break into another technological market with great success.

As Tata has strived to become a well-respected global brand, they have utilized new marketing tactics, as they have become available. For example, when Tata started operating in South Africa, they utilized "targeting influencers – academics, business journalists, key people in government and the financial sector – both through direct contact and through advertising" (Witzel, 2010). This effort allowed Tata advertising to improve positive sentiment about Tata by 94% (Witzel, 2010). The aforementioned example highlights how Tata refuses to become a legacy company that relies on its past, but rather an innovative company that stays true to its original mission statement created in 1868, to invest in the country and people in which you do business.

Brand development and brand enhancement will continue to rely on technology, as the world continues to shrink. As of 2019, Tata ranks 86th among the 100 most valuable global brands, yet they are unknown in many parts of the world (India, 2019). Moving forward, it will be paramount for the brand to determine how to utilize technology to be better known in countries that they do business. Tata companies have the opportunity to utilize social media, digital marketing, and R&D to improve their ranking in the world. Similar to their campaign in South Africa, they should start promoting their brand steadily with well-respected influencers, in each target country. This tactic utilized as a part of an ongoing global effort for the brand to be better recognized globally.

It appears that Tata elects to implement short campaigns, as opposed to ongoing branding campaigns. This is due to their aspiration, that word of mouth will help to propel the company forward. It would be advisable to seek to accomplish consistent branding with WOM, at the same time, so they could potentially amplify results. Next would be to better utilize digital marketing efforts. For example, when utilizing a search engine, Tata does not appear when searching for search phrases related to the brand. This is correctable with search engine optimization, as well as public relations. Lastly, it is advised for the brand to continue to be an innovator, as such, they should continue to invest in R&D for new products and services. If Tata were to invest more consistently in their branding utilizing digital methods, one would postulate that their standing in the opinion of prospective consumers and countries would improve over a relatively short time, in countries which they do business in.

Analysis

The interrelationship of the six corporate dynamics guides the influence of leadership at Tata; as such, each area has a synergy with each other that is considered to fully maximize the potential of the corporation. As globalization accelerates the “shrinking” of the global marketplace, it is paramount that brands understand how to maximize doing business with a large variety of cultures. The ability to expect consumers to relate to a brand that is unknown, simply because the brand starts to target their culture, is a poor business strategy in the modern world. The foundation of success in

the global economy revolves around an understanding of the cultures that a brand does business with and aligning the organization's mission with universally accepted business objectives.

In regard to societal, “the real contribution comes when communities are enabled in a manner that has a sustained developmental impact. That way you empower people, educate them, give them instruments of income, a feeling of self-respect and dignity, a reason to live” (Girvin, 2009 p.6). This objective aligns with how the brand elects to do business, as they could choose to create a business strategy based on maximizing profit, or an adjusted strategy where Tata seeks to have their business grow in unison with the local community. This tactic may appear to be anti-capitalistic yet investing in communities where Tata is located allows for the development of employees, as well as the economy. This economic development is “pivotal for providing stability in all aspects of the growth” of the community; consequently, this reduces the potential for contextual variables adversely affecting the brand (Romer, 2016). The result of investing in society correlates to the success of Tata.

As Tata became a dominant corporation in their home country, India, they needed to acknowledge if they intended to become a truly global corporation that they would need to adjust other facets of their operation. This resulted in the brand determining how to take their local success to a global level. The benefit of the local success was that they had implemented core foundational attributes for the brand that translated well across the globe. Attributes such as investing and improving the regional economy, so that local politicians would be more inclined to work with them, as opposed to against them, when they would try to expand to other countries. The reason that politicians were amicable to Tata coming to their countries, was that they anticipated the brand to invest in their people and become a part of the community as opposed to just using their assets. This societal perspective is not commonplace from global brands, so organizations that truly had pure motivations, appear to be a rarity.

As the global expansion for Tata continues, "Legal responsibilities reflect a view of "codified ethics" in the sense that they embody basic notions of fair operations as established by our lawmakers”,

which highlights that it is more important to be a good global citizen as opposed to seeking maximum profits (Carroll, 1991). This objective becomes easier to implement when the whole foundation of the Tata brand is focused on “giving back” to the local community where they do business. The hurdle in this endeavor is determining how their “commitment to diversity, equity, and inclusion” can translate to other countries where these variables may not be as valuable in regard to the local culture (Rajan, 2015). This challenge can be minimized by utilizing technology to bring about change in the world, while developing the Tata brand as an institution that cares for its people, as well as all global citizens.

Discussion

Tata has broken through the regional business model while competing against local competitors in India and the East Asian area and competed globally to challenge emerging markets and industries. An international operation, the Tata Group completed a series of achievements as survival, expansion, sustainable development, and becoming an industry leader, which is an excellent case for analyzing business internationalization (Goldstein, 2008). Besides, operating globally, cross borders time zones and diverse management teams did not spill Tata's brand but made the company image more reliable.

The study concentrated on the development of the Tata Group and analyzed the backgrounds for the Tata brand's success in internationalization by studying social, political, economic, legal, intercultural, and technological elements. The six elements are mutually integrated and cannot grow independently or exist in isolation. Carroll (1991) pointed out that the social responsibilities of an enterprise reflected many aspects, including legal, economic, ethical and philanthropic. Each level of the relationship held progressive and mutual influence. In the case of the Tata Group, its political background and economic benefits are closely related. In the process of enterprise expansion, it conveys Tata's belief and feedback to employees through social responsibility. By integrating these

six elements closely, Tata Group has gained more support from society, government, and the international community.

This study focused more on The Tata Group as a whole party and did not explore any specific branch companies or industries. It is suggested that branches of Tata could be selected for analysis in future study. Based on corporate culture analysis, market environment analysis can add to understand further the motivation of corporate culture development and business objectives. Global companies are not limited to a single model or industry but can implement multiple models to innovate and exploit the global economy. In addition, management perception has a significant impact on a firm's international activity pattern (Kedia & Mukherji, 1999), so future research could also incorporate concepts and specific factors such as global mindset on business orientation, corporation global leadership, strategy and market environment.

Conclusion

In conclusion, as with any other multinational global corporation, the Tata Group has social, political, economic, legal, intercultural, and technological responsibilities. This study explored the various aspects of the corporation. Ratan Tata expounds on the social responsibilities of the corporation in the effort to raise the quality of life in the communities of corporate operations. The corporation is adherent to satisfying the needs of the organizations to grow and thrive. The corporation's political background and relationships provide substantial support for the company's global expansion. However, political perspectives analyzed to confer the advantages and hidden risks of political factors and involvement of the corporation. From an economic standpoint, the corporation has its presence and development responsibilities, including the development of "activities and programs" created to work for the good, development, and growth of the economy.

The Tata Group set up rules to outline its responsibilities and proper practices, or 'Corporate Conduct' to abide by the required rules and regulations for finance, HR, and operations, as outlined by the guidelines established by the government. Therefore, the corporation established government

mandated legal policies to abide by and to regulate its subsidiary operations across the globe. The intercultural responsibilities of the corporation are to implement the strong commitment to diversity, equity, and inclusion. In 2014, the corporation launched the “TATA Lead” initiative, which is part of the mission and initial vision of founder Jamsetji Tata. Striving for diversity into many different verticals, the technological advancement allowed the corporation to become an efficient asset globally. As stated in the introduction, various successful enterprises were studied in an effort to garner lessons learned from failures as well as best practices for recommended improvements into the future. The Tata Group has astoundingly developed a name and brand to continue to remain relevant and prosperous since the beginning of the corporation.

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