Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management

Diploma Thesis

MANAGERIAL LEADERSHIP

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Objectives of thesis

The diploma thesis aims to analyze relevant secondary data on managerial leadership. Relevant secondary data will be combined with primary data analysis aiming to suggest concrete steps for a concrete company leading to improve managerial leadership application.

Methodology

"Literature Review" part will be elaborated based on relevant secondary data analysis and synthesis.

"Analysis" part will result from relevant secondary data and original primary reconnaissance combination.

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1. Introduction

2. Goals and Methodology

3. Literature Review

4. Analysis

5. Results and Discussion

6. Conclusions

7. References

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Recommended information sources

ARMSTRONG, M. – STEPHENS, T. *Management a leadership.* Praha: Grada, 2008. ISBN 978-80-247-2177-4.

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Declaration

I declare myself having worked on my thesis "Managerial Leadership" and I have used only the sources at the end of my thesis. As the author of the diploma thesis, I declare that the thesis does not violate any person's copyrights.

In Prague on date of submission   _____

Acknowledgement

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ABSTRACT

The paper attempts to provide an analysis of the managerial leadership ideas and how they affect TATA group's management. Many scientists emphasise that the principles of managerial leadership differ in various respects. Leadership ideas broaden the management literature and can be seen in reality in relation to managers' leadership styles, which ought to modify their conventional conduct with employers and employees. This shift in behaviour and mindset is required because of the negative and positive implications for human beings, the community and corporate culture of a proper or inadequate leading style, with clear consequences for financial results. The manager's leadership style can be used as a model to emulate; it has clear consequences for the organisation and impacts its members' actions. This is why the literature review part of the paper provides a comprehensive review of the literature on the interpretation of the latter two definitions. The segment examines the philosophy of management and leadership more closely and reflects on the leader's perfect profile. The result and analysis part of the paper explores different kinds of managerial leadership in the TATA group, especially new approaches to leadership principles and practises.

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Chapter-1. Introduction

The management is creating a suitable environment for the members to work as a group. The managers is also building good values and culture by showing models. The overall performance of the organisation will rely on efficiency of the managers. Managers can also represent the functions and skills and also help the process of managing. This special function that is to decide the management quality relies on well planning, organising, staffing, directing, monitoring, and evaluating. Decision making is a good quality that help to make progress by a manager. The theorist and the practitioner must choose some functions for the developing of the organisation. The organisation is not be able to progress faster if there is a diminution of members into the organisation. Decision making along with greater ideas is always helping to solve any problem as well as to improve the performance of the management quality. ranking. Generally senior manager promote good skills of concept for betterment. Manager has various roles including decisional, interpersonal and informational.

Manager is the creator who can solve any problem within a positive environment. The managers having these qualities ensure the growth and development of an organisation. Some features are very effective to keep progress in managerial leadership. The features are good delegation skills, organisation skills, clarity of purpose and tasks, good negotiation in various administrative process and good communication skills for computing task and bonding relationships with other. For a better management team some conditions must be followed. Managing members is nominate by good merit and evaluation process.

Management condition also improve when the staff and the manager is focusing on a same objective and they work as one unit without coercion. If they work as one unit, they make decisions so easily and with lower risk. In some cases, like health care delivery and patient circumstances the conditions and the environment change dramatically. To cope up with this, managers have to learn special skills and abilities to monitor these changes and act according to it. A manager also understand the fundamental, technical features of the delivery service. A manager have to learn many training courses as well as necessary skills for controlling every situation. The managers can learn specific skills through some special way. Each manager must learn fair goals and plans for every activity (Jaques, 2017). The manager also covering the service area that is delivered with resources. The resources like budgets, supplies, equipment,

buildings the infrastructure and information must be available for the time of delivery. For better improvement and modification of services a good management task must be deployed for reviewing this significant data used in service delivery. To achieve success, the managers along with staff members must unite as one unit and incorporate their task with co-operating each other.

The management has four significant features. The first feature is a process which can control the interrelations of social and technical activities as well as the effectiveness of the staff members. The second one deals with accomplishing the organisational objectives which helps for the development of the organisation. The third one strongly focuses on the applications of the objective by the people and utilising the resources (Topping, 2018). The last one strongly focuses on the forming and the setting of the organisation. The works of management simply deals with the relationships with senior advisors and other members for achieving success.

Chapter-2. Goals and Methodology

2.1 Goals

Objectives of thesis:

The diploma thesis aims to analyse relevant secondary data on managerial leadership. Relevant secondary data will be combined with primary data analysis aiming **to suggest concrete steps for a concrete company leading to improve managerial leadership application.**

1. Evaluate the principles of managerial leadership

2. Investigate how managerial leadership evolved in Tata group

3. Analyse how managerial leadership helped Tata group to achieve their leading position in the market

2.2 Methodology

 Literature Review" part will be elaborated based on relevant secondary data analysis and synthesis.

"Analysis" part will result from relevant secondary data and original primary reconnaissance combination

The Methodology of this research is to examine the managerial leadership concepts and how managerial leadership developed in the Tata group. The other objectives are to examine how managerial leadership aided the Tata group in achieving market dominance.

In order to achieve a thematic understanding of managerial leadership in today's leaders' attitudes and practises, a narrative case study is performed. As opposed to generalized, quantitative issues of organizational variations, this approach allows for an immersive analysis of the text to that end, Researcher conducted semi-structured interviews with three top executives from three different Tata groups – in a narrative and contextual format. To obtain a deeper and more nuanced understanding, the researcher supplemented first-hand interview insights with secondary sources such as current literature.

Chapter-3. Literature Review

Leadership continually poses obstacles to the leader's skills as well as to people, objects, and transition; change means difficulty, and no matter how strong a leader is, it can't be avoided. How you approach these challenges defines you as a leader and has a lot to do with how efficient you can be. Certain difficulties are presented in the form of individuals or issues that impede achieving a goal. There is far further from inside the king, or by becoming a leader. Each leader must confront all of them and learn to confront them in a certain way. A challenge is to get to a different stage, evaluate yourself and develop the method, and demonstrate that you can do anything that may be challenging or not. Leadership dynamics continue to take place every day. You should, therefore, learn to face them effectively, knowing where the biggest obstacles about to occur. It is recognized that leadership would largely be attributed to the difference between progress and loss in battle, company and game.

Leadership scripts have become an industry for development. However, considering all its alternatives and its recognized relevance, leadership is still a somewhat unexplained term (Semarco and Cho, 2018). Considerable knowledge, current evidence and scientific concepts may be cited to clarify the idea of leadership, but when put together they seem to be contradictory. This discrepancy reveals the dilemma in the leadership explanation. The most effective leaders have a genuine concern in their followers' personal well-being. This curiosity is also spreading to their family and professional lives. The interpersonal role suggests motivating the staff and influencing them. The informational role represents monitoring and also negotiating. A successful manager always engage with the roles without a clear distinction. There is another way to reveal the manager's task by identifying their competencies. Some technical skills are used for developing the methods, techniques of managing, planning for good work group and preparing a budget for commercial purposes. Some skills like conceptual

helps to monitor many various factors as well as interacting. It also takes decision for importance of the things. Interpersonal skills reveal interrelations with others and influence them for working as a unit.

The informational roles represent monitoring of the whole organisations and relation with spoke person (Selvarajah and Meyer,D., 2020). Another important fact is to gather information for the wellbeing of the organisations as well as the development of it. The strategist is suggesting to adapting the domains of their so-called organisational challenges and opportunities. The role of leader is influenced by the role of designer and the strategist. The leadership of the organisation is a difficult task to maintain. The leader needs special training and potential skills.

The managerial leadership must develop competencies and conceptual role for betterment. Managers must motivate the followers for achieving successful goals as they have the supreme authority. Various kinds of power have been implemented here like expert, referent, legitimate, coercive and legitimate. This power source must be complementary to each other and are mutually exclusive. A good leader must know the difference and the risk of using this various source of power appropriately. It has been researched that the success of a leader depends on leader traits like assertive, co-operative and decisive. Some leaders' skills like concept, intelligence, creativity and innovation are required for betterment. A good leader also focuses on the effectiveness of autocratic, consultative, democratic and benevolent. The success of a leader is based on the situational theory. It is also researched that the action of the leader relies on the success as well as the failure of the organisation. To achieve success a leader must follow some factors like situational as well as contingencies in a sophisticated and enhanced way.

For solving problems seniors as well as middle level managers spend a lot of time. How to solve a problem and give the perfection, the resources must be well organised, and allocation must be added. Sometimes the problems are complex and unstructured, and it is taking a lot of time to solve it. In some cases, the problems are solved with the help of direct participation of the manager. To solve a problem, we must follow some process. The first of all is to identify the problem, and then second task is to recognise the existing problem. Then the task is to make assumptions by using known logic (Wenno, 2017). After that alternative solutions must be applied. Then the alternatives must be evaluated with right decision. Now the best alternative is selected to implement. Next the alternative has been installed to solve the problem. In

unstructured situations the solutions would be based on deductive reasoning. Exclusionary thinking is also important in it. The problems that have been classified with nature, scope and type can be solved with specific ways. To solve a problem, it is a major duty to the managers of any level.

Senior managers and other members design a formal organisation for betterment. Some lower-level members are told to look upon the individual positions of work group. The first step to accomplish desired result is to determine the objective. The problem created by some issues can be solved by alternative implementation and reconsidering new ideas as well as alternatives. The solution can be done with effective implementation of better ideas and it can completely or partially be resolved. We can also solve the problem with evolution but many times this evolution path has been neglected by others. The managers are selecting the best way to solve the existing problem. When the problem is solved completely, resource allocations along with consumption are required for desired results. The skill of managers reveals the quality of solution as well as interventions. A design is created for organising the total development process.

This design is also bonded with governing body and has greater aspect of departmentation and co-ordination and organising as authority. The design that has been made by the manager has been resembled with the hierarchy of Roman Catholic Church and European and American structure or armies in past. Max Weber was considered as the first to establish a theory about bureaucracy which is purely ideal and rational. A true bureaucracy adds division of labour as well as positioning the hierarchy and deploys fundamental rules. Bureaucracy also focuses on forbidding duplication, delay, waste, low morale and little motivation. Henri Fayol discussed about 14 principles of the management. The principal focus is on working division, good authority, and specific amount of command, scalar chain and equality. The students of management are provoked by his insight (Bush, 2018). Division of work means the significance of identifying the workers for efficient and greater success.

For managing the finance department, one has to keep an eye for the funds and financial resources. There are two types of funds, the first one is invisible funds which cannot be utilised physically, but it is revealing the credit amount and also be provided by district management team. The second one is visible money; this kind of money is controlled in the centre. Money can be used for expenditure and it is called also petty cash. This money is used for buying or selling goods. But this process of managing the money is a very complex process. The facility

manager takes responsibility for all of the transactions as well as the proper handling of it. If the management in financial is well balanced and in good condition, then the organisation develop faster. The manager who is in charge of the financial should supervise the financial resources and also monitor all the activities for betterment. If the financial department is checked regularly then the prosperity and the growth of the organisation be faster. The manager should practice for good financial services (Lee, 2017).

A good financial manager supervise some significant facts. The facts are preparing and submitting the report in a limited time, reviewing the financial activity, authorising proper transaction, preparing petty cash for delivery in time, reconciliation of bank details, measuring security purpose, improving cost recovery plan, preparing a unified budget, monitoring cash flow and supervising the expenditure along with the budget and the development. In some cases, the expenditure is compared with budget and evaluates the loss or profit.

The funding can be used from only one or two sources. But in public facilities the funding is done with private funding for better profit. Unified budget is developed in order to manage the incoming funds. The funds along with the resources are now demonstrated for different purposes. This process is to ensure that the funds remain within the desired objectives. The process is to monitor all the information about financial condition and services. Sometimes cash flow projections are also used for supervising the financial department. This projection is basically used for identifying availability of monthly amount of money. It also represent all the obligations of financial department. Cash flow is based on the organisations budget. It is solely made for monitoring the availability of money on every beginning of the month. It also reveals the receipt of the funds that have been credited during each month. It also monitor the expenditure of money that is spent after each month. Another important aspect of managerial leadership depends on the infrastructure and hardware of the organisation.

For better development of the organisation, it must have good physical infrastructure, equipment, machinery including vehicles and other resources. For tremendous development this infrastructure must be maintained regularly along with machinery and vehicles. A faulty hardware must be replaced and repaired as soon as possible. The manager also plan for good strategy for long term direction and objectives. A good strategic plan helps a lot for the extension of the development of the organisation. It is highly efficient when a successful manager be a successful negotiator. The good negotiations is to decide betterment for the organisation. Management style is the key feature for fast up gradation. Effective managers

always look upon the management style that is persuasive, responsive, predictable and frank. This style of management also deals with inner conflict and influence the participants for decision making (Selvarajah et al. 2018). The organisation also establishes coalition and compromise for collecting objectives for greater success. It also depends on the pragmatic power of the management team.

A good management always look upon the change without any crisis. A good management always abide by utilisations of time. Successful execution of planning is critical equipment for time management. But the unplanned event must be done with enough time. Successful managers always use a calendar for regular utilisations of time. The managers also look upon the security management of the organisation for betterment. Organisation must deploy experienced staff at every level depended on their values. The management team also monitor and supervise the values of service delivery. It also focus on consistency and reinforce the organisational ethics and compliance.

In every organization, leadership is a vital operation. In the past, leaders mask their vested gain as legal acts. Representatives of schools behaved more like administrators. The globalization, technical advances and increased demands of economic structures have substituted previous uncertainties with a modern and unpredictable environment. Leaders have faced dynamic shifts in behavior in a constantly developing environment, and leaders have faced the difficulty of operating. It should be remembered that a sporting organization's performance or loss is due to its leadership.

Leaders build vision, guide and encourage and bring citizens together to achieve objectives. They are building new links and organizations. Under current processes managers schedule, prepare, budget, arrange, oversee and carry out operations. Leaders reflect on positions and administrators concentrate on duties. Leaders are pulling workers to create organization, but bosses are pushing employees to meet those (Kiplangat et al. 2017). Leaders influence, empower and motivate staff while administrators ensure efficient performance of day-to-day operations. Managers think out of the box and managers think inside. Members thrive in the future, while management lives in the future. The leaders are viewers, and the managers are missionaries.

In the current corporate world, it requires a mixture of leaders and executives to command multinational organizations. This position may be referred to as a manager—one

who may redefine his duties and obligations to achieve objectives. Flexible, humble and down to earth management must be at work. Leaders' priorities are soft capabilities, administrators highlight difficult competencies and managers emphasize conceptual capabilities. They are self-employed, democratic or subordinate leaders, depending on the circumstance and will switch from chief to manager and vice versa.

Managers are probably decided, whereas leaders are likely to evolve. Managers ought to be growth-oriented, explore and test their concepts and carry out their vision. Leaders would have a number of qualifications and attributes:

1. They believe and create efficient teams creatively.

2. They build a positive atmosphere of the company.

3. They overcome Issues, adopt progress and lead others to change.

4. They are overcoming instability, insecurity, difficulty and ambiguity.

5. They are strategists, world thinkers, businessmen, mobilize and forces of transformation.

6. They are pioneers in change.

Management calls for the exploration of soft leading, the need of the hour in the environment today. Soft leadership stresses the guidance of individuals. Acting for soft bosses, workers understand that they regard their employees more than supporters as peers. With a mushrooming number of information employees, managers are needed more than ever, when they love operating with soft representatives, not under supervisors.

Multinational companies require executives who know how to organize and administrators who are capable of leading. You need a wise combination of administrators and representatives that can change their positions and duties according to the circumstance (Setiawan and Santoso, 2017). Therefore, foreign institutions, to resolve voraciousness, incertitude, collusion and ambiguity; save time; and prevent expensive failures, must have instruction to groom participants in soft leadership. Managers of the 21st century just require the hour.

Most scholars start their study by describing the leadership definition and by stressing its management role. There is one solution to the overlap between two definitions. The researchers who accept this view interchangeably use the two terms according to the meaning, but do not distinguish between them. The leaders are normally intimate and active, and the administrators are more impersonal and inactive. leaders normally boost work when supervisor's co-ordinate and balance it.

Other scholars (Watson 1983) believe that discrepancies exist in terms of their orientation to various dimensions between leaders and management. The leaders focus on their style, their employees, their abilities, and their share, whereas managers are involved in the three-sided. Mintzberg believes that leadership is a theoretical building which is difficult to find, a matter for discussion amongst academics. Administration and management contribute to the modern world. He says that the boss has a range of positions and leadership may also be included in others. As a chief, the boss blends the interests of the company with those of the commanders (Pugh, Hickson, 1994, p.36). This strategy typically depicts the leader through intelligence, prediction and vision connection, whilst the boss is usually linked to practical everyday action.

The partnership between management and management is analogous to the relationship between the whole group and its components. M. Zlate summarises these approaches, and notes that management, as well as leadership, belong to a new methodology. Managers and leaders show special features to guarantee their speciality, relative independence and to promote their engagement and reciprocal strengthening through a number of similar features. The author finds that the two terms have a partial coincidence. The managers are people who have obtained the position in a structured way, have systematically defined their roles within the organisation by organisational records. Managers can behave as leaders or as non-leaders while performing their tasks depending on:

1. Human skills
2. The background
3. The form of organisation
4. The organization's structure

Leaders do not officially occupy the title, however those organisational participants who willingly obey and behave, acknowledge their technical integrity and are ready to do so without needing to do so. A non-manager can rapidly be observed and turned

into a manager inside a strong company. To conclude, there are various potential scenarios when analysing this problem at organisational level from a static point of view and taking into account organisational variables – formal and informal. Taking the time component into consideration, the defined dimensions alter the contents, resulting in adjustments in the way managers express themselves as leaders. In addition, the time variable may produce transitions in formal and informal organisations that affect the scope of leadership by certain people.

Thus, if the outcomes are below their desired levels and due to lack of leadership, a non-leader manager can lose his/ her management status; or if the position, behaviour, experience, or other dimensions change in their favour, he or she may become a leader. A manager may become a non-leader if, as a result of shifts in context, corporate culture, insufficient preparation, etc., he/she loses the informal status inside or inside the working party. If the top executive understands the structured role or if it is fully dependent on charisma, the non-manager leader may forfeit his leader position without the need to provide any time-savings help, the non-manager leader may then become the manager's leader (human qualities, communication skills, professional expertise).

Researchers have different views on this issue. Gary Johns describes leadership as the impact certain people have over others to achieve the given goals in an organisational setting. Fred E. Fiedler argues that the ideal explanation for the right leader is a man who understands how to manipulate the world in which he/she works by intuition or preparation, because the decision-making method suits his/her management style. It is capable of developing, executing and controlling a global vision. The leader has important results in an efficient way. O. Nicolescu and I. Verboncu claimed that leadership relates to a leader's capacity to recognise a community of people to collaborate together to accomplish an aim by emotional and organisational engagement It is easy to note that all these meanings apply to things relevant to the individual's human and professional characteristics and to the way they affect the responses of other individuals. It is also only fair to inquire what attributes a leader ought to have.

A range of potential answers is provided by the management literature. In accordance with a summary of the literature, the most critical attributes are:

1. Personal properties: intellect, energy, self-confidence, influence, leadership inspiration, mental health, sincerity, dignity, bravery, and expertise.

2. Professional skills: preparation, management skills, common intelligence, everyday wish to understand, academic interest, new circumstances to handle, etc.

3. Social reconnaissance: prestige, previous achievements, relations, etc.

Over time, executive leadership has grown as a major management element and has a major effect on corporate success and results. Over the years, the leadership concept has changed because of the conviction that leaders are born – indigenous characteristics that enable leaders to be qualified to fulfil the above criteria. Leadership means the presence of a few characteristics with which an individual is normally born and can be improved more with sufficient preparation.

Leadership means the ability of subordinates to work to achieve the stated targets and comply with the leader's wishes. The following steps are required in this process:

1. Prepare the leader to participate in his leadership capacity by setting priorities, instruments to achieve them.

2. The leader should be able to hear what other people have to suggest and to stimulate the feelings of others.

3. Express the objectives, thoughts and views of the chief.

4. Inspire the others to comply with the leadership's wish.

5. Establish the loyalty of participants and sustain it.

The leaders is utilising various forms of force, from intimidation to the one arising from his experience, depending on the sort of individuals he must deal with. The substance and the efficacy of leadership rely heavily on the dynamics of the internal culture concerned and on the capacity of the leader to appreciate this and to integrate it into the management activities.

There are several perspectives to how leadership should be categorised in the management literature. Such a grouping indicates that the key parameters used are overviewed. Professor William Ouchi, a Japanese American, introduced a comparative approach to leadership and published extensive studies to solve the core problem faced by American companies. According to Ouchi, US managers believe the Japanese do business better. The findings of Ouchi's investigations lead to three categories of entities, conventionally known as A, J and Z, being identified, and defined.

In a comparative analysis of the three categories of organisations the aspects of leadership include:

1. Period of work

2. Employee appraisal and advocacy

3. Growth and development of careers

4. Systems for monitoring

5. Methods for decision making

6. Accountability

7. Interest in the human's race

A type Organizations

By analysing the US organisation, researchers have determined the following characteristics from the seven dimensions mentioned above.

a. Short-term work, which contributes to an organisation's shallow perception and poor personal ties between organisational participants and thus a more complex incorporation into the organisational community.

b. Employee assessment is often conducted, and advancement is rapidly carried out, resulting in greater mobility within the company. Every employee has his own interest and may run counter to the desires of others.

c. Increasingly advanced career paths leading to professionalism, loyalty reduction and strong fluctuations.

d. Official management systems, guidelines, legislation and standards and steps and strategies are utilised in the organisation to preserve and improve performance.

e. The decision-making mechanism is individual; the emphasis is on specifically identifying roles resulting from rigid organisation.

f. Individual responsibility, which results from the decision-making phase.

g. The concern of the management of individuals is restricted to whether they fulfil the goals of the organisation; it does not constitute a priority or a common activity to collect knowledge about personal issues.

J type Organizations

From the viewpoint of the studied dimensions, Japanese organisations have the following characteristics:

1. In most situations, employment is particularly long-term whether you operate with large businesses or are employed by the public sector for life. This is the main feature of Japanese companies as it defines several other facets of a company's function. Employees are immediately hired from colleges and universities; thus former older peers have their first work.

2. The assessment of Japanese workers is focused on a lengthy mechanism which does not enable timely assistance and therefore discourages staff from pursuing actively their own interests. It stimulates collaboration and coordination more than the individual efforts. It compensates for joint efforts.

3. The advancement of a career within a company is gradual and prolonged, enabling individuals to acquire general and not specialist expertise. This is achieved by preparation and employment in all fields of the enterprise. For other businesses, general knowledge acquired in one business is not valuable, which defines a poor sales cost.

4. Processes of regulation are tacit rather than express; control is carried out by socialisation.

5. Consensus is used for decision formation. This uncertainty of decision-making allows the team to be accountable together. The length of the decision-making period is higher when the potential alternatives are consulted by those persons that might be impacted by the decision. There is very little or no opposition to the systemic reforms and the decision is reflected in a large degree of participation. The official documents generating amendments include signatures that symbolise the consent of the decision-making processes of all parties concerned.

6. Responsibility is mutual. It is a direct result of decision-making, but also of seeing the main achievements of the enterprise used as a point of reference instead of sectoral ones.

7. Managers and workers are paternalistic in relationships; employee issues, clear encouragement and altruism interest supervisors. Social ties are effective and the Japanese citizen's confidence in the fact that they can reside and operate with the same people is the direct outcome. The organisation, like a second family, is accustomed to this reality.

Type Z organizations

All organisations are driven by their national and cultural specifics. Their function is relatively simple. However, the findings are different whether Japanese management are applied within US organisations, or vice versa. However, the "Japanese miracle," demonstrated by several academics to us by a particular type of managers and leadership, influenced many American organisations to change their management style and follow certain aspects of management and leadership that are part of the Japanese model. The organisations of the type Z were then developed. The closest summary of these features is:

1. Language jobs

2. Rare assessments and prolonged support

3. A modest degree throughout one's career

4. Structured and informal supervision

5. Consensus-based decisions

6. Personal accountability

7. People's holistic concern.

Three of the Japanese leadership qualities have been adopted: assessment and promotion, decision making, and people concern. The period of work and the features of the professional advancement of the two organisations oscillate (A and J), while duty stayed person and supervision was a mix of the first two.

It takes time because the organization's culture shifts profoundly by changing the management emphasis from the goal to the individual. However, it is important to notice that management strategies are "importing" in two ways. Changes often take place within Japanese institutions, mostly because the young Japanese generation wishes to see a faster job progress and a more specialised education, under the influence of Western values. This would result in a reduction of the numbers of workers for life which would most definitely trigger a shift in the Japanese corporate culture in which economic productivity metrics instead of national and cultural specifics will be the main priority in the future.

3.1 Theory and Approaches to Leadership

Many theories and approaches to leadership have evolved around style, charisma and behaviour. Many researchers have made efforts to link these theories to these approaches to

leadership. However, the merit, assumptions and limitations of every leadership model. Most recent research has been conducted on the styles of situation and transformation. Different leadership models were presented by Gurus as changes to the existing models. Max Weber, MacGregor, Bass, Bennis & Nanus are some of the leading transformation researchers. The difference between transactional leadership and transformation is essential in obtaining the entire transformation theory concept. In general, the two people's relationship is based on their level of exchange. The more they exchange, the stronger the connection. Manager expects more employee productivity to give good rewards. This makes it a 'transactional' type if something is done to someone based on the return. In business, managers in turn announce productivity rewards. All these relationships concern requirements, conditions and benefits.

3.2 Contemporary managerial leadership approaches
Charismatic approach

Charismatic persons have great impact over others and inspired to do their utmost to fulfil the task chosen by their leader. Charismatic leaders trust them, have a dominant style and have a different belief. It is only lately that researchers have begun to pay attention to the role of charisma in organisations. Contemporary theories based on ideas by Weber, which represent the charismatic leadership's characteristics, achievements and outcomes. The achievements are clarified by the social interactions dependent on the attraction of workers or subordinates to the chief.

Expanding the charisma-based strategy means a change of emphasis from leaders and workers to employees and their ability to react favourably to the leadership stimulus. It is also sponsored by other researchers. G Johns believes that charisma means the willingness of adherents to gain high allegiance and commitment to control them. Subordinates not only understand the conduct of the boss, but also the consequences and thus take previous successes the leader's decisions into account. The better performance, the more charisma would be provided to him.

This may be so, but it restricts visionary leaders' presence to those who have already achieved results who advise them to the subordinates. Good outcomes from past years may improve but do not produce the charm. Leaders with good performance are not inherently inspiring but should be respected as leaders. It is not their admiration and unlimited loyalty that they should trust their workers. A dynamic leader with a portfolio with positive outcomes is highly likely, whether formal and informal, to gain top executive roles.

Participatory Leadership

Participatory leadership in the decision-making process is described as cooperation between managers and subordinates. Some scholars contend that this relationship is the basis of participatory governance. Participatory leadership is a mode of organisation's management where a participatory management body has the tasks of the management. This method of management is generally founded on legal documents; that does not mean that the boss has the right to decide whether or not subordinate members are to participate. In certain instances, the decision-makers are not only employers, but instead stockholders, partners and other stakeholders.

The chief himself deliberately reduces power to take actions while improving workers' capacity to participate in decision-making. Participatory leadership in opposition to participatory management is the product of leaders' wishes. We should also talk about the voluntary nature of participatory leadership by using this strategy of engagement, participation and interaction as an efficient form of leadership. This kind of management often has shortcomings or weaknesses. This leadership will generate the impression of losing control. What choices are taken in a participatory process obviously is essential. In numerous organisations this style of leadership is now progressively experienced as the trend is to establish low-level frameworks and a lot of coordination which limits authority. There is a chance of low participation commitment among workers. This is primarily because of the lack of information required to make a judgement or the lack of faith in the boss or because of a poor operational environment.

Transformational Leadership

It is quite difficult to define this leading style clearly, because management scholars recently received its attention. This modern style of leadership overcomes the obstacle in the negotiation of organisational challenges by the Leaders and relies on the Leaders' capacity to encourage their workers to execute. Transition leadership offers workers an inspiring new outlook for genuine commitment. Transformative leadership involves strengthening employee emotional commitment to the organisation, growing motivating outlets, identifying employees individually with their leadership, expressing vision and implementing it into effect. The downside with this type of leadership is to make the subordinates more dependent on the boss. Coaching is the most used management method for this form of management. Intellectual stimulation, the individual's attention to others and charm are the primary characteristics of the transition chief.

The element of a "modern vision" is provided by intellectual stimulation transformational management. People are encouraged to use their understanding and imagination with their creativity. Individual concern involves the treatment of employees as entities, the leadership seeks to understand them and fulfil their personal desires with regard to organisational aims.

3.3 Types of Leadership

For a business, there are different forms of leadership that are important. The framework developed by Hart and Quinn (1993) who concentrate on the roles of the CEO is known as the Hart/Quinn model In their opinion, CEOs have four roles to ensure the organisational performance of the corporation: management, strategic, transactional, collaborative, stakeholder, and personal (and emotional). Each person has four roles: the one who defines and orders the vision, the one who inspires action, the one who sieves through problems, and the one who accomplishes the goal with care, sensitivity to emergent social, economic, and technological trends. A cause that inspires team members to do their work is referred to as a motivation; it encompasses both their goals and their mission as well as their incentives. In order to be effective in his or her role as a leader, a CEO must not only inspire and motivate employees but also inspire and motivate them to attain the organization's goals. It prioritises and streamlines the efficiency of the 18th system, controls, and administers operations. The taskmaster directs subordinates in making decisions and allocating the most critical resources to the highest activities. By exhibiting a high level of behavioural complexity, an effective executive demonstrates his or her worthiness in all four roles.

The truth is, unfortunately, that leadership is not only exists in humans, but it is also an acquired one. It is different to be a leader of men, women, and different types of men are leaders. such as consultative leaders: They understand their staff's viewpoints and adjusts their objectives in response to those of their followers. Decisions get others' opinions, but are made without their input. Just because they are elected doesn't mean they participate only with the leaders. Charismatic leaders foster feelings of unity between the two of the pair. He demanded of the youth: "Those who know of me, know me know that I speak: those who don't know me, those who don't, won't know what I'm capable of discovering." Worthy individuals guarantee the security and well-being of others. chiefs who support "laissez-faire" principles This type of relaxed leadership is given the nickname of laid-back leaders. A leader who prefers to hear everything her people have to say rather than being a dictator who will dictate everything that she thinks will be done.

In recent years, scholars have become interested in exploring the impact of both charismatic and transformational leadership on organisational performance. It is crucial to understand the difference between charismatic leadership and transformational behaviour. Greater and different effects on followers were hypothesised by Shamir House and Arthur (1993). as found in Canella and Monroe (1997), transformational leadership focuses on the connection between leaders and their followers. The important behaviours of transformational and inspirational leaders include describing visions, setting agendas, and communicating expectations of high performance. There are some beneficial consequences of strong leadership like building a leader's confidence, boosting the morale of the employees, and creating an admiration and respect for the leader (Conger & Kanungo 1987). By contrast, transactional leaders concentrate on rewards and punishments for motivating followers. Burns according to Burns claims, transactional leadership is an exchange that reflects the exchange relationships of the participants in order to meet their own interests.

The transactional behaviours of this style are concerned with running the day-to-to-day business. These leadership behaviours are responsible for the strategy, design, allocation, and control of those subordinates, as well as for giving attention and guidance to their efforts. It is clearly distinguishable that the two behaviours: 'charismatic' and 'transactional' apply to the leadership: there are 'charismatic' and 'transactional' types of leader one focuses on tasks, such as developing or implementing an organization's mission statement, monitoring lower-level activities, and providing needed equipment and assistance The other talks about helping employees who work under him or her, supporting those who are under him, showing trust and confidence, being empathetic and understanding, and recognising ideas and accomplishments (Yukl 2002). We've found that our tasks and our relationships at work reflect our earlier work at Ohio University and Michigan State University (Stogdill 1974).

3.4 Appropriate Managerial leadership

Smart and self-assured leaders are distinguished by the ability to use power, fitness and desires of people to attain high success. This poses a relevant problem for organisations to be concerned with recruiting, developing and maintaining officers who become successful leaders. Leaders should be able to operate in a complex, ambiguous, paradoxical environment and trustworthy sense. Those who might have confidence in their representatives should be willing to. Not only is their trust concerned. The new focus on leadership competencies is seen as building leadership technologies with personal ideals, self-awareness, emotional and moral skills. Spirituality is more of a sense of questions, in the context of virtues such as confidence,

fairness in partnerships, social responsibility and equity, rather than in a narrow theological sense.

3.5 Challenges in management leadership

To be a chief is a challenge in itself. There are also three kinds of barriers to leadership: outward, individuals and situations; internally, inside the individual himself; and naturally, leadership roles. The chief is accountable for the goal and purpose of the community, for maintaining the norm and also as the voice of the group to the rest of the world and as its patron. These duties can be rotated, but one individual takes the bulk of the responsibility in most organisations. Leadership brings problems beyond its obligations to motivate - even without seeming to do this and prevent them from stagnating while they do well. Leaders ought to be motivated to be passionate about what they do, not just to seem but to be. You must know how to serve the party and representatives, and all this. In other terms, they must still be champions.

3.6 External obstacles

It is almost difficult to envision a scenario in which a leader is unable to face external threats. There are also challenges in the organisation, such as shortage of finance and other tools, criticism from community forces and relationship issues inside the group. The organisation will often be affected by social, economic and political influences in the wider world. In some measure, any leader may manage the continuous succession of crises and minor annoyances which threaten his group's mission to some degree. If he can overcome challenges, seize the possibilities and solve conflicts with an environment of calmness and minimal joy, much of the external concerns cannot be seen by someone else. In organisations, where everybody, from the manager to the guardian, still seems concerned, the news is spread by whispers, we have all seen evidence of this. When people feel anxious or uncertain about leaders, they are stressed or insecure themselves too, and the group's focus is shifted from its task to the present worrying circumstance.

Procedures to fix external obstacles

It's necessary for leaders to do something regardless of the scenario. Attendance is often the correct tactic, but even if it is, a party becomes restless when the leader seems not to have much authority. Try to think 'in the box,' in an unforeseen and efficient manner. One crucial element, which is often cited in community service but cannot be overstated: the Chinese "crisis" character blends "risk" and "opportunity" characters.

This does not involve war, but rather recognising and resolving the dispute. This is valid both of the group rivalry and of the party's war with those in your community. Much too many individuals, even presidents, behave as though there is no confrontation, since it is hard or scary to handle it. As a consequence, it just gets worse and can be almost difficult to overcome by the time it erupts. Faced with this at an early stage, almost all disputes may be settled to the advantage of those concerned. The responsibility for having the confidence to name and act on the conflict is a leadership role.

For example, where a political disagreement exists between the employees of a company, the recognition and discussion is crucial. This is contributing to the exchanging of views, instead of insults and reservations, when approached in a fact-factual manner, without finger points or complaints about lack of political correctness or intellectual purity - until it gets to the stage that people are furious at each other. Everyone should know like their point of view has been taken seriously and that all the workers can profit from the combination of thoughts inside the organisation.

Any organisations or people have little shared purpose. There are few individuals. If you can locate them, you can be able to solve challenges and get people to work together. The leader must not take side, even if you believe you know one side is right, whether they are mediating a disagreement within the company. Also radical resistance will often be resolved by using respect, political energy and the imaginative resolution of problems. Make sure you have the tools to sustain war, including capital, political and other allies and voluntary assistance anything you need. Battles may promote your cause, or they may once and for all ruin your initiative.

In and outside the party or company this is essential. In the community, include as many members in discussions as possible to ensure that they are in charge of what they do. The most passionate they are for their work and the business, the most successful the organisation is and the better you are as a leadership chief. Work to build links with other organisations and communities beyond the organisation. Let them see what you are doing, get help and work as much as you can. Treat all people of shared commitments to popular causes. There is power in numbers and you are better than all of you will be collectively as a coalition of parties.

3.7 Internal challenges
Although leadership offers each of us a chance to show the best of who we are, it also shows our shortcomings. In certain instances, these obstacles must be resolved by good leaders to

transmit and fulfil their vision. They are, Fear, lack of trust, incompetence, insecurity, intolerance. At the same time, recognising and overcoming a weak leader is transforming him into a great leader. One of the big tasks of leadership is to confront your own personal struggles and not keep you from practising leadership. Any features may be double-edged knives, some of which are helpful and some of which are bad. The main difficulty is to understand the distinction and adjust your behaviour. To be a successful leader is essential to recognise and strive to resolve the habits and trends that are hindering your path.

Among the most common personal characteristics to be conquered or regulated by successful leaders are:

Incertitude: At least often, often individuals believe they are not up to their roles. They also can think it if they realise that they actually are not quite likely to trick people with their air of skill. Such insecurity prevents them from doing, from fulfilling their vision, from feeling like leaders. A leader and his party or company can find it paralysing.

Defensiveness: Born out of the fear, defensiveness more frequently emerges as an unwillingness to make critique, and continuing animosity to everyone, even an ally, who is telling that. It often requires adamant resistance, particularly if proven unsuccessful, to changes in strategies, proposals or expectations.

Failure to decide: It is vital to be as informed as possible, but you have just to make a choice and live with it at some stage. In any situation, it's crucial to learn to make a choice as appropriate and to realise that dealing with the results is one of the leaders. Sometimes people are too fond of it or scared to harm someone that they find it hard to express something negatively. You can be unable to inform someone for example that you are not doing your job properly, or to solve a conflict between people. Unfortunately, they just render it easier by letting these problems fall, making it much more difficult to deal with. It is important to read, and learn how to practise, where firmness is needed.

Inability to remain objective: it would not contribute to good leadership either to look at things through rose lenses or to constantly be similar to hysterics. There is a distinction between being an ambitious person and being unwilling to see the catastrophe comes, so it is too difficult to consider. Similarly, the possibility of negatives in a seemingly promising scenario is not the same as the belief that calamity lurks every corner is paralysed. The failure to interpret and respond correctly in any condition positive and negative may cause serious problems.

Impatience: Since patience is important and firm, patience is not a virtue that managers require. Indeed, it could be the most critical feature to create. It is important to orient people in new circumstances. Impatient administrators may make irrational choices, alienate workers or volunteers or friends and sometimes complicate problems rather than change them. It's difficult to be careful, but the commitment is worth it.

3.8 Challenges arising from the management

The management is responsible for remembering all of this vision, for keeping that with mind in the entire group or organisation does, for protecting it against donors or those trying to alter it and, if possible, for making sure it varies in situations, the demands of the goal group or material that is accessible. This ensures that everyday problems are not distracting from the larger picture. It also would not replace another, lower goal, which may be contradictory to the organization's true vision, i.e. obtaining adequate funds to launch a program. Keep yourself in pressure every day as you keep following the vision: You can't keep a vision until you make sure the printer's document, consider the legal ramifications of the action you are planning, know what to do on a certain day, have enough cash on the bank to reach the payroll, and have someone to answer the call, pay the bills, and seek financing.

One of managers' toughest lessons is that you never had achieved it. Regardless of how far things go, regardless of how effective the community or organisation or project is without a really precise and time-limited goal – it must be maintained indefinitely. Maintaining efficiency is a question of both tracking and improving what you do and maintaining curiosity for the group's job. It is part of the function of management to retain, collaborate and pass on passion and drive. Recognition and appreciation of the value of executive leadership means understanding individuals, the visionary, resolving problems, innovation and motivating people to express their vision. In carrying out this job, management leaders must accomplish four main qualities: aim, vision and meaning; trust-building; optimism; and intervention and performance emphasis.

3.9 Impact of Leadership Behaviour on Organizational Performance

There are several studies of leadership performance to separate values, motivations and other dimensions of personality that are unique to successful leaders (Brockhaus & Horwitz 1986; Ginn & Sexton 1990). However, very few defined the leadership styles of CEOs of small companies. Leadership was looked at from various perspectives, including personal characteristics of the leaders, the nature of the organisational context and subordinate behaviour

(Yukl 1998). Charismatic leadership theory attempts to explain how leaders exceed their self-interest for an organization's sake (Shamir, House, & Arthur 1993). Since charisma is a rare and complex phenomenon that is difficult to manipulate and can often be transitory (Trice & Beyer 1993), it is mostly observed in crisis or survival organisations (Yukl 1998). Charisma is also seen as an important element of transformative theory leadership. Here, leaders are using charisma to empower the followers to become far higher performers. (The bass 1985) The transformation perspective is mostly applied to transactional management, which emphasises contingent rewards that influence followers' motivations (Bass 1990). A particularly proper image of the entrepreneur seems to be the transformational and charismatic leader who builds and promotes a unique and appealing vision and encourages employees to believe in their leadership. However, the cross-sectional survey research designs make these styles difficult to evaluate and are best evaluated by the longitudinal observations of entrepreneurial leaders working on creating innovative new companies with high growth rates. Leaders of the style of consideration show a high level of concern and support for people. They seek and accept suggestions from subalterns, consult with staff on important issues in advance and criticise the work instead of the people. An initial-oriented leader would highlight the clear definition of tasks and goals, introduce his/her own ideas, assign duties and tasks to other people, and monitor their actions - 29 - closely. In addition, this leader sets demanding performance standards, expects compliance with standards and encourages employee competition. Both styles are good indicators of the conduct of a leader because a style signals the manager's tendency to act. Each style was found to be effective under various conditions, such as differences in task types and/or the types of subordinates. For example, in units with experts and creative people, such as R&D units and project groups, the consideration style appears to work well.

On the other hand, the style of initiation would be effective if tasks required extensive guidance, coordination, monitoring and pressures for results (Yukl 1981). While researchers have found that relationship-based behaviour and performance have a positive correlation (Latham and Saari 1979, Wexley & Nemeroff 1975), the performative effects of a leader's task-oriented behaviour are less conclusive (Yukl 1998). In addition, it was noted that highly efficient leaders are likely to use a combination of tasks and behaviours based on relationships (Sashkin & Fulmer 1988). They can selectively use a particular style, e.g. consideration of the type of subordinate or the type of task involved (Yukl 1989). In the context of small companies, the

management styles of entrepreneurs can be expected to affect the company's organisational effectiveness in making various strategic and operational decisions. While entrepreneurs can sometimes learn to change their styles, leadership styles are likely to remain fairly stable in general. A certain style therefore affects management decisions of the CEO over long periods of time, with a specific style being more effective under certain circumstances. Based on this logic, we can outline the types of relationships between management styles and business strategies and management systems between very small and small enterprises.

Examination of previous studies on the impact of leadership on the performance of the organisation:

Leadership is one of the key drivers of corporate performance improvement. As key decision makers, the leaders shall determine whether organisational resources are acquired, developed, deployed, transformed into valuable products and services and the value provided to organisational stakeholders. They are therefore powerful sources of management rents and thus a lasting competitive advantage (Avolio 1999 Lado 1992 and Rowe 2001). Previous research has examined different factors to explain business growth, but the role of CEO leadership has not been studied. Understanding the links between performance, leadership styles, business policies and systems should provide clues as to how fast-track companies' growth paths differ from lazybones. Prior research focused on various personal, corporate and market characteristics that affect the success of small companies (Barringer & Greening 1998; Begley & Boyd 1987).

This thesis extends this research by analysing in particular the effects of leadership on the success of small companies. An initial premise of this study, as with large companies, is that leaders' attitudes and conduct substantially shape the functioning of smaller companies (Bass, 1981; Yukl 1998). Indeed, owners/CEOs of small companies have a strong influence on the operation of the company. The CEO of a small business, for example a restaurant, a regional real estate agency, a printing and publisher, or even a small local beauty salon, is often both the operational director and the head of the company. These CEOs frequently work with suppliers and customers. They are responsible for the financial control and reporting systems and tend to oversee operations and manage personal decisions.

At the same time, they remain CEOs who shape the company's vision and implement it through strategic planning. The management style of CEOs that reflects their tendencies in management

behaviour and activities is therefore an essential element of the combination of factors — 31 — which influence the success of a company (Bass 1990 Tharenou & Lyndon 1990 Yukl 1998). A linked premise behind this study is the probability that leadership styles are strongly correlated with firm characteristics. Specifically, in order for a company to succeed, business strategies and management practises must fit into or match the leadership style of the owner/CEO. In other words, certain types of business strategies and management systems are more suitable for specific leadership styles than others, and success is more likely when such internal consistency exists. Transactional leadership helps organisations more efficiently achieve their existing goals by combining job performance with valued rewards and ensuring employees have the necessary resources to achieve work.

The level of integration and interdependencies needed for the new working environment and global competition requires leadership which goes beyond more fundamental transactional styles involving contingent reinforcement and management exceptions and into styles which are more intellectually encouraging, inspiring and charismatic (Avolio 1999, Bass 1997 and Bass & Avolio 1993). Transformation leaders also develop a strategic vision, communicate this vision by framing and using metaphor, model the vision by "talking talk," and act constantly and build on the vision (Avolio 1999 and McShane & Von Glinow 2000). This view suggests that transformative leadership in these new organisational environments will result in great cohesion, commitment, trust, motivation and performance. Earlier empirical research and meta-analyses have shown that transformational leadership has a good impact on individual performance and organisational results (Howell & Hall-Merenda 1999). Many studies have shown positive connections between transformational management and results at the individual and company levels (Avolio 1999 and Kirkpatrick & Locke 1996). More recently, many empirical studies have shown that transformation management has a positive impact on the performance of followers and firm results (Avolio 2003 Jung & Sosik 2002 MacKenzie 2000 and Walumbwa 2002). Several comparative studies (Waldman Ramirez House & - 32 - Puranam 2001) have also shown that transformative leadership behaviours are more positive than transactional conducts in relation to subordinate efficacy in a range of organisations.

Chapter-4. Analysis

4.1   Background of The Company (TATA Group)

One of the largest and greatest Indian multinational company is Tata. The founder of this greatest company is none other than Jamshedji Tata. The current location of this company is situated in Mumbai and Tata Sons are operating the organisation in around one hundred various countries over five to six continents. The great founder Jamshedji was a true believer of nationalism. The company also encourages for the development of many industries like airlines, power plant, steel, hospitality etc. Tata company is now helping hands towards social welfare. Some industries like Tata motors, IT sectors, TCS Software company flourish in the involvement of Tata company. Tata company has been calculated of an estimated revenue of around 113 billion dollars in 2019. The products made by the company have been used in different fields like Telecom service, Hospital ingredients, Defence department, Home appliances, IT sectors, retail, ecommerce, real estate, finance, airlines, automotive etc. There are different companies developed by Tata. The companies are Tata Power, Tata chemicals, Tata motors, Tata Steel, Tata capital, Tata consumer products, Tata consultancy services, Tata communications and the Indian hotels company.

Tata consultancy service was recognized as top 10 global information technology service provider around the world. TCS helps to tie up with many different top brands like Rolls Royce. Tata Steel has been considered as the most famous manufacturing Steel company in the world. There has around 65000 employees working in the company. It has developed good relationship with European country and tremendously flourished their business. The company has spread its wings to 109 subsidiaries and supplies their products in Indonesia, Thailand, South Africa, Ukraine along with Tata Daewoo and Jaguar land Rover. It has also produced around 1,000 electric cars for commercial and passenger vehicle. It has helped around 148 million of people in India through the products like pulses, salt, spices and this facility has benefited the farmers a lot. Tata has also invented power company around 2.6 million distribution of customer.

4.2 Background of The Study

In early 19th century the practices of Management as well as the enunciation of Management principles are found. The growth of management can be discussed with the help

of an academic discipline on body knowledge. The recent development in management has come due to the attribution of Peter F. Drucker in late 20th century. The body of knowledge is an important thing that has been taught in schools of business. The business schools also focus on public organisations. This management leadership also focuses on long term facilities. The management leadership also evaluate the negotiations and alternative dispute resolution. The managers, who are appointed in the designated post, allowing others to complete their work and they are accountable for greater authority for work purpose. There has a difference between the levels of managers as well as the degree of authority, and it also results different consequences.

To develop any workplace or any organisation, a good management committee as well as fundamental skills of leadership must be required. The skill is mainly based on practical experience and knowledge. The team which is leading the organisation must have a group of people like 10-20 peoples. A classroom can be used for practising special ability and also experience it through a managing committee by various work. The training requires everyone's active participation. The participants can challenge lots of different problems and they can solve it by getting out of their comfort and luxurious zone (Gifford et al. 2018). In this special course they are requested to follow and maintain time limitation and resources to get what they want for their objectives. To successfully achieve the aforesaid goal the participants must develop self-confidence to solve the problems faced by them in future. The participants are far away from their regular and normal work and it also develops the participant's mistakes and rectifies it for perfection without any commercial issues.

Leadership can be easily defined as a process which tends to follow some specific features like arising inspiration of the behaviour as well as to train the employee and it can mobilise them to achieve great success in specific target in future. It is also called capability of an executive manager to complete any designated work with self-confidence and with great enthusiasm. It also can awake the behaviour of the enthusiastic employee. The fast and foremost work of a leader is to achieve success for upcoming days in the organisation with greater vision. Great leaders always influence employees to work hard and focus on the growth of the organisation. Keith Davis commented that leadership is a factor through which a leader can persuade workers to fulfil the target objective of an organisation. It is a significant feature that allows others to motivate and work as a team.

The objective of better management is to provide services to the community in a suitable and sustainable manner. A successful management always complete its task through specific human resources, good economic condition, well service delivery, well inspection and critical evaluation. Managerial leadership is significant for well delivery of better services. It can include various types of experience, outlook skills and behaviour. A well manager always look for and strive for good leader and by then the management skill as well as the effectiveness of leadership will increase. A great leader always looks for better way to keep bonding and has great communication skills for keeping good relations with others with applying good strategies. The first duty of a good leader is to influence the people to negotiate for resources as well as to support their special objectives. The managers also balance between the available resources and applied products for best outcomes. Some case like middle income countries a manager is lookig for an optimum outcome for critical environment and unavailability of resources (Graves et al. 2019).

4.3 Limitations for research

- This analysis still has some drawbacks. The key drawback is that the managerial leadership in the Tata group project is very complicated and costly.
- The difficulty to find a research sponsor is challenging to plan the research framework.
- The researchers collected key details using interview questionnaires from top and mid-level managers of the TATA group. Participants may become inclined and reactions to their preferences and dislikes may not be correct in identifying issues with the quality. The examiner validates the details before utilizing the information for assessment.
- There was limited time for the Researcher. Inadequate information was gathered, and further information was collected by the researcher to perform the analysis.
- Financing of the research was not sufficient for conducting the research. Furthermore, the lack of funds restricted the researcher to utilizing advanced data processing tools.

4.4 Ethical Consideration

A code of ethics is expected to be established by the researcher to distinguish acceptable and unacceptable behavior. The researcher must observe the ethical considerations, which are key to the completion of the research without problems.

- Data from multiple team members were obtained by the researcher. The respondents decided to engage at will and under no coercion in the sample questionnaire form of data collection. No interviewee was pressured to address all questions by the researcher. The respondents must address the questions they are relaxed about and they should also exit the data collection phase until they are confident with the whole procedure.

- The researcher is not allowed to use data for business purposes solely to scholarly purposes and under no circumstances. The researcher must hold the details confidential because it is the researcher's duty to guarantee that no detail is smuggled out without the researcher's knowledge. The Researcher must keep the names and other characteristics of respondents as secrets and in no circumstances can the investigator disclose the identity of respondents.

4.5   Leadership Approaches in TATA Group

Leadership has great influence in the development of a company. Tata group of company has witnessed great leaders as well as chairman throughout the time being. The tremendous success behind this company lies in the management quality as well as swift maintaining of all the purposes of the company. Leadership is the special part of a company for proper growth and execution of the plans that have been implemented. Tata Group of companies has established in 1868. The main headquarter of the company was in Mumbai, in India. Tata Group of company has around 500,000 employees and it is widened around all over 6 regions of the world and it has flourished its wings to one hundred countries. It is one of the greatest private company in India. The current estimation of the total market price of this company is around 80 billion dollars. It has situated many branches in foreign countries like Ukraine, Africa, South Asia, Europe and North Korea. The company has the biggest opportunity to employ the unemployed. It has grown business in different fields like telecommunication, engineering, household materials, chemical products, power supply, customer service product etc.

The Chairman of Tata Group of companies is the most influential and recognised person, Ratan Tata. The company has reached to the highest possible successful position by the leadership of Ratan Tata. Tata Group of company also looks upon good principles and execution of good ethical standards and maintain the balance for betterment. Tata company always follow rules to make good leaders for future generations for developing latest industries and big companies like it. The leadership of the company has achieved great success with the help of the deployment of development process by JRD Tata. The concept implemented by JRD Tata, is referred as TAS or Tata Administrative Service. This concept was implemented for training young members and produce good professional skill by practicing carefully. The employee of the company has to abide by all the rules and operate the organisation with the help of good leadership. The employees are mostly trained by most experienced leaders.

The leadership concept is very unique in this company. Tata company changes some concept for betterment in the future. They also followed a competitive and developing features in leadership. Ratan Tata was the successful leader in company. He has deployed some special technique for betterment. He has followed distinctive features of MacGregor Theory X and Y, which suggests the best suitable method for the leadership. He has great knowledge and experience. Ratan Tata suggested the X and Y theory where X management team thinks employees don't work properly and they are not innovative and refuse to take duties, but Y management team always prefers to work in enjoyment along with maintaining all the duties and they can introduce innovative ideas that can lead the proper growth of the company. Ratan was called as the Y management leader as he always followed Y theory. He insisted the employee for following the Y management Theory. He always inspired them for following innovative ideas as well as maintaining strict responsibility for the improvement of the company. He always believed on team working and always emphasized to work as one unified unit. Some features that he focused to develop the company are discussed below.

The first features were to strengthen the relationships between the employees. If employees cannot make friends with each other, they cannot work as one unit. As a result, the company will fall soon. He is a great leader with open communication skills and positive attitude. He always focusses on building good characteristics of the employees along with creativity. Ratan Tata has great belief in reality and versatility, he never wants to be a copycat rather he wants others to follow his concepts. He is always well organised, and he carefully maintains his duty. He personally hates them who are irresponsible and selfish. Another style of leadership has been deployed in the company. The style solely depends on three features.

The first one is autocratic leadership; second one is democratic leadership and third one is laissez-faire leadership. Ratan Tata uses democratic leadership for the development of the company. In the past he implemented different leadership. He always believed in democratic leadership.

This leadership suggests good communication skills along with different ability. This procedure is focusing on decision making for the future. It is also monitoring the long- and short-term strategies that has been made by the junior leader. They are being called as stakeholders. Ratan Tata has also viewed the autocratic style of the leadership. This style implemented for some special reasons like making decisions instantly. He is not a man of words only; he really does the action rather saying it. He is bold and strict, and he always focuses on making good relationship with the employees as the employee is the future of the company. He can make good deal with foreign countries and it is plus point for any company. He makes tie up with foreign countries to supply products for global along with the business of branded products like Jaguar Corus, Land Rover, Tetley Tea etc.

Sometimes on regular basis Ratan Tata implements Laissez-faire style in leadership. It will help to decide right decision for significant duties along with dedication. He never interfaces with the manager's decisions or functioning. He also does not involve in making large assessment rather he look forward for observing the whole procedure. Ratan Tata trusts his employees and if something happens with the trust, he will instantly break the bond with the employee and the employee will be suspended forever. That's the rule he follows. We can also discuss Ratan Tata's leadership with Max Weber leadership theory. It is a special theory which will be discussed in three different aspects, the first one is bureaucratic, second one charismatic and the third one traditional. A leader who is always forced to maintain regulations and cannot overcome the rules is a bureaucratic leader. Traditional leader will always follow the history of the development progress and focus on maintaining the growth of the company. Charismatic leader will follow the capability of the employee and encourage them for following the principles and execute the plan for the success of the company.

Ratan Tata prefers charismatic feature of the leader. This ability can introduce innovative thought and latest ideas for the development of the company. We can also view Bennis and Nanus Transformation theory in the Tata Group. The Theory suggests self-improved leader along with visions to overcome every obstacle and of thinking in a positive way always. It also focuses on logical reasoning, self-empowerment, persistency along with

preservation. It also focuses on good motivational spirit to overcome every challenges. It also focuses on monitoring individual consideration along with proper intellectual stimulation.

Tata Group has implemented the leadership quality with well organised manner. It has influenced a lot of various organisations to work according to it. Good and helpful leaders are already present in the company for solving every challenges. Through his knowledge and great experience Ratan Tata has made the company as a global brand.

Ratan Tata is a leader who pursues a more democratic management approach. However, two other styles have been employed throughout the previous occasion. He is more egalitarian, and he still encourages effective contact and engagement through his managers. The authorities of the future are well-informed regarding future policy and are highly used in decision-making. The lower authority ranking is accountable for both long-term and short-term group plans. It is healed as holders of stakes. TATA Group has until now been offering influence over them. Often Ratan Tata showed a certain kind of autocratic command style. Often that can be seen by the way he aggressively advocated for daring international deals, for example during global acquisitions of corporations such as the Corus, Jaguar although land rover.

In routine problems and in the growing command Ratan Tata often uses Laissez-areas Faire's such as the delegation of important tasks and decision-making; he does not interfere in the work of any manager; he can make a broad strategic evaluation, but he is not interfering with Looking at Utmost Weber's transactional and transformational models, in which a leader is classified in three forms, bureaucratic, charismatic and traditional, where a bureaucracy innovator is someone who is often determined by and may not choose to exceed the rules laid down in the rules; Ratan Tata takes a charismatic type from these models, since he leads by example with extremely advanced concepts like the 'Nano', luxury hotels or low-end wristwatches, he has helping pull together the Tata Community in a transformative transformation from its 'traditional' way of thought to a modern more flexibles and fluid social attitude.

From Bennis and Nanus' transformational leadership model, it can be seen clearly that transformational leaders convert their fans into autonomous leaders and their key purpose is obviously to express experiences and principles such that the newly-autonomous leaders realise where their target is. They contain reasoning, determination, empowerment and self-control. As head of a multinational company, Ratan Tata learnt about his business empire's intense rivalry. He does all he can to keep his company global successful. The TATA Group has

brought its systems and technologies up to date by transition leading processes. A corporation or company that stays stagnant is a limited, perishable business; a company that improves and agrees with us that we have improved ways of working things now than they are done now is a company that lasts on the world market that we face. From that assertion we can conclude that he is mindful of the value of establishing a strong command to provide the TATA Community at new levels inside the group. One of his company CEOs said, "Tata proved that he would definitely do no other than ethically conduct companies." He is confident of high merit, which is mostly focused on leadership in business management. Ratan Tata directed the TATA Company to become a worldwide innovator from a small business group.

Ratan Tata adopted a consensus type management. Essentially, this would be in dealing with various companies through particular men. It also involves oneself being suppressed. It's unpleasant but it's essential. Ratan Tata is a more transformational head of the Tata group. He became a global brand for Tata Group. He has enthusiastically provided industry leaders in his own sector. Business leaders in Tata Group take decisions at all levels. Indeed, Ratan Tata guided and inspired its Community business CEO/MD to be optimistic.

4.6   Contribution of Managerial Leaders in The Success of   TATA Group

The founder of the Tata Company is Jamshedji Tata. After his death, Sir Dorab Tata has been selected for the chairman of the company. Under his leadership Tata company has flourished a lot. Dorab started business along with electric department, educational institution, heavy industry, steel company, consumer goods, chemical research etc. He has implemented good principles and ideology for the company. When he died in 1932, Nowroji Saklatwala grabbed the chairman seat. In his leadership the company became the first private business property that deals with foreign export and import delivery. When he died, Jehangir Ratanji Dadabhai Tata or JRD Tata was selected for the chairman position. When he came to the company, he helped to bloom the company like a spring flower and flourished the company within years. He is a great man in person following good morality, principles, a man of action and above all the best leader to follow. When he entered the company, he added other infrastructure in here, like chemicals products, Information Technology centre, tea production, software development, engineering system, marketing along with hospitality services. At this time Tata Group of companies achieved the international attention from all over the world.

In the year of 1945 Tata Group of company established TELCO and Tata Engineering for the production of locomotive and engineering ingredients. The company was then named as Tata motors in 2003. In 1991 Ratan Tata has taken the place of chairman from JRD Tata. Then the skill of Ratan Tata has been shown to the world by his tremendous leadership ability. In this contemporary time, Tata Group of company has flourished to the fullest.He alone globally advertised all the products and Tata Group was then ranking top companies for delivering products around the world. He also focuses on Tetley Tea brand that is very famous in foreign countries. After that with the association of an American company, AIG, Tata AIG has been implemented. Tata also makes tie up with Korean company for purchasing Daewoo motors for truck manufacturing.

With the leadership quality of Ratan Tata, Tata Group was able to achieve the association of Corus brand. This event is the most important act ever done with an Indian company. After that in 2008 Tata motors revealed their Tata Nano vehicle. The price of the vehicle was so less that any middle-class family can afford it, the price was around 1500-3000 dollars, and the vehicle was also called as 'People's Car'. After that Tata motors also bought some other brands like Jaguar, Land Rover along with Ford Motor company.

Through the brilliance leadership of these great leaders in Tata group, the company became successful in every possible way.

4.7 Research methodology

A narrative case study is conducted in order to gain a thematic interpretation of the managerial leadership in today's leaders' behaviors and activities. This approach is particularly suitable for cultural analysis where researchers are attempting to construct hypotheses from the ground up rather than evaluate hypotheses using a hypothetical-deductive model. This methodology therefore permits an interactive interpretation of community, as compared to preconceived, quantitative aspects of cultural differences. To that end, we performed semi-structured interviews with three top leaders of three separate Tata companies – in a narrative and historical fashion. In order to achieve a richer and more complex interpretation, the researcher supplemented the interview perspectives on a first-hand basis with secondary references such as popular literature. The researcher has undertaken three more interviews with mid-level managers to hear about how Strategic Leadership Strategies are being introduced. The top leaders interviewed are:

(1) Dr B. Muthuraman

(2) Mr. Bhaskar Bhat

(2) Mr. Harish Bhat

The three leaders were demographically ideally positioned for the leadership story-telling investigation. The three leaders come from three separate companies: production-related Tata Steel; personal lifestyle commodity Titan; and Tata Sons, the third brand custodian, with expertise in items such as Tata Tea and Consumer & Retail, currently performing the brand's role. Both three were "home raised" leaders, who succeeded in their careers in the Tata Community in various and varying positions in Tata companies and finally reached the peak.

The questions from the interview were sent to interviewees so they could have an insight into the subject matter. The leaders posed primarily questions regarding their leadership path and how they convert Tata principles to acts and behavior. The semi-structured character of the interview procedure enabled people to speak in a fluently free manner while narrowly adhering to the main topics defined by the scientists. All the interviews, which took place in one or two hours, were documented and transcribed for 40 minutes to an hour. In the following segment, the main literal quotes from the interviews are shown as data to authenticate their random feelings and phrases.

4.8 Response of B. Muthuraman, [Tata Steel Managing Director from 2001-2009]

Mr. Muthuraman spoke of his leadership journey to Tata Steel and highlighted the motivation he gained from his father and the difficulties he encountered in building the company in India before it became an open market. This, he claims, is every newcomer in Tata Steel's most consistent learning. He also stressed that contact is essential to create confidence:

There's a massive amount of coordination going on in Tata Steel. On the first of the month, MD Online addresses the power of the business in its entirety and listens to the questions of workers, who predominantly belong to the trade unionist group. Therefore, the shared trust and confidence grow enormously as leaders are ready to exchange knowledge with people. He stressed that this dialogue supports employee engagement: over time he noticed improvements in the consistency of the questions posed by employees. All this is attributed to the vast volume of contact between CEO and staff.

It was important to remain successful on the global market in 1991, as India became a liberalized economy. The external consultancy engaged to suggest the path forward for producing a large study outlining places that make us successful, such as ageing plants and machines, poor IT technologies, inefficient decision-making, and so on. Around the same time, we had to face a number of obstacles.

Mr. Muthuraman clarified that one of the hardest decisions was the staff reduction: by 1995and 1996, 2.1 million tons of steel were manufactured with 77,000 jobs. 21,000 workers became the global benchmark for this output. Under his predecessor, Dr. J. J. Irani, the group initiated an early division scheme, which guarantees every month early termination pay before the conceptual retirement age, in addition to other insurance benefits and business quarters. Such a plan was unforeseen from all over the world and mocked at first, but they were persuaded that everyone could wait to see the effects. Leadership worked together and constantly with the staff. Dr. Irani addresses the trade unions with an overview of the issues and the risks and ultimately shows them how bad the problem is. It is exemplary what they have done peacefully without revolt. He believes nowhere else in the world this sort of workout has ever been performed.

Tata Steel has increased not only productivity with the rightisation, but also in a sustainable, quality way. In 2008, Tata Steel was awarded the Deming Application Prize for Total Quality Management excellence in Japan, which was also the world's first integrated steel company. During the application process, Mr Muthuraman was questioned by the Deming Interviewer what the key obstacle he faced while he was introducing a QMT at Tata Steel, to which his answer was to ask his employees "to take one hat off and wear another". Tata group asked employees to think globally and develop a passion to be the world's first, world-class and not insignificant. This cannot be completed immediately and demands continuing effort. People are following examples, and he has always encouraged his senior managers to pose the right questions, consider and get workers to engage.

Mr. Muthuraman also said that Tata does not see the business acquired as an acquisition but as a collaborator for Corus Steel, Jaguar Land Rover and Tetley when it acquires a company. When Tata group was about to purchase Corus Steel, Corus Steel workers conducted a meeting that requested they be purchased by the Tata group and not by anyone since then.

Actually, he says that the employee families form the center of his strategies for the company Tata, which is similar to Indian social practices and families form the core of the community. Generations of people take pride in working with Tata group companies. It is a popular tradition. There are many people in Jamshedpur, the village that the community built

up around their stainless-steel factory, in the state of Jharkhand, who are all employed in Tata Steel.

4.9   Responses of Mr. Bhaskar Bhat, [Titan's Managing Director (2002–2019)]

Mr. Bhat expanded on his experience at Titan by mentioning the entrepreneurial nature he saw as Tatas was about to introduce watches. It was the group's design, rather than its ideals, that motivated individuals to take the initiative. Mr. XerXes Desai, the company's chairman, was the managing director of Tata Press. So how a printing press got into a dynamic manufacturing and marketing industry, as well as a personal lifestyle segment, was a surprise, but that was JRD Tata's leadership style. As a result of Mr. Desai's curiosity, expertise, and enthusiasm for watches and design as a genre, JRD Tata urged him to proceed. Of course, it wasn't just that. So, in a sense, the first learning was promoting individual entrepreneurship and allowing people to see and promote their own potential.

He went on to discuss discovering and cultivating talent, regardless of specific qualification or designation. When questioned about his perception of the company's core principles, he stated: When someone works in these businesses, they know all the simple, ethical standards: integrity, helping the society. Other principles revolve around reverence for the individual, no matter where he is in the hierarchy. Tata Steel teaches what kind of partnership to have with the company's labor force. It is not the product of any systematic procedure. Policies exist, but policies cannot create society. It is by absorption, studying from other leaders, meeting other leaders, and putting management together.

The name Tata is synonymous with honesty. People trust the Tata group's products; they trust the Tata group's people; they trust that they will never do something wrong; and they trust that they will always have the nation's best interests at heart. When asked for concrete examples of Leadership with Trust, he stated, franchised business partners are a part of their ecosystem. They are referred to as "mates" in Titan. When GST (Goods and Services taxes) was levied, it was 28% for watches, when the overall tax at the moment was just 20% or 21%. As a result, the franchises had to bear this pay-out. Without batting an eyelid, he told everybody in the watch division, to continue conducting business as usual. Fighting the government on the grounds that this is an excessive tax did not prevent them from informing them that we will take care of them. They are trusted during these tough periods.

Employee confidence is created because there is honesty, when you walk the walk, then when the accountability is reversed, that is, you are as honest as you want from them. When questioned how values are communicated by leaders, Mr. Bhat told that they have put a number

of senior officials to speak with the leaders. Leaders serve as role models, demonstrating appropriate conduct. The term institution implies "do not go there only to transact–only to offer your eight hours of work and get money back." You go and you have a sense of belonging there. As an example, Family and school are also organizations. There is a genuine feeling of satisfaction when "Titan does well" and "Titan is well to me." In any survey conducted over the last X number of years, 93 percent of respondents called Titan as their dream company.

Mr. Bhat displayed a mirrored plaque adorning the wall of his room with the following sentences, which he defined as a gift by his staff to preserve the recollection of what he himself had told them once:

Titan can grow into a noble organization that brings together all stakeholders, including staff, clients, partners, the environment, and investors, to create a viable institution–an institution that seeks to provide value to its stakeholders rather than only material benefit. Such an organization may need no oversight and control and will forge its own course to accomplish impossible objectives. This is how he pictured an institution. He felt that leadership should be inspired rather than imposed.

4.10   Responses of Mr. Harish Bhat, [Tata Sons (2016–present)]

Mr. Bhat listed four Tata group characteristics, which he also highlighted in his book "Tata log": (1) Pioneering – "going where no one has been before",

(2) Purposeful – "giving back to the community",

(3) Becoming principled: "doing it the right way",

(4) Not perfect: "occasionally making mistakes but accepts and corrects them in the best way possible".

He goes into more depth on both of these issues. In terms of "pioneering," he said that he was a member of the Tata Tea business in the early days when the group was only introducing poly packs and packaged Tea. he saw for the first time, tea was sold directly to customers from tea plantations in polypacks that held the tea very new, eliminating many middlemen. This strong, trailblazing move transformed the tea category in India and attracted many new players. but it was something no one had done before in this region. Another trailblazing venture he saw about a decade later was in branded jewellery, which he saw in his

tenure at Tanishq. Many sceptics thought this can never happen in the beginning, but pioneering leaders like Mr. XerXes Desai spoke passionately and with immense belief on how branded jewellery would potentially work, because of the wide market demand and the opportunity to bring trust to customers. He admits that he saw two truly ground breaking ventures up close and personal. it was Mr. Darbari Seth or Mr. R.K. Krishna Kumar in Tata Tea, or Mr. XerXes Desai in Tanishq, he witnessed how bold and pioneering moves by leaders transformed companies.

In terms of community involvement, Mr. Bhat explained how Tata Tea, now Tata Consumer Ltd., gives back to and continues to give back to the community of tea plantation workers in Munnar—the area from which tea is sourced. The company founded the Shristi Trust, clinics, a kindergarten, and a foundation to educate and provide livelihoods to differently abled children. Tanishq, which is part of the Titan Business, is similar. Tanishq produces a significant portion of its jewels in Hosur, Karnataka. There, as well as in other cities such as Kolkata, the Company has developed "Karigar Parks" (craftsmen hubs) for jewellery artisans (known as Karigars) to operate in new, sanitary, and well-lit environments. Previously, they served in gloomy, dingy, nearly feudal surroundings. Also, middlemen used to take a tonne of capital, which is no longer the case. Through building these karigar parks, the Organization has taken crucial first steps toward modernising and raising the lives of these craftsmen, thus enhancing their wellbeing and prosperity, preserving the artist and their art style for future generations. This is distinct from the usual CSR projects pursued by many businesses. It is an illustration of how the group has been incorporated into the brand and the enterprise.

Tata Tea goes to great lengths to demonstrate the importance of culture through its Jaago Re advertising campaign. These unforgettable efforts have exalted customers to not just wake up with a hot cup of tea, but also to do something about political literacy, inspiring women to vote. Currently, the new version of this initiative is asking young people to care about elders in their culture, throughout this covid19 pandemic and lockout. As a result, the Tata Tea brand's advertisement and networking platforms are integrated with the society, allowing those involved with the brand a greater objective.

Doing business, the best way has always been evident in the Tata community. That is what the Tata Group values. That is why he has been with the company for 33 years; this was his first work since graduating. Serving the Tata Group ensured that he got a good night's sleep, and nothing matches the pleasure of a good night's sleep. He has never been asked to do

something that goes against his conscience in the past 33 years, and that is indeed a really good feeling to have. This is one of the reasons that when he goes out in society and informs people that he works for the Tata Community, he really gets a sense of appreciation.

Mr. Bhat spoke to his statement of making mistakes but taking time to fix them. Tanishq introduced the wrong kind of jewellery items for India in the early years. As a result, the brand did not initially succeed. The Organization noticed this, took care to consider the consumer in detail, and updated the products to include appropriate 22 carat jewellery, with a marketing breakthrough named the "karatmeter." In addition to the interview insights, the researcher learned that Mr. Harish Bhat has been operating an online campaign on LinkedIn since March 22nd, 2020, with stories that highlight the character and ideals of the Tata Group.

4.11   Responses of Mid-Level Managers

The researcher also interviewed three mid-level managers (Identified as B1, B2, and B3) to see how the top leadership and mid-level managers coordinate in the TATA group. B1 emphasised the company's family-oriented approach. The TATA group is a family-oriented society. It is deeply committed to its identity as a family, and families are at the heart of its growth efforts. It assumes that family is very important, which is close to Indian social traditions.

B2 echoed this as well. He went on to claim that company policies like plan for a golden future encourage an old employee to offer his or her work to a son or daughter.

Tata Football Academy and Tata Archery Academy are programmes to develop potential sportsmen for the country. B3, who is currently working in China, reported that in rural China, where both parents are working, it is challenging to find quality teachers, considering the availability of technology such as Wi-Fi. In reaction to this question, his company initiated a programme named "Cause for Existence." It gave interested workers the opportunity to become teachers for a term and educate those students. It also introduced the Smile programme, which collected money for cleft lip and palate treatment. B1 also listed the company's multicultural culture: "Company is dedicated to building a diverse labour force and has women also at the shop floor stage." There is no prejudice in decisions on appointment, relocation, or deputation." "Tata community is also quite accommodating in its working – Close to Indian society that incorporates plurality in faith, cultures, geographies, etc., Tatas too follow similar ethos."

The first time he encountered this attribute was earlier in 2019, when it suffered a significant loss. Twenty thousand employees sat in intimate groups for two days to explore the company's future direction. Small groups were created, and a massive cost-cutting exercise started. Projects, drills, and re-engineering were also part of it. Even the participation of the vendors was sought. The impressive turnaround and transition took two years to complete.

B1 also elaborated on Tata's entrepreneurial spirit, stating that the senior leaders such as Ratan Tata, considering their age and retirement, continue to direct start-ups, foster entrepreneurship, and so on. The pioneering spirit is institutionalised in the form of Tata Industries, whose role it is to cultivate new businesses at first and then let them develop on their own. As a result, what is achieved on a person level is often done on a collective level. Leadership has great influence in the development of a company. Tata group of company has witnessed great leaders as well as chairman throughout the time being. The tremendous success behind this company lies in the management quality as well as swift maintaining of all the purposes of the company.

Leadership is the special part of a company for proper growth and execution of the plans that have been implemented. Tata Group of companies has established in 1868. The main headquarter of the company was in Mumbai, in India. Tata Group of company has around 500,000 employees and it is widened around all over 6 regions of the world and it has flourished its wings to one hundred countries. It is one of the greatest private company in India. The current estimation of the total market price of this company is around 80 billion dollars. It has situated many branches in foreign countries like Ukraine, Africa, South Asia, Europe and North Korea. The company has the biggest opportunity to employ the unemployed. It has grown business in different fields like telecommunication, engineering, household materials, chemical products, power supply, customer service product etc. The Chairman of Tata Group of companies is the most influential and recognised person, Ratan Tata. The company has reached to the highest possible successful position by the leadership of Ratan Tata.

Tata Group of company also looks upon good principles and execution of good ethical standards and maintain the balance for betterment. Tata company always follow rules to make good leaders for future generations for developing latest industries and big companies like it. The leadership of the company has achieved great success with the help of the deployment of development process by JRD Tata. The concept implemented by JRD Tata, is referred as TAS or Tata Administrative Service. This concept was implemented for training young members

and produce good professional skill by practicing carefully. The employee of the company has to abide by all the rules and operate the organisation with the help of good leadership. The employees are mostly trained by most experienced leaders. The leadership concept was very unique in this company. Tata company changes some concept for betterment in the future. They also followed a competitive and developing features in leadership. Ratan Tata was the successful leader in company. He has deployed some special technique for betterment. He has followed distinctive features of MacGregor Theory X and Y, which suggests the best suitable method for the leadership. He has great knowledge and experience.

Ratan Tata suggested the X and Y theory where X management team thinks employees don't work properly and they are not innovative and refuse to take duties, but Y management team always prefers to work in enjoyment along with maintaining all the duties and they can introduce innovative ideas that can lead the proper growth of the company. Ratan was called as the Y management leader as he always followed Y theory. He insisted the employee for following the Y management Theory. He always inspired them for following innovative ideas as well as maintaining strict responsibility for the improvement of the company. He always believed on team working and always emphasized to work as one unified unit. Some features that he focused to develop the company are discussed below. The first features were to strengthen the relationships between the employees. If employees cannot make friends with each other, they cannot work as one unit. As a result, the company will fall soon. He is a great leader with open communication skills and positive attitude. He always focuses on building good characteristics of the employees along with creativity.

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own sector. Business leaders in Tata Group take decisions at all levels. Indeed, Ratan Tata guided and inspired its Community business CEO/MD to be optimistic. In every organization, leadership is a vital operation. In the past, leaders mask their vested gain as legal acts. In reality, representatives of schools behaved more like administrators. The globalization, technical advances and increased demands of economic structures have substituted previous uncertainties with a modern and unpredictable environment. Leaders have faced dynamic shifts in behavior in a constantly developing environment, and leaders have faced the difficulty of operating. It should be remembered that a sporting organization's performance or loss is due to its leadership.

Leaders build vision, guide and encourage and bring citizens together to achieve objectives. They are building new links and organizations. Under current processes managers schedule, prepare, budget, arrange, oversee and carry out operations. Leaders reflect on positions and administrators concentrate on duties. Leaders are pulling workers to create organization, but bosses are pushing employees to meet those (Kiplangat et al. 2017). Leaders influence, empower and motivate staff while administrators ensure efficient performance of day-to-day operations. Managers think out of the box and managers think inside. Members thrive in the future, while management lives in the future. The leaders are viewers, and the managers are missionaries.

In the current corporate world it requires a mixture of leaders and executives to command multinational organizations. This position may be referred to as a manager—one who may redefine his duties and obligations to achieve objectives. Flexible, humble and down to earth management must be at work. Leaders' priorities are soft capabilities, administrators highlight difficult competencies and managers emphasize conceptual capabilities. They are self-employed, democratic or subordinate leaders, depending on the circumstance and will switch from chief to manager and vice versa. Managers are probably decided, whereas leaders are likely to evolve. Managers ought to be growth-oriented, explore and test their concepts and carry out their vision. Leaders would have a number of qualifications and attributes:

1. They believe and create efficient teams creatively.

2. They build a positive atmosphere of the company.

3. They overcome issues, adopt progress and lead others to change.

4. They are overcoming instability, insecurity, difficulty and ambiguity.

5. They are strategists, world thinkers, businessmen, mobilize and forces of transformation.

6. They are pioneers in change.

Management calls for the exploration of soft leading, the need of the hour in the environment today. Soft leadership stresses the guidance of individuals. Acting for soft bosses, workers understand that they regard their employees more than supporters as peers. With a mushrooming number of information employees, managers are needed more than ever, when they love operating with soft representatives, not under supervisors.

Multinational companies require executives who know how to organize and administrators who are capable of leading. You need a wise combination of administrators and representatives that can change their positions and duties according to the circumstance (Setiawan and Santoso, 2017). Therefore, foreign institutions, in order to resolve voraciousness, incertitude, collusion and ambiguity; save time; and prevent expensive failures, must have instruction to groom participants in soft leadership. Managers of the 21st century just require the hour.

Most scholars start their study by describing the leadership definition and by stressing its management role. There is one solution to the overlap between two definitions. The researchers who accept this view interchangeably use the two terms according to the meaning, but do not distinguish between them. The leaders are normally intimate and active and the administrators are more impersonal and inactive. leaders normally boost work when supervisor's co-ordinate and balance it.

Other scholars (Watson 1983) believe that discrepancies exist in terms of their orientation to various dimensions between leaders and management. The leaders focus on their style, their employees, their abilities, and their share, whereas managers are involved in the three-sided. Mintzberg believes that leadership is a theoretical building which is difficult to find in reality, a matter for discussion amongst academics. Administration and management contribute to the modern world. He says that the boss has a range of positions and leadership may also be included in others. As a chief, the boss blends the interests of the company with those of the commanders (Pugh, Hickson, 1994, p.36). This strategy typically depicts the leader

through intelligence, prediction and vision connection, whilst the boss is usually linked to practical everyday action.

The partnership between management and management is analogous to the relationship between the whole group and its components. M. Zlate summarises these approaches, and notes that management, as well as leadership, belong to a new methodology. Managers and leaders show special features to guarantee their speciality, relative independence and to promote their engagement and reciprocal strengthening through a number of similar features. The author finds that the two terms have a partial coincidence. The managers are people who have obtained the position in a structured way, have systematically defined their roles within the organisation by organisational records. Managers can behave as leaders or as non-leaders while performing their tasks depending on:

1. Human skills
2. The background
3. The form of organisation
4. The organization's structure

Leaders do not officially occupy the title, however those organizational participants who willingly obey and behave, acknowledge their technical integrity and are ready to do so without needing to do so. A non-manager can rapidly be observed and turned into a manager inside a strong company. To conclude, there are various potential scenarios when analyzing this problem at organizational level from a static point of view and taking into account organizational variables – formal and informal. Taking the time component into consideration, the defined dimensions will alter the contents, resulting in adjustments in the way managers express themselves as leaders. In addition, the time variable may produce transitions in formal and informal organization's that affect the scope of leadership by certain people. Leadership is required to be efficient management. The behavioral roles of management and management may hardly be distinguished. It is that each act of authority is to some extent an act of leadership in a matter of organizational significance. A boss organizes, manages and oversees different company operations aimed at particular purposes. A monarch, on the other side, encourages faith and trust, maximizes commitment from his subordinates and leads their efforts in coordinated effort. In particular, leadership management is behavior that promotes volunteer follow-up behavior in addition to the success on a job that is expected. Leadership is the power

of mechanical conformity with the organization's regular guidelines. The leadership conduct of a boss identifies between successful and dysfunctional organizations.

Management blends a manager's abilities with a leader's attributes. Leadership is an essential word since the phrase itself implies that the management and leadership positions are needed to put together for optimal execution of the mission, operational success and human happiness. Therefore, the boss is normally judged on both formal job success and informal performance of personal and company objectives. Though solid generalizations of narrative case studies and archival information can hardly be drawn up, the Tata Community can be seen as a case in point of establishing strategic management and personal principles to include a paradigm of managerial leadership that is viable, feasible and possibly replicable. The synergistic interplay of personal beliefs, strategic interventions and national cultural ethos are the ingredients to germinate and thrive in managerial leadership. While every community and religion is distinct, representatives and organizations should aspire to uphold managerial guiding standards by using the three-pronged strategy – adherence to personal beliefs, the search for alignment with wider societal tradition and strategic institutionalization of activities. Taking these aspects into consideration, we offer an example of how corporate executives should maintain and strengthen managerial leadership.

The contribution of Tata Group to the global market, hence as a model illustration of managerial leadership, may be included in the following proposal: An organization can transform from a local company to a global one effectively and without losing its core managerial leadership ideology. Indian businesses don't put shareholder equity at the forefront of their priorities, almost often putting it under employee needs, in an observational analysis by top Indian companies and leadership. This concept represents our quest to present Tata as a case of managerial leadership, as well as meaningful market results and leadership. A future activity deserving of academic study will look into the degree to which the basic principles of managerial leadership as described in the paper are guided by other Indian institutions, originating from the national cultural ethos. Although Tata's paradigm of energization of the actions and organizational facets serves as a tangible means of following managerial leadership principles both inside and outside the country as an exemplary party in terms of the dimension and reach of its obedience to the central philosophical ideal-Nation as the target of a business.

Competence is a cornerstone of an individual's 'wisdom, talents and mindset,' which distinguishes high performers from the average. Corporations took these as a foundational backbone to identify and increase workforce potentials by engaging in them. The scientific method of competence simulation, calculation and implementation paves the way for

continuous mutual capacity creation through a greater comprehension of persons. Indeed, competence has acquired a currency, because it is valid, inviting and convertible, maybe modern alchemy. This paradigm was established internally based on in-depth discussions with a variety of Tata CEOs and comprehensive analysis over a 12-month span. It would be the basis of a large leadership learning framework.

The growth in the scale of the corporate footprint and the size and sophistication of the companies within the group has been described as maintaining. Based on the core principles of the Community and a vision statement, this model offers a plan for leadership behaviour, formulated in three key levers: the setting of course, driving outcomes and inspiring confidence amongst stakeholders. The eight competences that make up Tata Leaders' model under these three layers include strategic clarity, organizational resilience, emphasis on success, collective perspective, pioneering thought, client centering, people's engagement, and corporate citizenship. To develop any workplace or any organisation, a good management committee as well as fundamental skills of leadership must be required. The skill is mainly based on practical experience and knowledge. The team which leads the organisation must have a group of people like 10-20 peoples. A classroom can be used for practising special ability and also experience it through a managing committee by various work. The training requires everyone's active participation. The participants can challenge lots of different problems and they can solve it by getting out of their comfort and luxurious zone (Gifford et al. 2018). In this special course they are requested to follow and maintain time limitation and resources to get what they want for their objectives. To successfully achieve the aforesaid goal the participants must develop self confidence in order to solve the problems faced by them in future. The participants are far away from their regular and normal work and it also develops the participant's mistakes and rectifies it for perfection without any commercial issues.

Leadership can be easily defined as a process which tends to follow some specific features like arising inspiration of the behavior as well as to train the employee and it can mobilize them to achieve great success in specific target in future. It is also called capability of an executive manager to complete any designated work with self-confidence and with great enthusiasm. It also can awake the behavior of the enthusiastic employee. The fast and foremost work of a leader is to achieve success for upcoming days in the organization with greater vision. Great leaders always influence employees to work hard and focus on the growth of the organization. Keith Davis commented that leadership is a factor through which a leader can persuade workers to fulfil the target objective of an organization. It is a significant feature that

allows others to motivate and work as a team. The objective of better management is to provide services to the community in a suitable and sustainable manner.

A successful management will complete its task through specific human resources, good economic condition, well service delivery, well inspection and critical evaluation. Managerial leadership is significant for well delivery of better services. It can include various types of experience, outlook skills and behavior. A well manager will always look for and strive for good leader and by then the management skill as well as the effectiveness of leadership will increase. A great leader always look for better way to keep bonding and has great communication skills for keeping good relations with others with applying good strategies. The first duty of a good leader is to influence the people to negotiate for resources as well as to support their special objectives. The managers also balance between the available resources and applied products for best outcomes. Some case like middle income countries a manager will look for an optimum outcome for critical environment and unavailability of resources (Graves et al. 2019). In early 19th century the practices of Management as well as the enunciation of Management principles are found. The growth of management can be discussed with the help of an academic discipline on body knowledge. The recent development in management has come due to the attribution of Peter F. Drucker in late 20th century. The body of knowledge is an important thing that has been taught in schools of business. The business schools also focus on public organizations.

This management leadership also focuses on long term facilities. The management leadership also evaluates the negotiations and alternative dispute resolution. The managers, who are appointed in the designated post, allowing others to complete their work and they are accountable for greater authority for work purpose. There has a difference between the levels of managers as well as the degree of authority, and it also results different consequences. A line manager always look upon other people like stuffs and other thing like human resources, fiscal office and other manager. Some good qualities are seen in a manager. A good manager should have a sense of missions, he is decent and charismatic and also able to motivate other people for working as a unit for better result. He will be a creator who can solve any problem within a positive environment. The managers having these qualities is ensuring the growth and development of an organization. Some features are very effective to keep progress in managerial leadership.

The features are good delegation skills, organization skills, clarity of purpose and tasks, good negotiation in various administrative process and good communication skills for computing task and bonding relationships with other. For a better management team some

conditions must be followed. Managing members will be nominated by good merit and evaluation process. The managers have to earn respect from the lower staffs as well as another supervisor. The managers must have good knowledge and experience of completing task and purpose of delivery service. The management team also look for a basic support system for administration rules of staff and good combination of pre-planned delivery supply in time, better equipment, and good economic support (Karim et al. 2020). The manager also inspect the aforesaid duties regularly. Management condition also improve when the staff and the manager will focus on a same objective and they work as one unit without coercion. If they work as one unit, they make decisions so easily and with lower risk. In some cases, like health care delivery and patient circumstances the conditions and the environment change dramatically.

To cope up with this, managers have to learn special skills and abilities to monitor these changes and act according to it. A manager also understand the fundamental, technical features of the delivery service. A manager have to learn many training courses as well as necessary skills for controlling every situation. The managers can learn specific skills through some special way. They can learn from the graduate schools or the academic courses. They also observe and travel through many academic courses and it helps them for practical learning and this practical learning helps them to cop up with any critical situations they are in. The mentor also provide those certain insights and it help those making good relationships and partnerships with others. It is also giving opportunities for controlling any situations and difficult conditions they faced form internal problem. They also appear for peer-to-peer learning and it gives them various opportunities for challenges, experience, intervals and it will establish common understanding and support to each other.

The member also keep relationships with their team members to solve any issues and help them in their need for the development of the organization. They also observe other organization and help them and can also learn from them. This method can be applied for developing the skills of a manager and can control the challenges they faced by in future. Each manager must learn fair goals and plans for every activity (Jaques, 2017). The manager will also cover the service area that will be delivered with resources. The resources like budgets, supplies, equipment, buildings the infrastructure and information must be available for the time of delivery. The people are most important in the time of delivery like patients, partners, staffs and suppliers, are given quality service. The whole process must be monitored with special

instructions and evolutions of good plans as well as implementations of good supervisor. A manager is selecting designated work for different staffs and members.

The manager also deploy good team and staff members for good communication of receiving messages two other organizations. They are working on a designed plan for good consequences. For better improvement and modification of services a good management task must be deployed for reviewing this significant data used in service delivery. Sometimes the managers are deployed with their organizational performances. Managers generally work for setting standard, coordinating and integrating workgroup as well as making good decisions and also designing the structure of the organization. An audit also involves in it to provide the culture and values of the desired way of the organization. The values reveal the managers present work condition. Managers also make an example for appropriate behavior of the members. To achieve success, the managers along with staff members must unite as one unit and incorporate their task with co-operating each other.

The management has four significant features. The first feature is a process which can control the interrelations of social and technical activities as well as the effectiveness of the staff members. The second one deals with accomplishing the organizational objectives which is helping for the development of the organization. The third one strongly focuses on the applications of the objective by the people and utilizing the resources (Topping, 2018). The last one strongly focuses on the forming and the setting of the organization. The works of management simply deals with the relationships with senior advisors and other members for achieving success. The management is creating a suitable environment for the members to work as a group. The managers also build good values and culture by showing models. The overall performance of the organization rely on efficiency of the managers. Managers can also represent the functions and skills and also help the process of managing. This special function that is decideing the management quality relies on well planning, organizing, staffing, directing, monitoring, and evaluating. Decision making is a good quality that helps to make progress by a manager. The theorist and the practitioner must choose some functions for the developing of the organization. The organization is not be able to progress faster if there is a diminution of members into the organization. Decision making along with greater ideas always help to solve any problem as well as to improve the performance of the management quality. Some academicians believe that management is better and carefully takes responsibility for controlling status whereas leadership is more dynamic, and it helps to vision the future perspective. Some senior managers also look upon the future logistics of the organization's for better development.

The management skill can be introduced with technical, conceptual and interpersonal skills. The special skills are taken into actions in various amounts. It also relies on the manager's work and it also balances the organizational ranking. Generally senior manager is promoting good skills of concept for betterment. Manager has various roles including decisional, interpersonal and informational. Leadership is required to be efficient management. The behavioral roles of management and management may hardly be distinguished. It is that each act of authority is to some extent an act of leadership in a matter of organizational significance. A boss organizes, manages and oversees different company operations aimed at particular purposes. A monarch, on the other side, encourages faith and trust, maximizes commitment from his subordinates and leads their efforts in coordinated effort. In particular, leadership management is behavior that promotes volunteer follow-up behavior in addition to the success on a job that is expected. Leadership is the power of mechanical conformity with the organization's regular guidelines. The leadership conduct of a boss identifies between successful and dysfunctional organizations.

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4.12 Interview questions

1. Can you inform us about your leadership experience at Tata in a nutshell? Please tell us about any events or encounters that made you appreciate the Tata principles.

2. What is Tata's Leadership motto? Could you kindly share some of your own leadership stories with us so that we can all appreciate it?

3. Could you please provide us with concrete examples of what leaders do to gain trust?

4. How do leaders demonstrate that they are trustworthy and that their supporters should trust them?

5. The five fundamental principles that characterize Tata's company are: Integrity, Responsibility, Excellence, Pioneering, and Unity. Could you help explain how the leadership upholds these values?

6. What do you do when certain ideals are called into question?

7. The Tata Code of Conduct "describes our responsibility to each of our stakeholders, including the societies in which we work, and serves as our guiding light when we are confronted with market dilemmas that place us at an ethical crossroads." How do you like administrators and executives to interpret it on a daily basis?

8. As Jamshedji Tata famously said, "In a free enterprise, the group is not just another stakeholder in business; it is the very aim of its life." Please expand on how this ideology manifests itself in your leadership in specific, and the TATA group in general.

Chapter-5. Results and Discussion

Interview perspectives were thematically analysed. The interview answers had such characteristics that they could be grouped into large themes. Following a discussion, the researcher divided them in the following category.

1) The founder's ideology and fundamental values:

All interviewees made spontaneous and inevitable references to the Tata family's founding fathers, who laid the groundwork for core business values and ideologies. Mr. Muthu Raman listed Jamshedji Tata's hardships in pre-independence India, and Mr. Bhaskar Bhat mentioned JRD Tata's support for the entrepreneurial enterprise. Mr. Harish Bhat spoke about Ratan Tata's quality-conscious initiatives.

2) Trusted leadership:

The three leaders included clear explanations of how they create loyalty through activities such as free and consistent contact, relationships, and empathy with various partners in the market, whether they be retailers, manufacturers, distributors, or workers inside the organisation.

3) The company's primary goal is to serve the community:

Respondents provided a wealth of knowledge on community-based programmes. Tata Cancer Hospitals are well-known in India, but wherever Tata group have developed businesses, whether in tea plantations in Kunoor, craftsmen in Hosur, or the area around the Kalinga agar steel plant, they have uplifted the community. Also, in China, TCS leaders made certain that the interests of the group came first.

4) Senior leaders as advisors and role models:

Without fail, upper management leaders and middle management leaders listed the names of senior leaders that they saw as mentors in the organisation and benefited from. Mr. Harish Bhat spoke about the zeal with which innovative innovations were presented at Tata Tea or Tanishq. Mr. Bhaskar Bhat mentioned XerXes Desai, who saw a demand for advertised jewellery.

5) Ethical code of conduct:

Both respondents placed a strong value on the ethical values that are held sacred as the primary guiding principles. They related to the I-PURE slogan and the Tata Code of Conduct, all of which state certain structured concepts.

6) Employee-focus:

Both senior and middle management emphasised the role of employees and their families, both in facility preparation or in the long-term interests of employees and their families.

7) Implicit Agreement with Indian Cultural Values:

Both respondents accepted that Tata's values are consistent with Indian social traditions. Through some outward imposition or forceful yoking, this alliance almost occurs spontaneously.

To summarise, the seven results of managerial leadership that arose from the narrative case studies are in line with the Tata group's stated purpose and objectives.

Ratan Tata has great belief in reality and versatility, he never wants to be a copycat rather he wants others to follow his concepts. He is always well organised, and he carefully maintains his duty. He personally hates them who are irresponsible and selfish. Another style of leadership has been deployed in the company. The style solely depends on three features. The first one is autocratic leadership; second one is democratic leadership and third one is laissez-faire leadership. Ratan Tata uses democratic leadership for the development of the company. In the past he implemented different leadership. He always believed in democratic leadership. This leadership suggests good communication skills along with different ability. This procedure is focusing on decision making for the future. It also monitor the long- and short-term strategies that has been made by the junior leader. They are being called as stakeholders. Ratan Tata has also viewed the autocratic style of the leadership. This particular style is implemented for some special reasons like making decisions instantly. He is not a man of words only; he really does the action rather saying it. He is bold and strict, and he always focuses on making good relationship with the employees as the employee is the future of the company. He can make good deal with foreign countries and it is plus point for any company. He makes tie up with foreign countries to supply products for global along with the business of branded products like Jaguar Corus, Land Rover, Tetley Teaetc.

Sometimes on regular basis Ratan Tata implements Laissez-faire style in leadership. It is helping to decide right decision for significant duties along with dedication. He never interfaces with the manager's decisions or functioning. He also does not involve in making large assessment rather he always look forward for observing the whole procedure. Ratan Tata trusts his employees and if something happens with the trust he instantly break the bond with the employee and the employee will be suspended forever. That's the rule he follows. We can also discuss Ratan Tata's leadership with Max Weber leadership theory. It is a special theory which is discuss in three different aspects, the first one is bureaucratic, second one charismatic and the third one traditional. A leader who is always forced to maintain regulations and cannot overcome the rules is a bureaucratic leader. Traditional leader will always follow the history of the development progress and focus on maintaining the growth of the company.

Charismatic leader follows the capability of the employee and encourage them for following the principles and execute the plan for the success of the company. Ratan Tata prefers charismatic feature of the leader. This ability can introduce innovative thought and latest ideas for the development of the company. We can also view Bennis and Nanus Transformation theory in the Tata Group. The Theory suggests self-improved leader along with visions to overcome every obstacle and of thinking in a positive way always. It also focuses on logical reasoning, self-empowerment, persistency along with preservation. It also focuses on good motivational spirit to overcome every challenges. It also focuses on monitoring individual consideration along with proper intellectual stimulation.

5.1 Summary of Result & Analysis

Thematic methodology is used to analyse the viewpoints reflected in the interviews. The responses to the interview had such features that vast topics could be clustered. Everyone consulted related to the founding fathers of the Tata group spontaneously. Both interviewees stressed the ethical ideals which are deemed sacred as key guiding standards. Employees and their relatives played an important part in the company, according to both senior and middle management. In the narrative case studies, the seven findings of management leadership are in compliance with the specified purposes and priorities of the group Tata**.**

Chapter-6. Conclusion

Leadership is required to be efficient management. The behavioral roles of management and management may hardly be distinguished. It is that each act of authority is to some extent an act of leadership in a matter of organizational significance. A boss organizes, manages and oversees different company operations aimed at particular purposes. A monarch, on the other side, encourages faith and trust, maximizes commitment from his subordinates and leads their efforts in coordinated effort. Leadership management is behavior that promotes volunteer follow-up behavior in addition to the success on a job that is expected. Leadership is the power of mechanical conformity with the organization's regular guidelines. The leadership conduct of a boss identifies between successful and dysfunctional organizations.

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observational analysis by top Indian companies and leadership. This concept represents our quest to present Tata as a case of managerial leadership, as well as meaningful market results and leadership. A future activity deserving of academic study will look into the degree to which the basic principles of managerial leadership as described in the paper are guided by other Indian institutions, originating from the national cultural ethos. Although Tata's paradigm of energization of the actions and organizational facets serves as a tangible means of following managerial leadership principles both inside and outside the country as an exemplary party in terms of the dimension and reach of its obedience to the central philosophical ideal-Nation as the target of a business.

In the hands of Mr. Tata, the brand has achieved global prominence. As far as he is concerned, he's gifted the leadership baton to the new person with whom he believes he can easily hand it on. TATA Group has had, so far, done well in the business of grooming 98 CEOs/MDs. To say the least, he has inspired his fellow employees. Rajesh has successfully galvanized the CEO and MD of all of the companies in the portfolio to be successful. Tata has switched to a management approach known as "management by consensus." As businesses have started changing regulations, companies, so competition and the global economy have increased; leading a large group of companies in these new and present regulations could be a challenge for many of ours. There are plenty of business leaders who believe they could easily lead their organizations through these difficult times and multiply their revenues. This will require clear vision, innate leadership, inspiring conviction, and guiding others is part of the mix. as the founder who has helped the company reach the island-studded waters

Competence is a cornerstone of an individual's 'wisdom, talents and mindset,' which distinguishes high performers from the average. Corporations took these as a foundational backbone to identify and increase workforce potentials by engaging in them. The scientific method of competence simulation, calculation and implementation paves the way for continuous mutual capacity creation through a greater comprehension of persons. Indeed, competence has acquired a currency, because it is valid, inviting and convertible, maybe modern alchemy. This paradigm was established internally based on in-depth discussions with a variety of Tata CEOs and comprehensive analysis over a 12-month span. It would be the basis of a large leadership learning framework.

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