

Perspectives of Parenting Advantage of Diversified Indian Conglomerates

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The objective of this paper is to focus on the specific nature of the Corporate Centre or headquarters in diversified Indian conglomerates and seek to identify ways in which this Corporate Centre could add sustainable value to its underlying businesses. The corporate centres of many large diversified conglomerates are seen as endangered species, facing ever increasing demands and challenges to justify their continued existence. As such the role of the Corporate Centre assumes significance more so during turbulence faced in the environment.

The focus of this paper is to identify the key- value adding processes of corporate centres and the roles and key skills they require on sustainable basis. The paper attempts to study the parenting advantage of corporate centres by assessing the fit for purpose concept. It is based on the configuration model perspective. By usage of the fit tests for parenting advantage the paper attempts to understand the value added propositions of the corporate centre, which could be termed as core competencies, dynamic capabilities, and critical resources, etc or, it could well be sources of sustainable advantage. Further the paper seeks to study four Indian Corporates in terms of the parenting advantage that the Corporate Centre holds for them and tries to give a recommendation for the type of Corporate Centre that could be more value enhancing.

Keywords: *Corporate centre, parenting advantage, diversified, fit for purpose.*