

ORGANIZATIONAL CHANGE – A SELECT DIAGNOSTIC STUDY

**(An Application of Longitudinal Thinking Approach in a
Pharmaceutical Industry Environment)**

by

MEENAKSHI CHOUDHARY

Department of Management Studies

Submitted

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Doctor of Philosophy

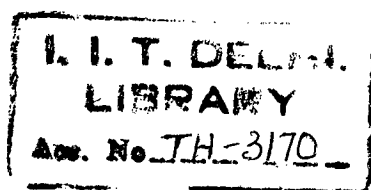
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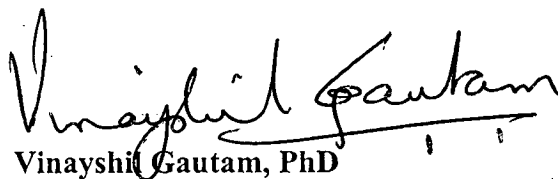
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CERTIFICATE

This is to certify that the thesis titled **“Organizational Change – A Select Diagnostic Study (An Application of Longitudinal Thinking Approach in a Pharmaceutical Industry Environment)”** being submitted by **Meenakshi Choudhary** to the Indian Institute of Technology, Delhi for the award of the degree of **Doctor of Philosophy**, is a record of bonafide research carried out by her. She has worked under my guidance and supervision and has fulfilled the requirements for submission of the thesis, which has attained the standard required for a Ph.D. degree of the Institute. The results presented in this thesis have not been submitted elsewhere for the award of any degree or diploma.

May 09, 2005



Vinayshil Gautam, PhD

(Founder Director IIMK)

Professor

Department of Management Studies

Indian Institute of Technology, Delhi

New Delhi - 110016

INDIA

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ABSTRACT

A major organizational challenge of the postindustrial society is coping with uncertainty. Movements in external conditions such as competition, innovation, governmental policy etc. require that new strategies, methods of working and outputs be devised for an organization merely to continue at its present level of operation. From a design perspective, organizations must develop the structures and processes that enable effective performance in such an environment.

This study looks into the concept of organizational change. For this research, organizational change has been studied in terms of the analysis of the organization structure and processes leading to organization growth. The experimental/observational domain of the study is that of the pharmaceutical industry. The vantage point of perception and analysis is of longitudinal thinking. Longitudinal thinking is an approach that takes into account the historicity of the processes and helps appreciate and better understand the inherited ground realities/givens of an organization. It also concerns itself with how these givens can be analyzed/used to help prepare the organization to cope better with its vicissitudes. The pharmaceutical industry was chosen also keeping in view the new policy regime whereby it becomes essential for India to recognize product patents (with effect from January 01, 2005) as compared to process patents only. Such a study, in the pharmaceutical industry, would enable the organizations in this industry to understand better the dynamics of organizational functioning thereby enabling them to

successfully charter their growth in the changed scenario. In the process, some messages / lessons can be learnt by the other sectors also.

An extensive literature review led to the identification of the gaps in the area, wherein the study has been focused including the study of structure and processes. This research is an attempt to understand organizational change in terms of organization structure and processes and the impact of these variables on organization growth. The study aimed to explore the linkages between organization structure, processes and growth. It also aimed to identify and analyze the various stages of evolution of organization structure in an empirical domain. Besides, this study also had the objective of identifying the elements of continuity and discontinuity in organization growth and to understand how well these elements integrated with organization processes. The consequent observations and recommendations would help rooting the future processes of organizational growth in its own strengths and uniqueness.

The research undertaken is descriptive, exploratory and diagnostic in nature. The conceptual framework once developed led to the defining of the universe of study. The scope of the study was confined to select Indian organizations in the pharmaceutical industry. A questionnaire was developed to complete the picture from other primary and secondary sources for the study. The software package SPSS 11.0 version was used for the analysis of the quantitative data. The statistical analysis was both descriptive and inferential, and included univariate, bivariate and multivariate techniques. To study each organization in depth and to better understand the dynamics underlying organizational

change, qualitative data was collected by the study of the various available documents for the two organizations, right from their respective year of inception. Also, semi-structured interviews were conducted with the employees of the two organizations. The software package ATLAS/ti Ver 4.1 was used to gain an understanding of this qualitative data. The data, both quantitative and qualitative, was analyzed with the help of the longitudinal thinking approach to get a better insight into organizational change. The findings from the qualitative analysis corroborated with the findings from the quantitative analysis.

The study led to the identification of the structural as well as process predictors of organization growth. It also helped surface the interaction of structure and processes in an organization and how this interaction affects organization growth accounting for the historicities involved. The study also led to the identification of the elements of continuity and discontinuity for organization growth and made explicit the integration of these elements with organization processes. A detailed examination of the cases led to the identification and analysis of the various stages of evolution of the organization structure. A cross case analysis, using both quantitative and qualitative data, led to a detailed insight into the dynamics of organizational change in the two organizations in an extended context. Finally, the study led to a network of relationships depicting the complex web of relationships between the various parameters involved in organizational change. The study helped to establish the significance of the longitudinal thinking approach to the study of organizations.

The study is likely to be useful for managers as, besides other recommendations, it gives them the appreciation and understanding of the fact that every organization has a set of inherited variables/givens and it is by taking these givens into account that a more successful organizational change can be attempted.

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