

**INTERNAL ENVIRONMENT FOR CORPORATE  
ENTREPRENEURSHIP:**

**A STUDY OF SELECT ORGANIZATIONS**

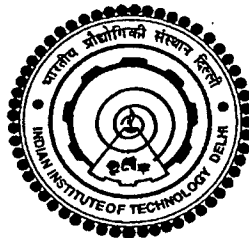
**by**

**BROTO RAUTH**

**Submitted**

**in fulfillment of the requirement of the degree of Doctor of Philosophy**

**to the**

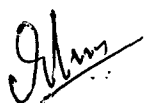


**DEPARTMENT OF MANAGEMENT STUDIES  
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## CERTIFICATE

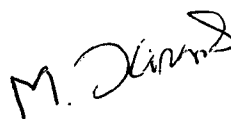
This is to certify that the thesis entitled “**Internal Environment for Corporate Entrepreneurship: A Study of Select Organizations**” being submitted by Ms. Broto Rauth to the Indian Institute of Technology Delhi for the award of the degree of Doctor of Philosophy (Ph.D.) is a record of bonafide research work carried out by her. She has worked under our supervision, and has fulfilled the requirements for submission of this 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.



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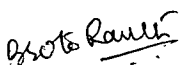
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**Broto Rauth**

## ABSTRACT

This thesis aims at studying the organizational antecedents of corporate entrepreneurship (CE) in Indian context. It also aims at identifying the need for changes in management practices and organizational/structural factors for implementing CE. Another objective of the study is to evolve a model for CE outcomes, which can serve as a guiding framework for implementing CE within the organization.

Review of literature has identified important dimensions characterizing internal environment for CE. These areas are: (i) risk-taking, (ii) management support, (iii) rewards, (iv) work discretion, (v) organization flexible boundary, (vi) intelligence generation, (vii) intelligence dissemination and (viii) time availability (ix) organizational structure (x) CEO's vision. Organization level issues in these areas have also been identified. The CE outcomes have been measured in terms of new business creation and innovativeness within the organization. Based on the literature survey, a conceptual model for CE Outcomes has been evolved. The study variables have been identified and relevant constructs have also been defined. Research hypotheses have been framed for each of these areas for the study.

The study is divided in three phases, namely the pilot/empirical study, questionnaire based survey study for evolution of model for CE Outcomes, and case studies of select organizations in India to verify and further refine the model. The empirical/pilot study has been carried out with purposive sample of four organizations from two different sectors, namely, manufacturing and services sectors. Interviewing and observation methods have been used in preparing the cases, which are analyzed using the 7S framework and Situation-Actor-Process: Learning-Action-Performance (SAP-LAP) framework of flexible systems methodology.

The questionnaire-based survey has been carried out for organizations in manufacturing and services sectors. The unit of analysis is the firm and product/service/market initiatives undertaken by the organization(s) in India (this also includes the multinational companies which have offices in India). The questionnaire was developed through the inputs from the literature survey and the empirical case studies. After establishing the reliability of the questionnaire, it was mailed to various organizations selected through snowball sampling technique. About 181 responses were

obtained from 39 organizations all over India, with some of the organizations responding for more than one questionnaire. The qualitative data collected through questionnaire survey has been validated for its constructs. Statistical analysis has been carried out for testing the research hypotheses. The conceptual model of CE outcomes, evolved on the basis of literature survey has been empirically tested through bivariate and multivariate analysis of the responses received through the survey study.

In the pilot study, the four case studies have been studied including ST Microelectronics, Coral Telecommunications, Infosys and FedEx. The cases have been prepared using interview and observations methods for four organizations, two each from manufacturing and services sectors namely, Fanuc India, Hyundai Motors India Limited, Infosys Technologies Ltd. and ICICI Bank. These organizations were selected on the basis of number of products/services/markets initiatives undertaken by these organizations. The cases have been exhaustively presented and the learning issues have been evolved through 7S framework and dynamic SAP-LAP framework of flexible systems methodology. The learnings from questionnaire survey and case studies have been synthesized and the validated model for CE outcomes has been presented.

The limitations of the study are outlined and specific suggestions have been made regarding possible future extensions of research work reported in this thesis. It is hoped that this research may guide the organizations in implementation of CE in a more efficient manner and new frontiers of strategy formulation for CE may be opened up.

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