

## Chapter 12

### 12.0 Managing Complex (Mega) Strategic Changes

Complex strategic changes like Turnaround and Transformation and Mergers & Acquisitions are mega in nature and pose different challenges due to sheer magnitude of change, their all-encompassing nature and variety of barriers to change, multitude of changes to be introduced at multiple levels in a temporal manner, variety of change strategies to be used and so on. These changes are difficult because they require lot of de-learning and relearning. Complex strategic changes need special mention here due to the above properties and characteristics. The cases like Scooters India Ltd. (D)<sup>1</sup>, Parc Tauli Consortium Hospital<sup>2</sup> and Bharat Heavy Electricals Ltd. (BHEL)<sup>3</sup> give a fairly good insight into the issues.

In case of mergers the challenge is integrating two organisations physical infrastructure, financial resources and policies, information and control systems, corporate and functional policies, modifying managerial styles integrating two cultures almost every element of 7S framework. Failure to do so can lead to lower performance and even divestment as in case of Tanner Corporation<sup>4</sup>. Integration may take long time 3-7 years or even more as can be seen in case of Parc Tauli Consortium Hospital<sup>5</sup>. The framework discussed in the previous section can help in appreciating the challenges of managing mergers.

### 12.1 Managing Turnaround and Transformation

Managing turnaround and transformation is risky and challenging and need a little more understanding. It may be noted that mergers often involve turnaround and transformation. When this happens, as can be seen in the case of Parc Tauli Consortium Hospital, the challenge of managing strategic changes gets further complex and challenging

In the ever changing environment of an organisation, there is a need for continuously updating, redesigning and developing the organisations to enable them meet the demands of the changing environment and maintain a good-fit between the organisation and its environment. If the organisation gets out of step with its environment, its performance starts declining and it may face even a threat of survival. The task of reshaping the organization, to enable it recover from the decline or avert the decline in performance by changing the very nature of organisation, may be called organisation transformation. It is more so in India where the challenge of turnaround and transformation has increased manifold after 1997, as the percentage of profit making companies in CMIE database declined from 79% in 1997 to 42% in 2002<sup>6</sup>

### 12.2 Turnaround, Rejuvenation and Enlightened Transformations

Before discussing the managerial tasks and challenges of managing transformation, it is necessary to distinguish few concepts which are often used interchangeably, namely; turnaround, rejuvenation and enlightened transformation.

The state of an organisation in decline and recovery phases can be described<sup>7</sup> through fig 12.1. An organisation may slide from sound economic performance and financial condition to an unsatisfactory

level, but not into a crisis situation. The recovery may start after the organisation has entered the crisis situation. It may start from the state of prolonged unsatisfactory performance levels itself. The former may be called as the management of turnaround and the latter as the management of rejuvenation or revitalisation.

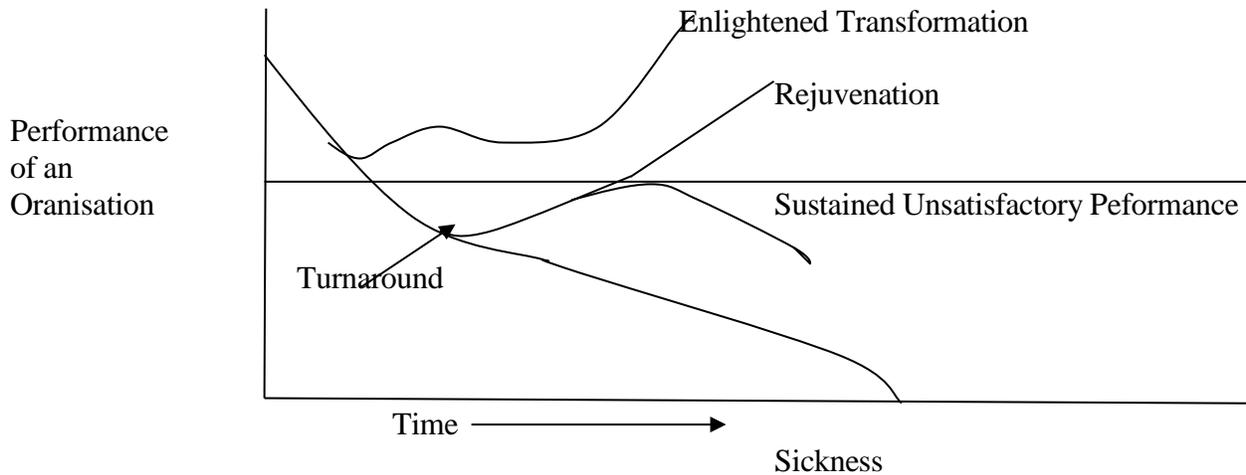


Fig 12.1 Turnaround, Rejuvenation and Enlightened Transformation

In the literature on management of organisation change, no clear conceptual distinction has been made between the recovery tasks referred as turnaround, rejuvenation or revitalization and enlightened transformations (the organisations transforms itself to contribute to the society in significantly different ways, based upon conscious, proactive analysis of impending opportunities and threats in its environment). The management of diversification discussed in the previous section is akin to management of enlightened transformation. Although in both rejuvenation and turnaround the processes is organisational transformation, the two are quite different from each other, as well as from the enlightened transformation cases, from the point of view of task of managing change and the challenge they pose to the transformational leadership.

An organisation may remain for a prolonged period in a state of unsatisfactory performance without sliding to crisis situation or (acknowledged) sickness due to various factors. The organisational environment may be very conducive, not demanding ability of visioning (e.g., there may be a situation of monopoly, high entry barriers in the industry etc.). It could also be on account of the support available by one or more of the key stakeholders, especially the owners.

The state of prolonged unsatisfactory performance, marked with laissez faire attitude of the management, is the one in which the organisation is vulnerable to sickness and may find itself, all of a sudden, in deep crisis, facing the question of survival, caught totally off the guard due to changes in the environment. This state differs from the state of sickness (crisis) in many material respects. Such organisations are not sick but are in deep slumber, unable to face any sudden development in the existing highly benign, tolerant environment. There is no conscious, ongoing effort to maintain a "good fit" between the organisation and it's environment. The condition is marked with tremendous underutilisation of organisational resources and disproportionate rate of payment to various constituent members of the organisation. Most people have interest in only retaining membership of the organisation and therefore, keen to make as minimal a contribution to the organisational activities as necessary to retain the organisation membership.

In case of sickness, the poor state of organisation is manifested<sup>8</sup> in form of low employee morale, high turnover of the competent staff and managers, declining sales and reduced production levels, disruptions and difficulties in getting supplies (particularly the critical ones), at the same time piling up of inventory of different types, difficulties in arranging working capital and so on. The house is on fire and there is a threat to the very survival of the organisation. However, there reaches a point when the crisis is well recognized, at least by some key stakeholders. The issue is then more of finding solution, a way out, to put the organisation back on rails. The key stakeholders are prepared to take drastic steps, even most unpleasant ones, to improve the situation. The crisis goes out of the closet and it is perceptible and visible. The key decision makers are identifiable and can be made accountable for failures in managing the affairs properly. The turnaround manager, mostly brought from outside for revamping purpose, has definite edge over the existing key decision makers. The change agent (like doctor) is clear about the task to be performed (turnaround) and has necessary authority to give the bitter pills if required. However, the task of restoring back into normalcy is quite massive, like a person in ICU facing acute heart problem.

In contrast to this, in the laissez-faire state the sickness (or threat to survival) is not visible, perceptible. It is only impending, visible only to a visionary. The key decision makers still at the helm of the affairs (at least having major say in decision making), thriving on past glory, having a good following to frustrate change efforts that may undermine them. There is nothing visible which will hold them accountable for mismanaging the affairs. The task of rejuvenation, thus, is not only different but quite difficult (despite absence of any crises), because the revamping efforts of the order of turnaround is required, but under condition of no threat (hence no felt need for change and thus organisational lacks support for change), and with the task of carrying along key decision makers who are active pro-resistors, without the change agent being called upon to play the role of the surgeon by the key stakeholders. The task is to shakeup the organization to make it alive, goal oriented and striving to have a good fit with the environment.

From the point of view the task and challenges managing transformation for sustained recovery (after turnaround) and the one associated with rejuvenation, are alike. The basics of the organisation are malfunctioning in one or most of 7S elements and the components there of and the coherence among these design elements (organisation archetype explained earlier) has to be restored. Although change in 7S elements is required in enlightened transformation also, but in that case the task is changing from a sound organisational archetype to a new one, rather than correcting a malfunctioning one.

The task of transformation in the cases of rejuvenation and enlightened transformations, is primarily within the ambit of the existing management of the organisation. Consultants are invited wherever necessary only to extend expert advice, develop skill etc. in areas of deficiency. In the case of turnaround, the reigns of managing transformation are mostly passed on to an outsider. The rejuvenation and enlightened transformations are thus exercises of transformation by the insiders, with the insiders, and without any clear mandate from the key stakeholders for doing so. The biggest challenge is of creating felt need for change, not only for the change target, but often even for the key stakeholders. The initiation for the rejuvenation is thus, mostly a chance occurrence, coming mostly from chance change to a visionary leadership, from a chance presence of a visionary stakeholder(s), or a chance visionary among the key decision makers.

In India, because of benign environment of organisations in general (for various reasons), and public sector in particular (due to highly tolerant and strong super system; allowing for prolonged poor

performance without precipitation of a crisis situation), there are more cases calling for rejuvenation than turnaround. Unfortunately the process of rejuvenation has by far remained a chance event.

### **12.3 Causes of Organisation Decline**

In literature several causes have been found to be responsible for decline of the organizations<sup>9</sup> like poor management, inadequate financial control, competition, high cost structure, changes in market demand, adverse movement in commodity prices, loss of marketing efforts, acquisitions, problems in managing big projects etc. However, one of the main reasons for the decline of organization is also the change in the orientation of the organization from goal orientation<sup>10</sup> to task orientation to laissez faire, or what can be said in simple words, the loss of strategic management in the organisation.

Every organisation is predominantly goal oriented at the time of its creation. It is only when it grows in size and complexity and/or as the time passes, it may have dominant population of task oriented people and thus turn into task oriented category and slide to laissez faire over time, if due care is not taken. It is then only a matter of time when they become sick or struggle for survival.

If the organization is actively looking for planned changes it may constantly keep the goal orientation through regular organisation development interventions. Once it slides to the task oriented category, the magnitude of organisational development efforts to shift it back to the goal orientation may be substantial. It can be done by developing strategic plans which help in drawing attention of members to the organisational goals and mission. MBO is also a powerful technique available for this purpose. The task of managing changes from laissez faire stage to revert back the organisation previous stage is enormous. It requires shaking up of a "sleeping" organisation, (the exercise of "rejuvenation"). The task of managing change from sickness to goal orientation, i.e., turnaround and transformation is truly gigantic, and probability of success low.

How does the slide from goal orientation to task orientation to laissez faire and to sickness take place? How is that people in organisation are not alarmed when the slide is taking place?

Organisational changes are imperative by virtue of its dependence on the environment, for its long term survival. An organisation can be conceptualised as a mechanism for processing certain inputs to give certain outputs<sup>11</sup>. Inputs are in terms of men, material, machine and money. The outputs of organisation are in terms of products or services it provides. Since all the inputs come from and outputs go to the environments, the changes in environments seriously impinge on the functioning of the organisation. The changes therefore, can be backward (initiated from the changes in characteristics of output environment) or forward oriented ones (initiated by changes in the attributes of input environment). Failure to adjust to the demands of the changed output/ input environments, leads to the decline of the organisation.

The demands of output/input environment can be more easily realised by remembering that the organization is a cooperative system, with multiple constituent members called stakeholders<sup>12</sup>, like the customers, the owners, the suppliers of material, the financial institutions, the employees, the regulatory agencies and so on. Each of them contributes something and gets something in return. The exchange process is to be managed in a way that the sum total of all that the organisation gives to them is equal to or more than the sum total of all that the constituent members contribute. The moment this equilibrium is disturbed (that all the difference between the two becomes negative), the

organisation faces a threat to its survival or continuance. At individual constituent member level too, this equation holds true. Managing this precise equilibrium at individual and aggregate level may seem to be an infeasible task. Still the organisations are generally able to achieve it by maintaining a cushion between what the organisation gives and what a constituent member wants or expects before he decides to quit or withdraw from participating in the cooperative system. This cushion allows the organisation to attend on several fronts, not all of which are on fire at the same time. The need for change arises from the fact that expectations of each of the constituent member changes over a period of time, sometimes suddenly and sometimes gradually, due to changes in their own environment.

With increased size and diversity, the magnitude of changes to which an organisation has to adjust becomes large. If the organisation constantly scans the environment, it can adapt to the changed environment gradually without experiencing severe strains (as it gets time to adjust and to develop appropriate strategies to adapt to the changes in environment).

Marked difference can be observed in the environment scanning behaviour of organisation falling in different categories. The goal oriented organisations undertake regular exercises of environmental analysis to ensure results. The task oriented organisations do it infrequently and without putting heart into it. Laissez faire organisations typically ignore or avoid recognizing the problem until the decline starts, making themselves prone to shock treatment by the environment for adapting to the changed environment, or perish if they can't. A chance leadership may shake them out to wake up. Sick organisations are left with no options except outsiders entering into scene to set them right.

The reason advanced by Tichy and Devna, for the loss of an organisation's goodfit with its environment is that organisations, like individuals, set their antenna at a very high threshold level of environmental sensitivity<sup>13</sup>. The environmental changes normally do not take place all of sudden, overnight. The change is a gradual and constant one, but often the organisations are not able to sense it. It can be well realised by what is known as the "boiled frog" phenomenon<sup>14</sup>. If in a bowl full of water, a frog is dropped and the bowl is heated gradually, the frog may not react even if the temperature reaches a point when the frog dies. But if the same bowl of water is heated to the same temperature and the frog is dropped in it, it will jump out and, in all probability, will save itself. Likewise in everyday life also one is not able to observe how much one's child has grown over a period of time. The growth will be easily noticeable to someone who meets the child after a long interval. The incremental changes are of such low order that they are not caught by threshold level at which we have set antennas. This holds true in the case of organisations also. The threshold levels of sensitivity set for environmental changes are usually so high that it is not able to sense changes which require organisational adaptation. The environment changes remain undetected until they assume such proportions and impinge on the working to such an extent that the fall in performance can't be ignored.

How the organisations' antennas are set at such high levels? Are they set high intentionally or they get set by default? The key reasons responsible for it typically low integrative thinking ability<sup>15</sup> (especially in vertical and longitudinal components) in a significant number of people at top and senior management levels, who are not able to have holistic view of the organisation in a temporal manner.

#### **12.4 Elements of Corporate Turnaround**

Experiences of turnaround in different parts of the globe indicate that there are certain typical steps that have to be taken in turnaround situations. Khandwalla<sup>16</sup> for instance has observed that the

companies that were successful in managing turnaround have taken more action of specific type (see table 12.1) than the less successful ones. Slatter<sup>17</sup> also suggests similar actions for corporate recovery. However, once turn around has been managed, it requires the task of transformation.

Table 12.1

Type of action	No. of actions taken by	
	more successful units	less successful units
1. Change of Top Management	6	6
2. Initial credibility building action	10	8
3. Initial control	21	3
4. Negotiation of outside support and pressure neutralisation	12	9
5. Quick pay off actions etc.	30	15
6. Quick cost reduction	25	11
7. Revenue generation	27	9
8. Asset liquidation	3	1
9. Organisational mobilisation for turnaround	20	9
10. Better internal coordination	9	0
	163	71

## 12.5 Towards Sustained Recovery (Performance): Managing Transformation

The prescriptions given in the previous section may be able to provide some quick results in terms of financial performance of the organisation (i.e., turnaround may be achieved). Important as they are, the improvements may be short-lived, if not backed up with actions that lead to changes in basics, to be able to appreciate and identify the task of transformation, which alone can ensure sustained improvement in performance.

The transformation task involved in the case of rejuvenation, and turnaround requires correction of malfunctioning archetype (may be change in archetype also), unlike enlightened turn around which involves change from a sound archetype to another one. The task involves two significant and different challenges, one, diagnosing the malady and the other, correcting the same. These two require quite different managerial skills.

## 12.6 Organisation Diagnosis

The diagnosis of malfunctioning organisation involves an understanding of the inadequacies in what Hinings<sup>18</sup> calls as the prescribed organisation structure (which is the formal part of an organisation) and processes, as well as in the emergent ones (the informal part of the organisation). The latter

emanates from the organisation archetype i.e., the key values and norms underlying organisational functioning. The diagnosis of the inadequacies in design of formal organisation on the one hand, and the emergent behaviour and archetypes on the other, involves use of totally different diagnostic techniques described in the following sections.

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### 12.6.1 Diagnosing Inadequacies in Formal Organisation Design?

The inadequacies in the prescribed structure and process can be done by carrying out management audit of the organisation though the nature and scope would differ from organisation to organization, the key elements indicated in table 12.2 can be closely examined to have broad idea of the malady. The finding on above itself may bring out gross aberrations in the design of formal organization.

Table 12.2 Diagnosing Inadequacies in Prescribed Structure and Processes

<b>OBJECTIVES</b>	CLARITY, PRIORITY ADHERENCE		
<b>STAFF</b>	NEED SATISFACTION	*	HYGIENE FACTORS
		*	MOTIVATORS
	EXPECTANCY	**	TARGET SETTING
		**	INSTRUMENTALITY
<b>SYSTEM OF CONTROL</b>	EQUITY THEORY		
	TARGET SETTING	*	ACCOUNTABILITY
		*	RESOURCE ALLOCATION
	MONITORING	**	ACCURACY
		**	TIMELINESS
	FOLLOW UP	**	REWARD/ UNISHMENT
		***	TIMELINESS
	INF. SYS		ORAL/WRITTEN
	PROCEDURE & POLICIES		COMPLETENESS ACCOUNTABILITY CLARITY COHERENCE, CONSISTENCY
<b>STYLE</b>	ORIENTATION		POWER/TASK/GOAL RISK TAKING PEOPLE BELIEF VISION
<b>SKILLS</b>	TECH/MGRL		NUMBER NATURE
	FITMENT WITH THE TASKS HRD		
<b>CULTURE</b>	COMMITMENT TO IDEALS/ORGN./TASK INTEGRITY, HONESTY CONCERN, VESTED INTEREST		

### 12.6.2 Diagnosing the Malfunctioning Informal Organisation

Diagnosing the maladies in the informal organisation is more difficult but is more important aspect. An inappropriate culture, value systems and norms, may frustrate efforts to remedy inadequacies in the design of formal organisation. Stream Analysis<sup>19</sup> approach suggested by Porras seems to be one of the most powerful and relevant for the purpose.

Stream analysis is an extremely powerful approach to simplify the process of problem restructuring. Although the approach was developed primarily to address organisational problems, the basic conceptual framework is sound enough to be used for addressing even larger, societal level problems as well. The framework of analysis, which can be better used in a workshop mode, involves the following steps:

1. Drawing an Stream Analysis chart, pictorially representing the organisational problems.
2. The problems are identified by well informed persons in the organisation through a workshop or through interviews.
3. Each problem is then categorised in one or the other organisational dimension considered as basic by the user of the chart.
4. The next step is to specify the key interconnection that might exist among the categories of problems.
5. Analysis of these interconnections results in arrows drawn on the chart, to represent all the important relationships identified.
6. These yield insight into the problems as well as their centrality i.e., whether they are **symptomatic** or the **core problems**

The aim of the problem solver should be to target at the core problems. Core problems represent inappropriate organisation archetypes. Solving them would fetch higher returns as compared to the symptomatic which are more of inappropriate emergent structure and processes ones. These problems are often related to culture, although in symptomatic manifestations they take the shape of behavioural problems, conflicts and precipitated crises. Persistence of core problems often frustrates efforts to implement technically sound solutions to the symptomatic problems.

The problem analysis following stream analysis approach is a way to overcome the difficulty of problem clarity. After such analyses often the problems gets redefined or restructured for the purpose of generating solution. This happens because during the problem analysis stage the process modifies the perception and alters the scope of initial inquiry. To find the solution of a problem it is necessary to arrive at a clear statement of the problem before starting the search for alternative solutions.

### 12.6.3 Generating Alternative Solutions

Once the problem identification has taken place, the next task is generating a set of alternative solutions for each of the problem. Use of creativity techniques<sup>20</sup> like the brainstorming, synectics etc. may be of immense value. The cases Fun of Case Writing (B)<sup>21</sup>, Is Small Beautiful (C) & (D)<sup>22</sup>, Power of Interior Design<sup>23</sup> and BHEL Turnaround<sup>24</sup> are good illustrations of using creative problem solving techniques. Each of the alternative solutions has to be elaborated in terms of what all they involved if they were to be implemented.

## 12.7 The TPC Rope

The task of transformation has been conceptualised by Devna and Tichy as a drama which is a three act play<sup>25</sup>, similar to the 3- stage model discussed earlier.

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Act I :	Revitalisation- Recognising the Need for Change
Act 2 :	Creating a New Vision
Act 3 :	Institutionalizing the Change

The first act of the drama centres around the challenges that the leader faces when he/she attempts to alert the organisation from the growing threats from the environment. The second act involves the leaders struggle to focus the organisation's attention on a vision of the future that is exciting and positive. In the third act, the leader seeks the institutionalization of the transformation so that it will survive his/her tenure in a given position<sup>26</sup>.

The transformation of an organisation involves both joy and sorrow. The renewal often implies shunning the past strategies, policies, practices and structure etc., (with whom one was so closely associated and committed), as a bad dream, because what worked in the past may become the cause of failure in the future. The transformation, thus, requires fundamental changes in thinking process, a new vision and a new frames of reference<sup>27</sup>.

Transformation is an exercise of managing the strategic rope of TPC (comprising the technical, the political and the cultural strands). It requires unravelling the rope and then reweaving it. The technical strands represent the issues of mission and strategies. The sustained recovery implies restatement of the same. Then there are political problems associated with change in structure and resource allocation. Finally the changes in cultural values involving redefinition, reinforcement and articulation of organisational norms and values in the employees and thus holding the organisation in part by the normative glue<sup>28</sup>. The Technical and Political aspects relate to the prescribed framework (the design of formal and the often) cultural dimensions referred to the emergent patterns.

The major mistakes made in the transformation process are that the technical and political aspects. The cultural aspects get ignored. To the extent they are not attended to, the refreezing does not take place and the organisation tend to revert back to the original position.

## 12.8 Surgical Vs. Humane Turnaround

It may be worthwhile to note that turnaround could be a surgical exercise as done by Jack Welch in GE Turnaround, which focussed on large scale retrenchment of staff as a measure to cut expenses and change business portfolio. In a country as large as India with high unemployment level, this strategy is not socially desirable one (although very tempting). Instead humane turnaround needs to be adopted and advocated, in which the focus is on identifying new businesses and retrain and redeploy the surplus manpower there, as was seen in the case BHEL<sup>29</sup> and Scooters India Ltd<sup>30</sup>. It surely requires empathy with staff, strong administrative determination and very high level of creative problem solving abilities. It also requires identification of new business, new skills and competencies required therefor and development thereof. Finally it calls for redeployment of surplus staff with new skills to new roles and assignments.

## **12.9 Managing Turnaround & Transformation: Coping with the Challenge**

From the foregoing discussion one can realise the task, challenge and pitfalls in managing turnaround, rejuvenation and enlightened transformation. It would be noted that the first challenge comes in terms of diagnosis. Organisation performance decline, stagnation and sickness have a lot to do with the ineptness of executives in identifying the significant environmental changes and redesign the organisation. It requires a clear understanding of the inadequacy and inappropriateness of the prescribed framework and emergent patterns and organisation structure and system, and the organisation archetype holding them together. It is necessary to distinguished the technical and political part of the transformation from the culture (archetype). The description of barriers to change here may help in identifying the items of design that were real function and the strategies required to be followed.

How should one go about effecting transformation? This will of course depend upon the magnitude of malady, i.e., inadequacies in the prescribed structural and process frameworks, inappropriateness of the emergent patterns of structure and process and the interpretive scheme underlying the same and the number and abilities of the transformational leaders (described in another chapter) available (with the organisation and from outside) and the realm they are able to form.

One may like or be tempted to directly attack the prevailing archetype, but it may not be advisable to do so, as it may open up hornet's nest and there may be organisation wide reaction. The best way may be to take up an issue, which involves inappropriate behaviour pattern (which involves people of one or two or few departments) and try to mend the situation, hitting on and establishing desired behaviour and values. If need be the issues may be precipitated (in all likelihood it will be there). Having modified it the message should be spread on what will not be tolerated and what is desirable behaviour. Alternatively, instead of correcting an existing malady, a new activity may be taken up which requires new values and behaviour patterns. It will run into difficulties and conscious strategies may be planned to cope with them. The success may be followed with spread new values, behaviour patterns and corrected prescribed structure and process work.

Needless to add that management of turnaround, rejuvenation and enlightened transformation require some special managerial skills, which is subject matter of another accompanying note.

## **12.10 Summary**

Management of transformation is quite a complex topic, covering situations of growth, turnaround and getting out of consistently bad performance. The paper emphasises the need for differentiating the three as managerial tasks and challenges involved in the three types of change situations are different. The paper also suggests that the three situations ask for different approaches for understanding the task of transformation. The techniques to be used for handling the tasks associated with turnaround and rejuvenation have also been discussed.

## **Review Questions**

- Q.1 What are different types of organization transformations?
- Q.2 What are the causes of organization decline?
- Q.3 What is the concept of organization Archetypes?
- Q.4 Discuss typical measures used for turning around a malfunctioning organisation?

- Q.5 What are the techniques for organization diagnosis used for transformation?  
Q.6 Explain the concept of TPC Rope for organization transformation?  
Q.7 Discuss the concept of organization tracks and movement thereon in the process of organization transformation.
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## 8.17 Discussion Questions

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- Q.1 Analyse the case Scooters India Ltd. (D) and answer the questions given at the end.  
Q.2 Analyse the case Parc Tauli Consortium Hospital and answer the questions given at the end.  
Q.3 Analyse the case Kaiserganj Railway Workshop and answer the questions given at the end.  
Q.4 Have you seen any organization turnaround, rejuvenation or enlightened transformation? Describe the same using concepts and techniques discussed in this chapter.

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