## LIST OF TABLES

Table	Table Name	Page
No.		No.
Table 2.1	Summary of the Theory E and O approaches to organizational change.	44
Table 4.1	Reliability Statistics	75
Table 4.2	Distribution of respondents w.r.t. gender, sector and managerial experience (in years)	76
Table 4.3	Descriptive Statistics for the cost and the duration of the program.	79
Table 4.4	Frequency Statistics for the number of people affected by the change.	80
Table 4.5	Frequency Statistics for the Internal or External forces of change.	81
Table 4.6	Frequency Statistics for the PESTLE forces of change.	82
Table 4.7	Frequency Statistics for the Level of experience of people implementing	84
	the change.	
Table 4.8	Frequency Statistics for the nature of change	85
Table 4.9	Frequency Statistics for the impact of change.	86
Table 4.10	Frequency Statistics for the degree of change.	88
Table 4.11	Frequency Statistics for Internal or External Change Agents.	89
Table 4.12	Frequency Statistics for change led by an individual leader or team	90
Table 4.13	Frequency Statistics for success of change initiative.	92
Table 4.14	Frequency Statistics for respondent's support to the change initiative.	93
Table 4.15	Cross tabulation of the type of organization and source of change	94
Table 4.16	Cross tabulation of the type of organization and reason of change	95
Table 4.17	KMO and Bartlett's Tests for the Variable: Context of change.	97
Table 4.18	Total variance for variable 'Context of Change'	98
Table 4.19	Rotated Component Matrix for variable 'Context of Change'	98
Table 4.20	KMO and Bartlett's Tests for the Variable: Employee Stress.	99
Table 4.21	Total variance for variable 'Employee Stress'.	100
Table 4.22	Rotated Component Matrix for variable 'Employee Stress'.	101

Table 4.23	KMO and Bartlett's Tests for the Variable 'Leadership Behavior'.	102
Table 4.24	Total variance for variable 'Leadership Behaviour'	103
Table 4.25	Rotated Component Matrix for variable 'Leadership Behavior'.	104
Table 4.26	KMO and Bartlett's Tests for the Variable: Resistance to Change.	105
Table 4.27	Total variance for variable 'Resistance to Change'	106
Table 4.28	Rotated Component Matrix for variable 'Resistance to Change'.	106
Table 4.29	KMO and Bartlett's Tests for the Variable: Employee Satisfaction.	107
Table 4.30	Total variance for variable 'Employee Satisfaction'.	108
Table 4.31	Component Matrix for variable 'Employee Satisfaction'.	108
Table 4.32	Cross Tabulation between Gender and Employee Stress	109
Table 4.33	Cross Tabulation between managerial experience (in years) and	110
	Employee Stress.	
Table 4.34	Cross Tabulation between Gender and Resistance to change	110
Table 4.35	Cross Tabulation between managerial experience (in years) and	111
	Resistance to change.	
Table 4.36	Cross Tabulation between Gender and Employee Satisfaction	112
Table 4.37	Cross Tabulation between managerial experience (in years) and	112
	Employee Satisfaction.	
Table 4.38	Correlation between Context of Change and Employee Stress.	114
Table 4.39	Table of Model Summary for Hypothesis Ia.	115
Table 4.40	ANOVA <sup>a</sup> Table for Hypothesis Ia	115
Table 4.41	Table of Coefficients <sup>a</sup> for Hypothesis Ia	116
Table 4.42	Table of Model Summary for Hypothesis Ib	117
Table 4.43	ANOVA <sup>a</sup> Table for Hypothesis Ib	117
Table 4.44	Table of Coefficients <sup>a</sup> for Hypothesis Ib	117
Table 4.45	Correlation between Leadership Behavior and Context of Change	119
Table 4.46	Table of Model Summary for Hypothesis IIa	120
Table 4.47	ANOVA <sup>a</sup> Table for Hypothesis IIa.	120
Table 4.48	Table of Coefficients <sup>a</sup> for Hypothesis IIa	121
Table 4.49	Table of Model Summary for Hypothesis IIb	122

Table 4.50	ANOVA <sup>a</sup> Table for Hypothesis IIb	122
Table 4.51	Table of Coefficients <sup>a</sup> for Hypothesis IIb	122
Table 4.52	Correlation between Leadership Behavior and Resistance to Change	124
Table 4.53	Table of Model Summary for Hypothesis IIIa	125
Table 4.54	ANOVA <sup>a</sup> Table for Hypothesis IIIa	125
Table 4.55	Table of Coefficients <sup>a</sup> for Hypothesis IIIa	126
Table 4.56	Table of Model Summary for Hypothesis IIIb	127
Table 4.57	ANOVA <sup>a</sup> Table for Hypothesis IIIb	127
Table 4.58	Table of Coefficients <sup>a</sup> for Hypothesis IIIb	128
Table 4.59	Correlation between Leadership Behavior and overall change success.	129
Table 4.60	Table of Model Summary for Hypothesis IV	130
Table 4.61	ANOVA <sup>a</sup> Table for Hypothesis IV	130
Table 4.62	Table of Coefficients <sup>a</sup> for Hypothesis IV	131
Table 4.63	Correlation between Organization Culture and overall change success.	132
Table 4.64	Correlation between Leadership Behaviour and Follower Satisfaction.	134
Table 4.65	Table of Model Summary for Hypothesis V	134
Table 4.66	ANOVA <sup>a</sup> Table for Hypothesis V	135
Table 4.67	Table of Coefficients <sup>a</sup> for Hypothesis V	135
Table 5.1	Declining crude oil production in early 1990's.	155

## LIST OF FIGURES

Figure No.	Figure Name	Page
		No.
Figure 2.1	Full Range Model of Leadership.	26
Figure 2.2	The Relationship of Leadership and Management	31
Figure 2.3	RFLC Change Approach Model	41
Figure 2.4	Map of literature on Approaches to change	42
Figure 2.5	Change of leadership behavior with organizational change	49
Figure 3.1	Steps for Indian Organizations for managing cultural change.	64
Figure 3.2	The Change Curve	68
Figure 4.1	Distribution of female respondents w.r.t sector and years of managerial experience	77
Figure 4.2	Distribution of male respondents w.r.t sector and years of managerial experience	77
Figure 4.3	Frequency Statistics for the number of people affected by the change.	80
Figure. 4.4	Frequency Statistics for the Internal or External forces of change.	81
Figure 4.5	Frequency Statistics for the PESTLE forces of change.	83
Figure 4.6	Frequency Statistics for the Level of experience of people implementing the change.	84
Figure 4.7	Frequency Statistics for the nature of change	85
Figure 4.8	Frequency Statistics for the impact of change	87
Figure 4.9	Frequency Statistics for the degree of change.	88
Figure 4.10	Frequency Statistics for Internal or External Change Agents.	90
Figure 4.11	Frequency Statistics for change led by an individual leader or team.	91
Figure 4.12	Frequency Statistics for success of change initiative.	92
Figure 4.13	Frequency Statistics for respondent's support to the change	94

	initiative.	
Figure 5.1	Organization chart of ICRISAT	143
Figure 5.2	ICRISAT Logo- Old and Current	147
Figure 5.3	Projected world wide IT spending by organizations	159
Figure 5.4	Crude Oil imports and production in India	172
Figure 5.5	Crude Oil production by ONGC, 1960-2007	172
Figure 5.6	Financial Performance of ONGC during 1995-2007	175