



ACKNOWLEDGEMENT

I express a deep sense of gratitude to my guide and philosopher Prof. (Dr) G.C. Maheshwari, Dean, M.S. Patel Institute of Management Studies, Faculty of Management Studies, The Maharaja Sayajirao University of Baroda. He was not only a source of knowledge and inspiration but also provided clarity and opened my mind to understand new dimensions of organisations. His ability to instantly recall classics in the field of management and his deep understanding of the issues of strategic management has amazed me. He removed many grey areas in my thinking process. I am highly indebted and thankful to him. But for his guidance this thesis would not have taken shape.

I am grateful to the officers of Gujarat Cooperative Milk Marketing Federation (GCMMF), Karnataka Milk Federation (KMF) and Bharat Electronics Ltd (BEL) who provided me necessary information and insights. Specifically, I wish to thank Shri G.S.Sodhi, Shri Sanjay Panigrahi (earlier with GCMMF), Shri Jayen Mehta of GCMMF, Shri Channakrishnaiah, Joint Director (Marketing) and other senior officers at KMF, Shri B.S. Natraj, Shri Rajashekhar of National Dairy Development Board, Shri Y.Rao, formerly Chairman and Managing Director of BEL, Shri Ammineedu, formerly Director (Personnel) of BEL for not only introducing me to the evolution of BEL but also familiarising me with BEL's quality initiatives. My thanks are also due to Prof. Ganesh Prabhu at IIM Bangalore, who was not only generous in sharing his academic work but also provided me with an opportunity to discuss some of the issues with him.

Prof. Subhash.C.Sharma, formerly Director Indian Institute of Plantation Management (IIPM), Bangalore, supported me in my research initiative and provided access to his early publications. My former senior colleagues at IIPM, Prof. M.P.Vithal, Prof. Dhanakumar (Director IIPM), encouraged me in this endeavour. My thanks are also due to Shri. Srinivas, Shri. Arvind, Smt. Rahamath, and Smt. Maria, who helped me in providing secretarial and library support at IIPM. I am highly grateful to Director, Institute of Rural Management, Anand (IRMA), for providing me access to IRMA library. My former faculty colleagues at IRMA, Prof. Rajesh, Prof. G.Krishnamurthy, Prof. K.V.Raju clarified dimensions of research. I am grateful to the staff of FMS., The M.S. University of Baroda specifically, Shri. Pragnesh N. Amin and Shri Mahesh Pandya for providing enormous support during the course of my doctoral work.

I am thankful to the doctoral students at IRMA, Messrs Rajesh Aithal (presently Faculty at IIM Lucknow), Manoj Thomas and Debashis Pradan (presently Faculty at XLRI), Hemant Padiari and Kumar for providing support in accessing information. My thanks are due to Shri. Arjun Vasudev, my student at IIPM who gave me research support when needed.

My thanks are due to Prof. Mithileshwar Jha at IIM Bangalore, who helped me at a critical time and to Dr. Lata Chakravarthy, Dean (Academics) at ICFAI Business School, Bangalore, for providing me administrative support. I am extremely thankful to Prof. R. Harish, at ICFAI Business School, Bangalore and my senior colleague at the Tata Economic Consultancy Services for his valuable inputs to sections of the last two chapters. I am also thankful to Prof. Gopalakrishna, Consulting Editor at the ICFAI Research Centre for his editorial comments and language improvement.

I am indebted to my late father Shri. M.V. Rama Rao, who encouraged me in all my initiatives, and to my mother Smt. Saroja, my mother-in-law Smt. Nagamani for their enormous support they have provided me in my life. My wife Smt. Vidya has been a pillar of support to me at critical times and I am thankful to her. I am beholden to my daughter Kum. Harini who sacrificed many of her childhood needs and adjusted herself to my professional time demands. My sisters Smt. Bhanu, Smt. Indhu and my brother Shri. Nagaraj provided me with financial support during the course of this research and I am grateful to them. I dedicate my thesis to all my GURUS and to Lord Balaji.

Maruthi. R. Suresh

Vadodara