# BRIEF CONTENTS

DECLARATION BY THE RESEARCHER  
CERTIFICATES OF THE SUPERVISORS  
ACKNOWLEDGEMENTS  
LIST OF ABBREVIATIONS  
LIST OF ANNEXURES AND TABLES  
EXECUTIVE SUMMARY  
INTRODUCTION

<table>
<thead>
<tr>
<th>CHAPTER</th>
<th>TITLE / HEADINGS</th>
<th>PAGE NOS.</th>
</tr>
</thead>
<tbody>
<tr>
<td>ONE :</td>
<td>Indian IT Industry : A Genesis</td>
<td>1 - 40</td>
</tr>
<tr>
<td>THREE :</td>
<td>Review of Literature and Reports on the IT Companies</td>
<td>129 - 178</td>
</tr>
<tr>
<td>FOUR :</td>
<td>Organizational Performance in Totality</td>
<td>179 - 186</td>
</tr>
<tr>
<td>FIVE :</td>
<td>‘Research Methodology’ and ‘Methods’ used in conducting the present study</td>
<td>187 - 228</td>
</tr>
<tr>
<td>SIX :</td>
<td>Tabulation, Analysis and Interpretation of Data</td>
<td>229 - 339</td>
</tr>
<tr>
<td>SEVEN :</td>
<td>Relationship Between Corporate Culture and Total Organizational Performance in Indian IT Companies (Industry)</td>
<td>340 - 356</td>
</tr>
<tr>
<td>EIGHT :</td>
<td>Testing of the Hypotheses</td>
<td>357 - 366</td>
</tr>
<tr>
<td>NINE :</td>
<td>Research Findings, Conclusions and Recommendations</td>
<td>367 - 390</td>
</tr>
</tbody>
</table>
APPENDIX:

- BRIEF LIST OF ANNEXURES AND TABLES
- RESEARCH MODEL
- QUESTIONNAIRES
- TABLES
- BIBLIOGRAPHY
# DETAILED CONTENTS

DECLARATION BY THE RESEARCHER  
CERTIFICATES OF THE SUPERVISORS  
ACKNOWLEDGEMENTS  
LIST OF ABBREVIATIONS  
LIST OF ANNEXURES AND TABLES  
EXECUTIVE SUMMARY  
INTRODUCTION  

<table>
<thead>
<tr>
<th>CHAPTER</th>
<th>TITLE / HEADINGS</th>
<th>PAGE NOS.</th>
</tr>
</thead>
<tbody>
<tr>
<td>ONE :</td>
<td>Indian IT Industry - A Genesis</td>
<td>1 - 40</td>
</tr>
<tr>
<td>1.0</td>
<td>Introduction</td>
<td>2</td>
</tr>
<tr>
<td>1.1</td>
<td>Origin</td>
<td>2</td>
</tr>
<tr>
<td>1.1.1</td>
<td>Contribution of Indians</td>
<td>4</td>
</tr>
<tr>
<td>1.1.2</td>
<td>Indian IT Scenario</td>
<td>6</td>
</tr>
<tr>
<td>1.1.3</td>
<td>The Origin Period in India (1968 to 1980)</td>
<td>7</td>
</tr>
<tr>
<td>1.2</td>
<td>Growth</td>
<td>9</td>
</tr>
<tr>
<td>1.2.1</td>
<td>Growth Period Of Indian IT Industry (1981 to 1990)</td>
<td>9</td>
</tr>
<tr>
<td>1.2.2</td>
<td>Major Players and New Entrants</td>
<td>9</td>
</tr>
<tr>
<td>1.2.3</td>
<td>Indians in U.S. and Indian IT Industry (1981 to 1990)</td>
<td>12</td>
</tr>
<tr>
<td>1.3</td>
<td>Development</td>
<td>13</td>
</tr>
<tr>
<td>1.3.1</td>
<td>Development Period of Indian IT Industry (1991 to 2000)</td>
<td>13</td>
</tr>
<tr>
<td>1.3.2</td>
<td>India’s Software Industries – a Paradigm Shift</td>
<td>13</td>
</tr>
<tr>
<td>1.3.3</td>
<td>The Turning Point</td>
<td>14</td>
</tr>
<tr>
<td>1.3.4</td>
<td>Major Players on the IT Scene</td>
<td>15</td>
</tr>
</tbody>
</table>
1.3.5 India's Supercomputer – A Milestone in IT History 21
1.3.6 Financial Performance of IT Industry (1991-2000) 22
1.3.7 Indians contribution while in the U.S. (1991 to 2000) 22
1.4 Present Position 23
  1.4.1 Present Period of Indian IT Industry (2001 and beyond) 23
  1.4.2 Maturing Phase of IT Industry 23
  1.4.3 Moving Up the Value Chain 24
  1.4.4 Global Integration 24
  1.4.5 A Cursory View at the Happenings 25
  1.4.6 Major Indian IT Companies in the Current Phase 26
  1.4.7 Indian IT Industry : A General View 35
  1.4.8 Financial Performance of Indian IT Industry 36
  1.4.9 Indian IT, Indians and U.S. IT : A Global Integration (2001 to 2004) 36
  1.4.10 Summing-up with Tributes to some of the Leading Lights 38
1.5 References : (Chapter-I) 39
  2.0 Background 42
  2.1 Corporate Culture : A Conceptual Treatment 42
    2.1.1 Conceptual Framework 42
    2.1.2 Corporate Culture : Development Phases 43
    2.1.3 Corporate Culture 45
2.1.4 Corporate Culture: Some More Observations 46

2.1.5 Discussions and Analysis – Corporate Culture 47

2.1.6 Inferences - An Approach towards Corporate Culture in IT Companies 51

2.1.7 The Elements of Corporate Culture 53

2.1.7.1 Business Environment 53

2.1.7.2 Values And Beliefs: The Bed Rock Of Culture 54

2.1.7.3 The Heroes And The Business Leaders 56

2.1.7.3.1 Heroic Figures 58

2.1.7.4 The Rites and Rituals 59

2.1.7.5 The Cultural Network: Communications 60

2.1.7.6 Discussions - Elements of Corporate Culture 62

2.1.8 Determinants of Corporate Culture 67

(2.1.8.1 through 2.1.8.10)

2.1.8.11 Discussions - Determinants of Corporate Culture 68

2.1.9 Types of Corporate Culture 69

2.1.9.1 The Vitalized Type Culture 69

2.1.9.2 Market Place Factors Led Cultures 70

2.1.9.2.1 The Tough-guy, Macho Culture 70

2.1.9.2.2 The Work Hard / Play Hard Culture 71

2.1.9.2.3 The Bet-your-company Culture 71

2.1.9.2.4 The Process Culture 71

2.1.9.3 Discussions - Types of Corporate Culture 72
2.2 Corporate Culture and Organisational Performance

2.2.1 Conceptual Framework – Strong Culture Companies

2.2.2 Impact of Culture on People’s Life and Performance

2.2.3 Culture and Organisational Performance

2.2.3.1 Performance of Knowledge Based Companies

2.2.3.2 Culture Brings Success and is Alterable

2.2.3.3 People’s and Organisational Performance

2.2.3.4 Corporate Culture and Financial Performance

2.2.3.5 Strong Culture and Long-Term Performance

2.2.3.6 The Financial Success of Visionary Companies

2.2.3.7 Organisational Performance - Some More Views and Results

2.2.3.8 Rebuilding Culture for Organisational Performance

2.2.3.9 Culture and Performance Studies : Indian Context

2.2.3.10 Culture and Performance Studies : Asian Context

2.2.4 Discussions and Analysis – Corporate Culture and Organisational Performance
2.3 Corporate Culture in Knowledge Based Companies and IT Industry

2.3.0 Introduction

2.3.1 “Flat” Organisations: IT and Knowledge Based Companies

2.3.2 “Flat” Organizations and Leadership

2.3.3 The Ladder of Responsibilities and a Responsibility Hierarchy

2.3.4 Corporate Cultures in the Age of IT and Advanced Technologies

2.3.5 Team Culture: IT and Knowledge Based Companies

2.3.6 Discussions - Culture in IT and Knowledge Era Companies

2.4 The Emerging Corporate Cultures

2.4.1 Traditional Corporate Cultures in Crisis

2.4.2 Emergence of New Corporate Cultures

2.4.3 New Dimensions in Corporate Cultures

2.4.4 Emerging Culture in IT and Knowledge Era Companies

2.4.5 “Corporate Charisma” - Company’s Image, Personality, Brands and Culture

2.4.5.1 Charisma and Corporate Personality

2.4.5.2 Unique Personality – A Foundation for World-class Recognition

2.4.5.3 Strength of Personality - Beating the Competition and Creating Family Bond

2.4.5.4 Personality and Corporate Success

2.4.5.4.1 Vision and Mission

2.4.5.4.2 Brand Building and Corporate Image

2.4.5.4.3 Positioning and Differentiation

2.4.5.4.4 Advertising and Promotion

2.4.5.4.5 Culture and Employee Attraction
THREE

2.4.5.4.6 The Bottom Line
2.4.6 Corporate Image, Brand, Identity, Communication and Global Operations
2.4.6.1 Introduction
2.4.6.2 Corporate Image and Identity
2.4.6.3 Brand and Brand Image
2.4.6.4 Corporate or Company Brands
2.4.6.5 Global Brands and Going Global
2.4.6.6 True Global Brands and Global Corporate Culture
2.4.6.7 India Inc. and Global Brands
2.4.7 Discussions - Emerging Corporate Cultures
2.4.8 Analysis and Inferences - Emerging Corporate Cultures

2.5 References: (Chapter-II)

THREE : Review of Literature and Reports on the Selected IT Companies

3.1 Infosys Technologies Limited :
(Infosys)
3.1.1 Corporate Culture of Infosys
3.1.1.1 The Top Leadership
3.1.1.2 Values, Beliefs, Philosophy and Culture
3.1.1.3 Work Culture and Environment
3.1.1.4 People and Work Environment
3.1.1.5 Infrastructures and Ambience
3.1.1.6 Social Responsiveness
3.1.1.7 Infosys' Culture
3.1.2 Organisational Performance of Infosys
3.1.2.1 Global Operations

xxvi
Financial Performance

Among India’s Most Respected Companies

Wipro Technologies Limited: (Wipro)

Corporate Culture of Wipro

The Top Leaderships

Values, Beliefs, Philosophy and Culture

People and Work Environment

Wipro’s Culture

Organisational Performance of Wipro

Global Operations

Financial Performance

Among India’s Most Respected Companies

Tata Consultancy Services: (TCS)

Corporate Culture of TCS

The Top Leaderships

Mission, Vision and Values

People and Work Environment

Social Responsiveness

Organisational Performance of TCS

Global Operations

Financial Performance

Among India’s Most Respected Companies

Satyam Computer Services Limited: (Satyam Computer)

Corporate Culture of Satyam Computer

xxvii
The Top Leaderships
Philosophy and Values
People and Business Process
Social Responsiveness

Organisational Performance of Satyam Computer
Global Operations
Financial Performance
Among India's Most Respected Companies

HCL Technologies Limited:
Corporate Culture of HCL Technologies
The Top Leadership
The Technology Culture and Company's Strengths
Quality of People

Organisational Performance of HCL Technologies
Global Operations
Financial Performance
Among India's Most Respected Companies

NIIT Limited:
Corporate Culture of NIIT
The Top Leaderships
Mission, Philosophy and Vision
People and Global Operations
Social Responsiveness

Organisational Performance of NIIT
Domestic and Global Operations
Financial Performance
3.6.2.3 Among India's Most Respected Companies
3.7 India's Technology Twins: Strategies and Performances
3.8 Summary: Corporate Culture and Performance
3.8.1 Infosys: Culture and Performance
3.8.1.1 Infosys' Culture
3.8.1.2 Infosys' Performance
3.8.2 Wipro: Culture and Performance
3.8.2.1 Wipro's Culture
3.8.2.2 Wipro's Performance
3.8.3 TCS: Culture and Performance
3.8.3.1 Culture at TCS's
3.8.3.2 Performance of TCS
3.8.4 Satyam Computer: Culture and Performance
3.8.4.1 Culture at Satyam Computer
3.8.4.2 Performance of Satyam Computer
3.8.5 HCL Technologies: Culture and Performance
3.8.5.1 Culture at HCL Technologies
3.8.5.2 Performance HCL Technologies
3.8.6 NIIT: Culture and Performance
3.8.6.1 NIIT's Culture
3.8.6.2 NIIT's Performance
3.9 India's Technology Twins: Similarities and Dissimilarities
3.9.1 Similarities on Many Counts
3.9.2 Points of Dissimilarities
3.10 Discussions: On the Six Selected IT Companies (3.10.1 to 3.10.12)
3.11 Conclusions and Inferences: Corporate Culture and Performance
3.11.1 Corporate Culture 174
3.11.2 Organisational Performance 175
3.11.3 Relevance of their Cultures and Organisational Performance 175
3.11.4 The Actual Position 176

3.12 References: (Chapter-III) 177

FOUR: Organizational Performance in Totality 179 - 186
4.1 Introduction 180
4.2 Today's Business Organisations 180
4.3 Different Stakeholders and Conflicting Demands 181
4.3.1 Conflicts of Interests 182
4.3.2 Shareholder Value and the Stake Holders 182
4.3.3 Managing the Conflicting Needs Optimally 183
4.4 Evolving a New Management Concept of 'Total Organisational Performance' – The 'T.O.P.' Concept 184
4.5 References: (Chapter-IV) 186

FIVE: 'Research Methodology' and 'Methods' used in conducting the present study 187 - 228
5.0 Introduction 188
5.1 Identification of the Problem 189
5.2 Objectives of the Study 190
5.3 Scope and Coverage of the Study 191
5.3.1 Why IT (Software) Companies Were Chosen for Study 191
5.3.1.1 Background 191
5.3.1.2 Performance of Indian Industries 192
5.3.1.3 Analysis and Final Selection of Industry 193

xxx
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.3.2</td>
<td>Final Selection of IT (Software and Services) Companies for the Present Study</td>
<td>193</td>
</tr>
<tr>
<td>5.3.2.1</td>
<td>Background</td>
<td>193</td>
</tr>
<tr>
<td>5.3.2.2</td>
<td>Selection Criteria and Performance of Indian IT Industry</td>
<td>193</td>
</tr>
<tr>
<td>5.3.2.3</td>
<td><strong>Final Selection of IT (Software) Companies for Study</strong></td>
<td>195</td>
</tr>
<tr>
<td>5.4</td>
<td><strong>The Hypothesis</strong></td>
<td>195</td>
</tr>
<tr>
<td>5.4.0</td>
<td><strong>The Research Enunciations</strong></td>
<td>196</td>
</tr>
<tr>
<td></td>
<td>(5.4.1 through 5.4.10)</td>
<td></td>
</tr>
<tr>
<td>5.5</td>
<td>Research Design</td>
<td>197</td>
</tr>
<tr>
<td>5.5.1</td>
<td>Research Model</td>
<td>197 - 198</td>
</tr>
<tr>
<td>5.5.1.1</td>
<td>Research Model's Contents</td>
<td>197</td>
</tr>
<tr>
<td>5.5.1.1.1</td>
<td>The Contents of the Study Blocks of the Research Model</td>
<td>199</td>
</tr>
<tr>
<td>5.5.1.2</td>
<td>Research Model's Explanations</td>
<td>200</td>
</tr>
<tr>
<td>5.5.2</td>
<td>Sources of Secondary Data</td>
<td>201</td>
</tr>
<tr>
<td>5.5.2.1</td>
<td>Secondary Data</td>
<td>201</td>
</tr>
<tr>
<td>5.5.3</td>
<td>Primary Data : Through Questionnaires</td>
<td>202</td>
</tr>
<tr>
<td>5.5.3.1</td>
<td><strong>Introduction :</strong></td>
<td>203</td>
</tr>
<tr>
<td></td>
<td><strong>'Main Questionnaire' and its Administration</strong></td>
<td></td>
</tr>
<tr>
<td>5.5.3.2</td>
<td>Scales and Instruments</td>
<td>204</td>
</tr>
<tr>
<td></td>
<td>Development Process</td>
<td></td>
</tr>
<tr>
<td>5.5.3.3</td>
<td>Pre-Testing of the Main Instruments / Questionnaires</td>
<td>207</td>
</tr>
<tr>
<td>5.5.3.4</td>
<td>Final Testing of the Main Instruments / Questionnaires</td>
<td>208</td>
</tr>
<tr>
<td>5.5.3.5</td>
<td>Reliability and Validity of the Main Instruments</td>
<td>209</td>
</tr>
<tr>
<td>5.5.3.6</td>
<td>The Universe for the Study</td>
<td>210</td>
</tr>
</tbody>
</table>
5.5.3.7 Sample Size Determined and Sampling Method Adopted 211
5.5.3.8 Weightage Questionnaire 212
5.5.3.9 Finalization of the Main Questionnaire 215
5.5.3.10 Company's Performance Level Classification 217

5.5.4 Collection of Primary Data 219
5.5.4.1 Administration of Questionnaire and Collection of Data 219
5.5.4.2 Reliability of Data Collected 220
5.5.4.3 Dependability of Results 221
5.5.5 Limitations of the Study 222
5.5.6 Scope of Further Study 224
5.5.7 Difficulties Faced by the Researcher 225

5.6 References: (Chapter-V) 227

SIX: Tabulation, Analysis and Interpretation of Data 229 - 339

6.0 Introduction 230
6.1 Tabulation and Presentation of the 'Primary Data' 231
6.1.1 Tabulation of Data as per 'Research Model' 232
6.1.2 Tabulation of Data to Facilitate Data Interpretation as per 'Research Model' 232
6.2 Analysis of the 'Primary Data' 233
6.3 Interpretation of the Data Collected Through 'Questionnaires' 233
6.3.1 Interpretation of the Data Collected Through the 'Main Questionnaire' 233
6.3.1.1 Interpretation of the Detailed Data: 'Corporate Culture' (Table-V) 234
6.3.1.2 Interpretation of the Detailed Data: 'Total Organisational Performance' (Table-VI)

6.3.1.3 Interpretation of the Final Scores: 'Corporate Culture' (Table-I)

6.3.1.4 Interpretation of the Final Scores: 'Total Organisational Performance' (Table-II)

6.3.2 Interpretation of the Data Collected through the 'Weightage Questionnaire'

6.3.2.1 Interpretation of the Weightage Data (Part-I): 'Corporate Culture' (Table-III and Table-VII)

6.3.2.2 Interpretation of the Weightage Data (Part-II): 'Total Organisational Performance' - TOP (Table-III and Table-VIII)

6.3.3 Interpretation of the Data Collected through the 'Company's Performance Classification Questionnaire'

6.3.3.1 Interpretation of the Collected Data: (Table-IV)

6.3.4 Interpretation of 'Main Questionnaire's Data' as per 'Research Model'

6.3.4.1 Introduction

6.3.4.2 Interpretation of 'Research Model's Contents and Data': (Table-IX)

6.3.4.3 Interpretation of 'Research Model's Detailed Data': (Tables-X, Table-XI and Table-XII)

6.3.4.3.1 'Corporate Umbrella Culture' (C.U.C.) – Elements and Factors: C.U.C. Scores: Tables-X
SEVEN: Relationship Between Corporate Culture and Total Organizational Performance in Indian IT Companies (Industry)

7.0 Introduction
7.1 Relationship Between Corporate Culture and Total Organizational Performance in Indian IT Companies (Industry)

7.1.1 Comparing C.U.C. and T.O.P. Values / Index: Table-XIII (Annexure-N.1):
(Maximum 100 Points for each - C.U.C. and T.O.P.)

7.1.2 Formulation of: ‘C.C.T.O.P. INDEX’:
‘Corporate Culture’ and ‘Total Organizational Performance Value Rating’: Table-XIV (Annexure-N.2)

7.1.2.1 Explanations of ‘C.C.T.O.P. INDEX’

7.1.3 Establishing Correlations Between - C.U.C. and T.O.P. - to obtain the
C.C.T.O.P. Index (as per Table-XIV):
: Table-XV (Annexure-N.3) : On the basis of: C.C.T.O.P. INDEX
\[ Z^\text{CUC} : Z^\text{TOP} \ (A \ RATIO) \]

7.1.4 Ranking of the Companies by Corporate’s Cultural Strengths –
(C.U.C.) : Table-XVI (Annexure-N.4)
7.1.5 Ranking of the Companies by Total Organizational Performance – (T.O.P.) : Table-XVII (Annexure-N.5)

7.1.6 Correlation Between C.U.C. and T.O.P., and Ranking by the 'TWIN RATIO' - \( Z_{\text{CUC}} : Z_{\text{TOP}} - (\text{C.C.T.O.P.}) : \) Table-XVIII (Annexure-N.6)

AND,

7.1.7 Analysis of Correlations Between Corporate Cultures and Their Total Organisational Performance : Table-XIX (Annexure-N.7)

7.1.8 The Correlations, Rankings, Classifications and the Final Analysis

7.1.9 Conclusions and Inferences

EIGHT : Testing of the Hypotheses

8.0 Introduction 358

8.1 Testing of the Hypothesis 358

8.1.1 Statement One : (on sub-para 5.4.1) 358
8.1.2 Statement Two : (on sub-para 5.4.2) 359
8.1.3 Statement Three : (on sub-para 5.4.3) 360
8.1.4 Statement Four : (on sub-para 5.4.4) 360
8.1.5 Statement Five : (on sub-para 5.4.5) 361
8.1.6 Statement Six : (on sub-para 5.4.6) 362
8.1.7 Statement Seven : (on sub-para 5.4.7) 362
8.1.8 Statement Eight : (on sub-para 5.4.8) 363
8.1.9 Statement Nine : (on sub-para 5.4.9) 364
8.1.10 Statement Ten : (on sub-para 5.4.10) 365

8.2 Test Results and Research Outcomes 366
### Research Findings, Conclusions and Recommendations

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.0</td>
<td>Introduction</td>
<td>368</td>
</tr>
<tr>
<td>9.1</td>
<td>Research Findings</td>
<td>368</td>
</tr>
<tr>
<td>9.1.1</td>
<td>Major Research Findings: About ‘Six Selected Indian IT Companies’</td>
<td>369</td>
</tr>
<tr>
<td>9.1.1.1</td>
<td>Infosys</td>
<td>369</td>
</tr>
<tr>
<td>9.1.1.2</td>
<td>Wipro</td>
<td>370</td>
</tr>
<tr>
<td>9.1.1.3</td>
<td>Infosys and Wipro - ‘The Technology Twins’</td>
<td>371</td>
</tr>
<tr>
<td>9.1.1.4</td>
<td>Tata Consultancy Services (TCS)</td>
<td>372</td>
</tr>
<tr>
<td>9.1.1.5</td>
<td>Satyam Computer</td>
<td>372</td>
</tr>
<tr>
<td>9.1.1.6</td>
<td>HCL Technologies</td>
<td>373</td>
</tr>
<tr>
<td>9.1.1.7</td>
<td>NIIT</td>
<td>374</td>
</tr>
<tr>
<td>9.1.2</td>
<td>Major Research Findings: About a ‘Corporate or a ‘Business Entity’ (9.1.2.1 through 9.1.2.10)</td>
<td>374</td>
</tr>
<tr>
<td>9.2</td>
<td>Conclusions</td>
<td>376</td>
</tr>
<tr>
<td>9.2.1</td>
<td>About the Six Selected Indian IT Companies</td>
<td>376</td>
</tr>
<tr>
<td>9.2.1.1</td>
<td>Infosys</td>
<td>377</td>
</tr>
<tr>
<td>9.2.1.2</td>
<td>Wipro</td>
<td>377</td>
</tr>
<tr>
<td>9.2.1.3</td>
<td>Infosys and Wipro - ‘The Technology Twins’</td>
<td>378</td>
</tr>
<tr>
<td>9.2.1.4</td>
<td>Tata Consultancy Services (TCS)</td>
<td>378</td>
</tr>
<tr>
<td>9.2.1.5</td>
<td>Satyam Computer</td>
<td>379</td>
</tr>
<tr>
<td>9.2.1.6</td>
<td>HCL Technologies</td>
<td>379</td>
</tr>
<tr>
<td>9.2.1.7</td>
<td>NIIT</td>
<td>380</td>
</tr>
<tr>
<td>9.2.2</td>
<td>About ‘Corporate Culture’ and ‘Total Organisational Performance’ of Corporates in General (9.2.2.1 through 9.2.2.5)</td>
<td>380</td>
</tr>
</tbody>
</table>
9.2.3 Final Conclusions and Inferences:
Based on ‘Primary Data’ as well as
‘Secondary Data’

9.2.3.1 Conclusions and Inferences Based
on the ‘Secondary Data’

9.2.3.2 Conclusions and Inferences Based
on the ‘Primary Data’

9.2.3.3 Final Conclusions: Based on the
‘Primary and Secondary Data’
Together

9.3 Recommendations

9.3.1 Recommendations for ‘Six Selected
Indian IT Companies’ / ‘Indian IT
Industry’ in Particular

9.3.1.1 Infosys

9.3.1.2 Wipro

9.3.1.3 Infosys and Wipro

9.3.1.4 Tata Consultancy Services (TCS)

9.3.1.5 Satyam Computer

9.3.1.6 HCL Technologies

9.3.1.7 NIIT

9.3.1.8 Indian IT industry /
companies in general

9.3.2 Recommendations for ‘Corporates’
and ‘Business Organisations’
in General
(9.3.2.1 through 9.3.2.9)

9.3.2-A About ‘Corporate Culture’
(9.3.2.1 to 9.3.2.3)

9.3.2-B About ‘Total Organisational
Performance’
(9.3.2.4 to 9.3.2.5)
9.3.2-C Based on Correlation between ‘Corporate Culture’ and ‘Total Organisational Performance’ (9.3.2.6 to 9.3.2.9)

APPENDIX:

- BRIEF LIST OF ANNEXURES AND TABLES
- RESEARCH MODEL
- QUESTIONNAIRES
- TABLES
- BIBLIOGRAPHY