With the advent of liberalization of Indian economy, the winds coming from the shores of the World economy are shaking the Industrial world of India very badly. The only alternative left with the Indian Industry is – To do or to die. The question is ‘Do what?’

The competition posed by the Multinationals is so tough that the companies have no choice but to improve, to raise their own standards, to cut costs. To become more competitive, almost every company is doing the SWOT analysis, whether big or small. The companies who are not able to bear the onslaught are either closing down or have already gone sick. In this time of crisis, maximum companies are forced to restructure. Each and every small function is being critically analyzed for its usefulness, or more appropriately for the cost it is being to the company. The whole process, structures are being thoroughly revamped to see every thing in a fresh perspective.

The words restructuring, re-engineering, lean and mean organizations, delayering, Voluntary retirement schemes etc have become part of the most often used vocabulary of the business world. The world economy; still worse, the Asian economy has become bleak and the companies all over the world are forced to leave the cocoons in which they were leading a sheltered life and fight for the survival. The word change has suddenly become the ongoing reality of every passing day. The companies have started realizing that like the running water they must cleanse themselves of the deadwood constantly or they would stagnate.
The managers of the world are racking their brains desperately to find solutions to their problems. One such major problem is to find the most suitable structure— one such structure, which fits best in their modern requirements. The management gurus like James Champy, Peter Drucker and the like are coming up with new solutions but still the industrial world is far from the right solutions which shall be unique to each industry. The environment in which a company is playing its stake is changing so fast that what structure or what solution is good today, may not hold good tomorrow.

This study is an attempt to study the restructuring efforts being made by some selected companies situated in the north of India.

The present study has been organized into six chapters.

The first chapter sets the tone for the rest of the study. It helps analyze the need for the study in the present industrial context and the literature published in the world in this field. It gives an introduction to the study, the conceptual and the theoretical background of the study and some important definitions. The components of organization structure namely the complexity, centralization and the formalization have been studied along with the various organization theories on the structures.

Chapter II deals with the process, which was followed to conduct the study. This chapter highlights the specific objectives, the research design, the methodology, and the hypothesis, the scope and coverage of the study. The limitations of the study are also highlighted in this chapter. The limited resources in terms of time and money played a major role in defining the scope of the study and the coverage done.

The Chapter III highlights the significant findings of the 59 Indian companies studied in the phase I. An attempt has been made to do the
inter-industry and the intra-industry comparison by dividing the companies under study in the five major industrial segments namely, telecommunication / electronics/ electrical as first group, the chemical/ pharmaceutical companies in the second group, the paper and wood as third group, the Mechanical companies as the fourth group and the textiles sector as the fifth group.

Chapter IV does an in-depth analysis of the four companies, which were selected from among the companies, studied in the first phase. A case study has been presented for each of these companies and conclusions drawn on the various elements of the structures of these companies. These companies have been studied in terms of the present structures, the need for restructuring, the barriers to restructuring, the processes adopted for restructuring, the changes which has set in because of the restructuring. And the factors like environment, the strategy and the technology, which are major determinants of the structure, are also studied for these companies.

Chapter V makes a comparison of the four companies which were studied in the second phase.

Chapter VI focuses on the inferences drawn from study and the suggestions to the companies at large.

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