Successful organizations have specific managerial characteristics that differentiate them from the rest. In order to survive and succeed, it becomes essential for every organization to understand the functioning of the existing successful organizations. Various people have developed different models to evaluate and understand the functioning of successful organizations. However, the models developed by them may not be applicable universally due to the environmental factors unique to the particular region and industry. Hence, it is felt that a suitable model on managerial functioning for Indian industries and in particular to south Indian industries will help and guide the managers in this region to apply it to new and existing organizations of this region and to make them as successful organisations. The present work analyses the characteristics of some of the public limited engineering organizations located in the south Indian city Coimbatore to develop such a model.

The main objective of the study is to explore the factors that determine the success of organizations. McKinsey 7-s model was used as a diagnostic tool kit to understand the variables prevailing in organizations in Coimbatore. The study is carried out during the period 1991-96.

McKinsey model has neither a starting point nor it specifies any particular variable as prominent among the other variables. As specified in the model, all seven variables were given equal importance in the present research work.
In order to achieve the objective of the study, appropriate strategies were developed to understand the relationships that exist between the variables and factors. The study is exploratory in nature. Accordingly data collection and analysis techniques were adopted.

A sample of thirty five south Indian public limited organizations listed in Bombay stock exchange were considered for this study. These organizations were classified into highly successful and less successful groups based on their financial performance using stepwise multiple regression method.

To evaluate the importance of various managerial factors prevailing in successful organizations and to identify the factors which are closely related with success, a detailed analysis was envisaged. For this, a sample of twelve organizations located in Coimbatore region from the sample of south Indian engineering industry were selected. Five respondents from each organisation in different functional areas at middle level management have given the necessary data about the managerial functioning of their organisations through the distributed questionnaire.

Highly successful organizations in this region follow either professional entrepreneurial or professional management style while the less successful organizations follow bureaucratic, conservative traditional and middle-of-the road styles. All organizations of Coimbatore follow mechanistic structure. All four strategic types namely Defender, Prospector, Analyzer and Reactor strategy are pursued in these organizations. Reactor strategy followers are less successful than the other three types. The skills perceived in high successful organizations are in production facilities, distribution, marketing and in general management. Members commitment towards organization, strength of organization
culture and system adaptiveness are relatively high in successful organizations than in less successful organizations.

To identify the factors which influence the success of an organization, multiple regression analysis was used. Each one of the twenty seven factors identified were taken up and analyzed against profitability to find out whether they had significant influence.

The factors which discriminate between highly successful and less successful organizations to a larger extent are technocracy, financial management, production facilities and performance reward. A discriminant function is also developed in this work which will be useful to evaluate any organization for its level of success.