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Research Paper

ORGANIZATIONAL DEVELOPMENT AT HETERO DRUGS LTD

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ABSTRACT

People often do not know what is meant by 'organisational development' and yet, if they work in international development, it is very likely that they will have been involved in it. Essentially, itis a planned, organisation-wide effort to achieve strategic goals more effectively and efficiently. This report draws on current literature, good practice examples, interviews and case studies on organisational development, to distil useful frameworks and recommendations for future work. It is structured to address the different stages and components of the organisational change process.

INTRODUCTION

Organisation development aims to improve the organisation's self-renewal process so that managers adopt a management style appropriate to the new and changing environmental variables. It is an approach to introduce change in business organisations.

–Organisation Development is a planned and systematic attempt to change the organisation, typically to a more behavioural environment.‖

The need for OD arises because the organisation itself needs to change. Changing people through motivation and incentive programmes alone is not sufficient. OD helps organisations to rapidly adjust to environmental changes. Not responding to change is not an option. It is necessary for survival of the organisation in the dynamic, competitive world.

It is –a change effort that is planned, focused on an entire organisation or a large sub- system, managed from the top, aimed at enhancing organisational health and effectiveness, and based on planned interventions made with the help of a change agentor third party who is well versed in the behavioural sciences.‖

OD is response to change, a complex educational strategy intended to change the beliefs, attitudes, and structures of organisations so that they can better adapt to new technologies, markets and challenges. OD programmes equip people to accept change resulting from external environmental forces like market, technology etc. It is a long- range programme aimed to change behavioural attitude of people and performance of the total organisation, thereby creating better coordination between human beings and the organisation.

Features of Organisation Development:

1. It aims to bring planned and systematic change in the organisation.
2. It aims to change the whole organisation or its major part; a functional area or a department. Small changes in the inventory control system or sales strategies do not require comprehensive organisation development programmes.
3. The effort to change organisational set

up is initiated at the top level though membersat other levels also participate in the change programme.

NEED FOR THE STUDY

- Organizational development is the use of organizational resources to improve efficiency and expand productivity. It can be used to solve problems within the organization or as a way to analyze a process and find a more efficient way of doing it. Implementing organizational development requires an investment of time and money. But when you understand its importance, you can justify the costs.
- Organizational development is an important tool in managing and planning corporate growth. An organizational development analysis brings together sales projections and consumer demand to help determine the rate of company growth. This information is used to alter the company business plan and plan the expansion and use of company resources such as personnel and the distribution network to accommodate future growth.

SCOPE OF THE STUDY

- There‘s only one way to determine the scope of an OD intervention: Some form of organizational assessment. My own preference is for a customized Questionnaire instrument used with a reasonable cross-section of all levels of the organization.
- The data collected should then be presented in a facilitated setting, preferably off- site, involving as many people at as many levels of the organization as possible. This facilitated process will lead them through beginning to identify the issues & develop steps for addressing them.

OBJECTIVES OF THE STUDY

- To Improve organisational performance as measured by profitability, marketshare, innovativeness, etc.
- To Make organisations better adaptive to its environment which always keeps onchanging.
- To Make the members willing face organisational problems and contributecreative solutions to the organisational problems.
- To Improve internal behaviour patterns such as interpersonal relations, intergrouprelations, level of trust and support among the role players.
- To Understand own self and others, openness and meaningful communication andinvolvement in planning for organisational development.

RESEARCH METHODOLOGY

This involves interviews, Questionnaires, reviews of opinions of the employees‘ records.

Collection of data: This is an attempt aimed at sourcing for the required set of data thatis relevant to the study.

Sample Size: 100

Interpretation of data: Once data is gathered, the next thing is to analyse the data so that the data can now be in usable state. Once that is achieved, the analysed data is now interpreted for easy understanding by those who will utilize that data.

Action: The change agent and the employees carry out the plans to remedy the problematic situation identified at the diagnosis stage.

Evaluation: Initial data is used as a benchmark and evaluation is made to

ascertain the success or otherwise of the change process.

Next step: Thereafter the process continues because it is a never-ending process.

LIMITATIONS OF THE STUDY

- **Major time requirements:** OD programs take a long time. Not only that for taking any action plan for OD, planners take much time.
- **Substantial expenditure:** It costs many. A lot of funds are required to execute to OD program. Sometimes an organization cannot manage funds.
- **Delayed pay off period:** In some cases, the OD program is affected by delayed pay off period. That is why some organizations become reluctant.
- **Possible failure:** OD program may be failed due to some reasons. These failures are both human-related and non-human related.
- **Possible envision of privacy:** Privacy of the organization may be leaked out through the OD program. Due to the involvement of irresponsible people, ithappens so.

REVIEW OF LITRATURE

The topic under consideration is organizational development, knowledge creation and change management. The main focus of this research is to see how the process of change management is affected by organizational development and knowledge creation. In order to get an overall view of that these broad areas are their relationship with each other, a literature review was conducted.

Worren & Ruddle & Moore (1999) explored about how over the years people have moved from organizational development to a more holistic view which is change management. According to this article the tools used in change management and organizational development are the same but the rationale behind it is different. For example attitude surveys are used in both. In organizational development it was used to gauge job satisfaction and the climate of the organization but in change management it is part of a strategy driven and holistic change program. This article basically uses research of various other people to give us a complete picture of what change management is all about. According to them as now the scale of businesses is increasing and so is the need for having specialized firms to administer change. They talked about interventionist and integrative strategies. Interventionist strategies are used in organizational development where as integrative strategies are used in change management.

The variables taken from this article are change management and organizational development. These variables are very important for the research as it clearly defines what the word change management would mean when it would be used in the research. The definition also takes both the culture and structure aspect of change management intoaccount.

INDUSTRY PROFILE

The Indian Pharmaceutical Industry (IPI), estimated at US$ 9 bn, has grown at a CAGR of 7% during the last six years. It is ranked 4th in volume terms and 11th in value terms globally. India‘s share in the global pharmaceutical market is less than 2% in value terms as drug prices in India are one of the lowest in the world. Exports contributed to more than half of IPI‘s turnover during 2005-06 and have been a major growth driver for the industry growing at a CAGR of 19% during the last six years The playing field for the domestic pharmaceutical companies changed completely with the advent of product patent regime from January 2005.

The IPI is now exposed to a host of new opportunities and risks. This has led the domestic pharmaceutical companies to pursue various strategies on the business and R&D front with the aim of achieving long-term sustainable growth under the new regulatory regime. Besides changes in the patent laws, the issues with respect to drug pricing and the Union Pharmaceutical policy will shape the regulatory environment for the industry in future.

The changing dynamics of the global pharmaceutical industry especially that of the regulated markets like USA and Europe have presented a number of opportunities for IPI to capitalize on. Some of the major concerns facing the global pharmaceutical industryare higher healthcare costs, competition from generics, patent expiries of block buster drugs, drying R&D pipelines and increasing R&D costs. These translate into a significant growth opportunity for IPI in the form of exports of generics to regulated markets and contract manufacturing/ research for global pharmaceutical companies. It has in its report on the Indian Pharmaceutical Industry developed an IPI Value Road which enlists the various value opportunities for growth of Indian pharmaceutical companies. The IPI Value Road attempts to establish a growth path for Indian pharmaceutical companies by identifying six growth segments in increasing order of perceived value that can begenerated by following strategies focused on a particular segment. The segments identified are bulk-drugs, domestic formulations, exports to non regulated markets, CRAMS, exports to regulated markets and NCE research. The various strategies adopted by Indian pharmaceutical companies focusing on each of the six segments are then identified and explained. Thetop-28 Indian pharmaceutical companies are classified based on their current orientation visà-vis the value road. These companies are mapped according to their current and future focus segments on the value road which are likely to shape their growth in the near to medium term. CARE Research believes that the growth of the Indian pharmaceutical companies in the domestic market get restricted with the MNCs introducing newer patented drugs in the country. Under this scenario, the growth for the formulation companies is likely to come from the generics opportunity in the regulated markets and geographic expansion in the semi/non regulated markets.

COMPANY PROFILE

Today **HETRO DRUGS LIMITED** is a name, epitomizes hard work, experience and success.

A relatively young company that is making its presence felt and making rapid progress nationally and internationally.

Involved in the manufacturing of active pharmaceutical ingredients and finished dosage forms, Hetero is one of its kinds of the very few companies, which have been able to crave a niche in the pharmaceutical industry, given the present scenario where it requires a right blend of intellectual strength, core competencies and a precise foresight for the future.

Hetero has come a long way since its inception in the year 1993 to be recognized as a strong player in the field of pharmaceutical, as a result of its combined strength in research, manufacture and marking.

Established in the year 1993, with the motto to be the best in the API manufacturing, Hetero today embodies the vision of a top notch player in developing and commercializing products catering to a variety of therapeutic categories, integrating into a leading finished dosage manufacturer. True to the statement, –Where the Future

Started Yesterday‖, with a foresight on the current trends in the pharmaceutical Market, Hetero has grown from strength to strength, combining its Research strengths, Manufacturing capabilities, and Human Resources and well established quality management system.

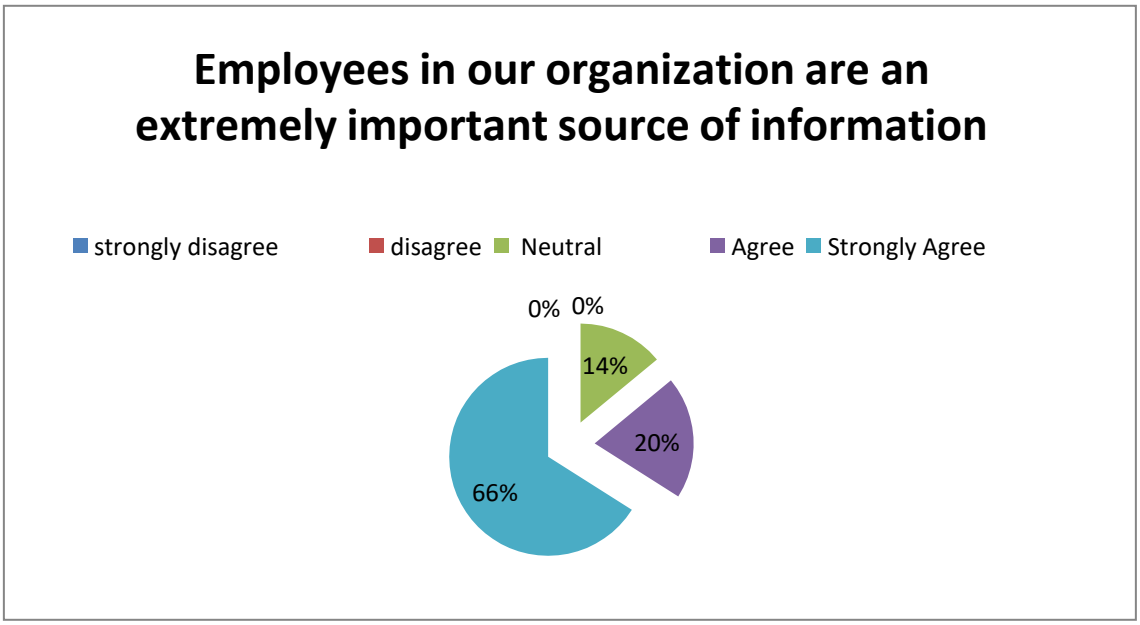
With full-fledged marketing capabilities, the company has been able to market its products in over 80 countries in Asia, Middle East, Eastern Europe and Latin America. With its compliance to the most stringent requirements, Hetero has today gained foothold to market several of its APIs in the United States, Canada and Europe.

DATA ANALYSIS AND INTERPRETATION

1. Employees in our organization are an extremely important source of information.

a) strongly disagree b) disagree c) Neutral d)Agree
e) Strongly Agree

s.no	Opinion	No of respondents
1	strongly disagree	0
2	disagree	0
3	Neutral	7
4	Agree	10
5	Strongly Agree	33



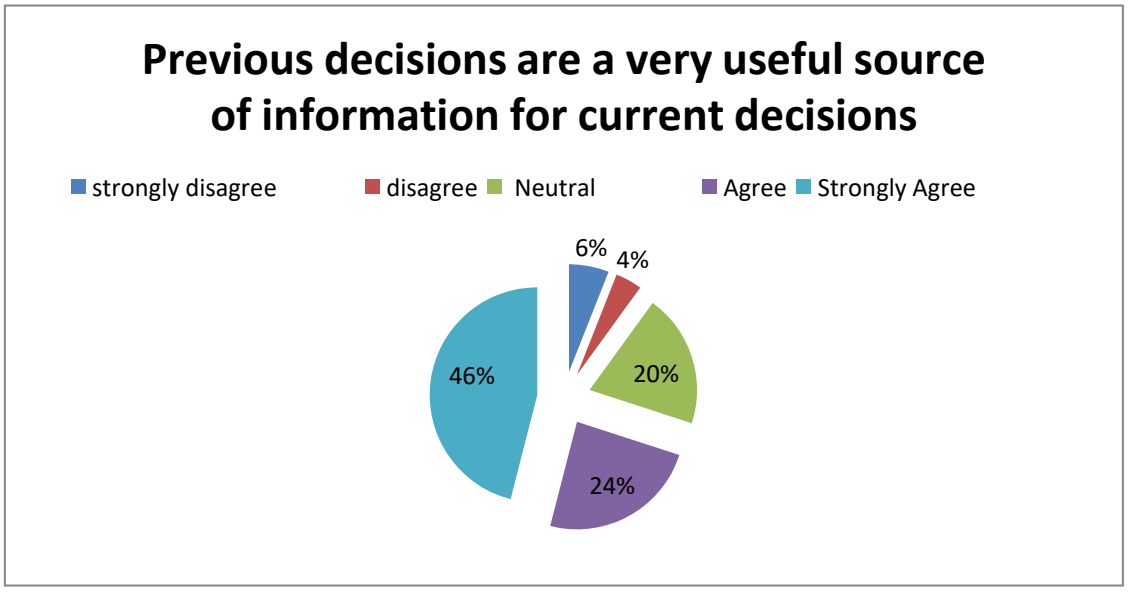
INTERPRETATION: from the table it represents that 66% of the employees are strongly agree that they are important Source for an organization and 20% of the employees agreed that they are more important source of organization and 14% of the employees are neutral sate.

2. Previous decisions are a very useful source of information for current decisions.

a) strongly disagree b) disagree c) Neutral d)Agree

e) Strongly Agree

s.no	Opinion	No of respondents
1	strongly disagree	3
2	disagree	2
3	Neutral	10
4	Agree	12
5	Strongly Agree	23



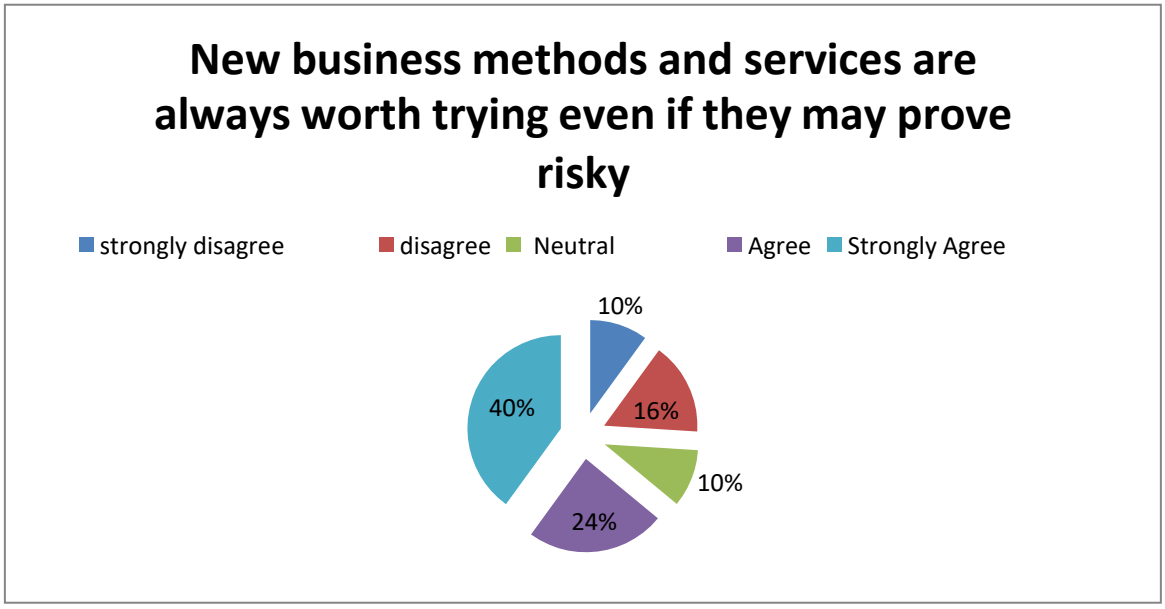
INTERPRETATION: from the above table it represents 46% of employees feels that previous decisions are very useful source of information for making the current decisions and 24% of the employees agreed the same and 20 % of the employees are neutral and 6 % of the employees are disagreed and 4 % of the employees are strongly disagreed.

3. New business methods and services are always worth trying even if they may prove risky.

a) Strongly disagree b) disagree c) Neutral d) Agree

e) Strongly Agree

s.no	Opinion	No of respondents
1	strongly disagree	5
2	disagree	8
3	Neutral	5
4	Agree	12
5	Strongly Agree	20



INTERPRETATION: from the above analysis it represents that 40 % of the employees are strongly agreed that new business methods and services are always worth trying evenif they may prove risky and 24% employees agreed the same, 10% of the employees are neutral,16 % of the employees are disagreed, 10% of the employees strongly disagreed.

FINDINGS

- 66% of the employees are strongly agree that they are important Source for an organization
- 46% of employees feels that previous decisions are very useful source of information for making the current decisions
- 40 % of the employees are strongly agreed that new business methods and services are always worth trying even if they may prove risky
- 44 % employees feels that reports prepared by external experts are an extremely important source of Information

SUGGESTIONS

- Following recommendations are offered to Pharma companies for improving their level of learning and enhance organizational identification. It has been supported in the analysis chapter earlier that there exists a strong relationship between culture, learning and identification.
- Organizational learning can usually be traced through three overlapping stages. The first step is cognitive. Members of the organization are exposed to new ideas, expand their knowledge, and begin to think differently. The second step is behavioral. Employees begin to internalize new insights and alter their behavior. And the third step is performance improvement, with changes in behavior leading to measurable improvements in results: superior quality, better delivery, increased market share, or other tangible gains. Because cognitive and behavioral changes typically precede improvements in performance, a complete learning audit must include all three.

CONCLUSIONS

- The purpose of this study was to explore the type of culture and the level of learning that interacts with each other in enhancing organizational identification. Initially the impact of culture on learning was analyzed using canonical correlation.
- The results showed that different types of culture stimulate different levels of learning. But the ultimate impact on how they influence organizational identification was not analyzed. Hence it was decided to study whether culture and learning variables produce any variations on organizational identification using multiple regression analysis.

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