

Abstract

This research is done to establish the thoughts and the grounds to bring a new perspective of looking at the strategic management of business and organizations. Organizations manage business tactically, irrespective of size and the revenue of the business. Identifying competencies and inabilities will help organizations to evolve their strategies for better growth and gain in competitive advantage. This research is completely done on the premises of looking at organizations as human systems.

Thus the objectives are, to review the literature to identify the variables that might measure Organizational Intelligence Comprehensively and to construct an instrument to measure Organizational Intelligence with the chosen variables. Exploring the Linkage between Organizational Intelligence and Organizational Performance is taken as the second part of the objective; identifying this linkage would help business entities and researchers to fine tune the components of intelligence towards performance.

We decided to choose forty two key variables that affect various organizational, leadership, process, system and stakeholder's capabilities and therefore the intelligence of the organization as suggested by the leaders of large corporations which have already developed capability Models to enhance performances unlike small and medium enterprises managed by families. These variables are also confirmed by the researchers through rigorous literature review on those capabilities. Data is randomly collected from the population of small and medium enterprises. The respondents are the owners and senior executives of these enterprises largely and a few are large corporations.

Through Exploratory Factor Analysis with SPSS software, the data is structured and grouped into ten factors representing organizational Intelligence. These ten factors are regressed by the multivariate technique - Multiple Regression Analysis with Eviews software against five

dependent variables representing financial performance. Out of all the five regressions, regression on financial returns turned out to be powerful depiction of the linkage with four different independent factors obtained from factor analysis. Thus the linkage between Organizational Intelligence and Organizational Performance is confirmed to exist through the factors, Organizational Value orientation Index, Information and Knowledge Deployment Index, Infrastructure Standards Index and Systems Effectiveness Index of total ten indices representing Organizational Intelligence Quotient (OIQ).

OIQ is the representation of the Intelligence of those Organizations that possess capabilities such as, organizational value orientation, maturity of the stakeholders, competitiveness, organizational wisdom, information and knowledge deployment, infrastructure standards, systems effectiveness, process efficiency, proficiency of planning and execution. The theory of Organizational Intelligence Quotient (OIQ) and the Linkage between Organizational Intelligence (OI) & Organizational Performance (OP) are developed and presented in this thesis.

The specific contribution of this research is for small and medium business enterprises to measure and assess their capabilities through OIQ and improvise their performances. Another important contribution to management academia as this research paves avenues of thinking on intelligence of organizations for their development. Building a high performing, strong and intelligent organizations is an area of great interest to management researchers. Emotional spiritual and intellectual sides of the organizations can be explored to improvise these humanistic organizational systems. The results are discussed and the predictions are proposed along with the conceptual models of OIQ and OI-OP linkage in this thesis.