



CHRIST
(DEEMED TO BE UNIVERSITY)
BANGALORE | DELHI NCR | PUNE

Notice for the PhD Viva Voce Examination

Ms Sandhya K S, Registration Number: 1920097, PhD Scholar at the School of Business and Management, CHRIST (Deemed to be University) will defend her PhD thesis at the public viva-voce examination on Tuesday, 09 December 2025 at 3.00 pm in Room No. 044, Ground Floor, R&D Block, CHRIST (Deemed to be University), Bengaluru - 560029, Karnataka, India.

- Title of the Thesis** : **Development of Analytical Organizational Effectiveness Model**
- Discipline** : **Management**
- External Examiner - I** : **Dr Vinod Sharma**
Associate Professor
Symbiosis Centre for Management and Human Resource
Development, Symbiosis International University
Plot 15, Rajiv Gandhi Info Tech Park
Pune - 412115
Maharashtra
- External Examiner - II** : **Dr V Lavanya**
Associate Professor
Department of Management Studies
National Institute of Technology
Tiruchirappalli - 620015
Tamil Nadu
- Supervisor** : **Dr Arti Arun Kumar**
Associate Professor
School of Business and Management
CHRIST (Deemed to be University)
Bengaluru - 560029
Karnataka

The members of the Research Advisory Committee of the Scholar, the faculty members of the Department and the School, interested experts and research scholars of all the branches of research are cordially invited to attend this open viva – voce examination.

Place: Bengaluru
Date: 02 December 2025


Registrar (Academics)

ABSTRACT

Dynamic organizations transform the global economic scenario, making significant contributions to society. Organizations need a superior competitive advantage in a globalized world to compete. Analytics is critical to organizations' transformation and global success. Organizational transformation initiates a fundamental transformation in decision-making dynamics. Organizational ability to analyze data is pivotal in the analytical transformation. Analytical transformation enables effective decision formulation achieved through synergistic use of information resources, technological adoption, and data interpretation. Multinational companies gain a competitive edge through analytical and transformational strategies to achieve superior organizational efficiency and effectiveness.

The study developed and proposed an 'analytical organizational effectiveness model'. The research concludes that dynamic capabilities enable analytical transformation (AT). Analytical organizational change capacity, aided by analytical orientation and data centralization, improves analytical decision-making effectiveness (ADME). Psychological and managerial attitudinal barriers directly impact leadership, thus impacting ADME. Analytical decision-making improves organizational effectiveness and enables the creation of an analytical organization (AO). Empirical validation of the research model resulted in the conclusion that large Indian technology-driven industries continue to trail their global counterparts in terms of innovation, adoption pace, and strategic integration of emerging technologies, analytical decision-making, thus reducing effectiveness.

Keywords: *Analytical Decision-Making, Organizational Change Capacity, Analytical Orientation, Analytical Centralization, Digital Leadership, Analytical Transformation, Analytical Organizational Effectiveness, Analytical Organization.*

Publications:

1. **Srinivas, S.K.**, Kumar, A.A., Basavaraj, S., & Sivalingam, K.C. (2024). Examining Human Resource Factors Influencing Analytical Decision Making And Organizational Effectiveness In Technology-driven Companies. *International Journal of Professional Business Review*, 9(2), e04296. <https://doi.org/10.26668/businessreview/2024.v9i2.4296>
2. **Srinivas, S.K.**, Kumar, A.A., & Elangovan, N. (2024). Factors influencing dynamic capabilities of entrepreneurial-led organizations to achieve analytical transformation. *International Journal of Business Environment*, 16(1), 77–98. <https://doi.org/10.1504/IJBE.2025.143091>
3. **Srinivas, S.K.**, Kumar, A.A., Basavaraj, S., & Sivalingam, K.C. (2025). Exploring Factors Influencing Analytical Decision-Making Impacting Analytical Transformation in Global Organizations. *Organizational Development Journal*, 42(3).
4. **Srinivas, S. K.**, Kumar, A. A., Elangovan, N., Basavaraj, S., & Chandar, K. S. (2025, October 17). Analytical change effectiveness: A model (Indian Patent Application No. 202541088620 A). *The Patent Office Journal*, No. 42/2025.