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Thesis Title: Strategic Transition towards Organizational Hybridism – An inquiry in a Social Enterprise

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EXTENDED ABSTRACT

“Falling churches do not become retail stores; nor do firms transform themselves into churches”

-Hannan and Freeman (1977:957)

It is seldom that organizations opt for a transition from one institutionalized form to a radically different one (Haveman & Rao, 2006). However, recent research suggests that many organizations across sectors are developing and transitioning into new hybrid forms that retain elements of their existing forms but also include elements from other radically different forms (Battilana & Lee, 2014). “An important transformation is reshaping the formal structures of once distinct entities, such as religious groups, hospitals, schools, family firms, and government agencies, into analogous units of a higher and more abstract order, called organizations” (Bromley & Meyer, 2014:2).

show the role of organizational elements in shaping this potential decision. Second, while many studies on hybrids have focused on the challenges of strategy implementation in already established hybrids (Battilana & Dorado, 2010; Battilana, Metin, Pache, & Model, 2015; Cooney, 2006; Jay, 2013; Pache & Santos, 2013; Santos, Pache, & Birkholz, 2015), I highlight the dynamics of strategy formation and decision-making about whether to turn hybrid (or not) during *pre-hybrid organizing*. Third, I reveal how the decision of moving towards a novel organizational form is a negotiated choice situated in the larger process of organizational change and how the decision could be path, power and time dependent. The theorization that has transferability to other contexts, such as corporate considering triple bottom line, goes beyond “hybrid organizing as an option” and opens up discussions on “negotiated choices for hybrid organizing.”

Organizational transition to hybridism

In the second part of the doctoral study, I explore the research question “*How could an organization transition into hybrid form?*” Extant literature on organizational hybridism largely focuses on two areas – the reasons for organizations to consider hybridism and organizing within the hybrid form. The challenge while transitioning into hybrid form, especially for organizations those are settled into institutionally legitimated form, is an area that remains understudied.

To explore the research question, I continue my research at CINI and conduct *participatory action research (PAR)* with CINI management to explore, experience and navigate through the challenges of becoming hybrid. As part of the transition process, the PAR team (hereinforth ‘

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