



IIMC CASE RESEARCH CENTRE (IIMCCRC)

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THE TRANSFORMATION OF CENTRAL PUBLIC WORKS DEPARTMENT

July 1, 2018: Mr. Prabhakar Singh should have been a very happy man. He had just taken over as Director General, the topmost position in Central Public Works Department (CPWD) of India, after having worked in the organization for over three decades. He would be retiring from CPWD after a month.

When he took over the reins of CPWD, the organization was losing clients and its order book was shrinking. Customers were unhappy with the progress of work entrusted to CPWD due to cost and time overruns, as a result of which business was gradually going to other public sector undertakings such as state-owned construction companies like NBCC (India) Limited. The Government's Committee of Secretaries recommended that CPWD, in the present form, be wound up and converted to a corporate entity.

As he penned down a message, as seen in **Exhibit 1**, to all CPWD employees before taking over as the Director General, Singh wondered if he could do something for the organization that had nurtured his career and dreams. He barely had a month to retire.

Prof. Bodhibrata Nag of the Indian Institute of Management Calcutta developed this case study as the basis for class discussion rather than to illustrate the effective or ineffective running of an organization.