CASE RESEARCH CENTRE AT OLD SCHOOL

INTRODUCTION

The faculty at Old School were in one of their periodic Faculty Council meetings of close to 80 faculty members in early 2011. The meeting had been going on for quite some time, and they had finally arrived at the last item on the agenda - setting up of a Case Research Center (CRC). The conversation on setting up of a case research center at Old School had been going on for several months, and the faculty was generally supportive of the idea. They were waiting for Stephen, the Dean, to present the proposal and were really hoping to wrap up the meeting quickly. Stephen had completed his presentation and the Council convenor quickly scanned the room for opinions. The general sentiment was in favour of going ahead, and he was about to minute the decision, when Jack very hesitantly raised his hand and said,

"I am a little confused. I need a clarification about the system for CRC. What will be the role of Doctoral Research Committee (DRC) and its Chair in the approval process? What happens to the existing process and system of approval for funding case writing? Will the two processes work in tandem, in parallel, or will one replace the other?"

Sudden smiles broke on every one's faces as they realized that Jack was taking over as the DRC Chair the following fortnight. They reasoned Jack was eager to figure out his job. But Jack repeated his question again, clarifying that it was not about his job but processesual redundancy that he was concerned about. The members present quickly concurred that Jack had indeed raised a pertinent and deeper question -

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Nimruji Jammulamadaka of the Indian Institute of Management Calcutta, developed this case study as the basis for class discussion and academic purposes rather than to illustrate the effective or ineffective running of an organization.

redundancy and duplication of organizational processes and creation of multiple power/decision centers. With a seemingly mundane question Jack had successfully complicated the issue of organizational arrangement of CRC within Old School. Apparently, this was something that had skipped attention and needed serious thought. "What could be the most efficient system and process for CRC? How could turfs, autonomies, efficiencies and specializations, and expertise be maintained while designing CRC process?" The Council felt that the issues merited serious thought, and Steven promised to come back to the Council with a more appropriate process. The meeting was adjourned for the day.