

# Showcase

- AN IIMCCRC BI-ANNUAL NEWSLETTER

Issue 10: Dec 2021

## ✓ Editorial

A very warm welcome to the faculty, case writers, and our alumni to the 10th edition of IIMCCRC's newsletter "Showcase." We are proud to present a few more precious additions to our rich case repository:

- As we are transitioning out of the COVID-19 lockdowns, we have not failed to learn management lessons from the crisis. The case on 'Feed My Chennai' is such an introspection of an initiative undertaken by a team of Samaritans to serve hot fresh meals to migrant workers and underprivileged sections of the society during the lockdown.
- We have also brought insights from a forty-year-old pioneering voluntary grassroots NGO, Bhagavatula Charitable Trust (BCT), rediscovering its relevance amidst leadership transition, and various other organizational design and strategic challenges.
- We could also complete a case on strategic leadership and radical turnaround of the Central Public Works Department (CPWD), a 90-year-old government department.
- Another exciting case is on Himang infra which delves into the story of a privately held Chennai based real estate company in crisis discovering an unexpected internal innovation.



We are also happy to share with you that the 8th case method workshop conducted by IIMCCRC in September 2021 received great appreciation from the participants. It is encouraging to see its impact in the form of several participants getting back to us with case writing ideas. All these have inspired us to plan for another workshop, this time dedicated exclusively to effective case writing. So, keep a watch!

For more information, you can visit our website at: <https://www.iimcal.ac.in/faculty/centers-of-excellence/case-research-center-iimccrc/overview>. You can also email your feedback to us @ [iimccrc@iimcal.ac.in](mailto:iimccrc@iimcal.ac.in)

Happy reading! Merry Christmas and a very Happy New Year!

**Prof. Arpita Ghosh**  
Faculty Coordinator, IIMCCRC

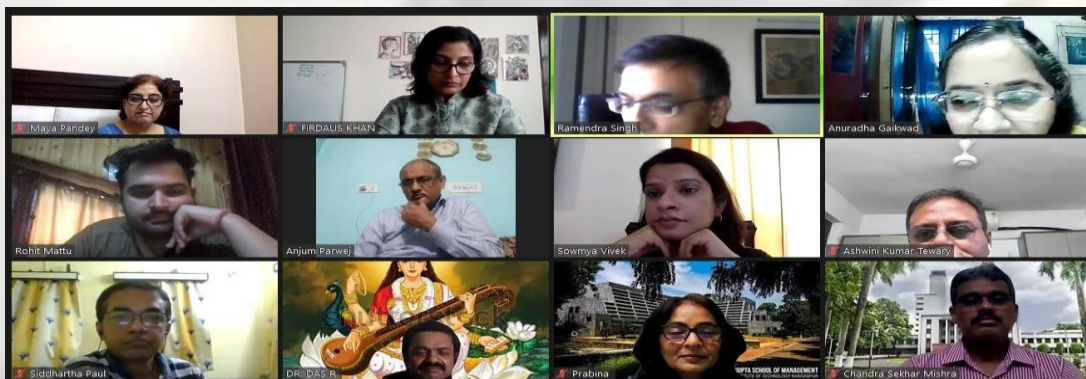
## ✓ Case Method Workshop 2021

The Indian Institute of Management Case Research Centre (IIMCCRC) hosted its three-day 8th Case Method Workshop during 10 - 12 September 2021, for the first time in online mode. The eminent external educator from Harvard Business School, Prof. V. G. Narayanan, and experienced IIMC faculty members, namely Prof. Anirvan Pant, Prof. Nimruji Jammulamadaka, and Prof. Ramendra Singh were the key speakers and facilitators for this workshop.

The workshop had three-pronged goals. Firstly, it aimed at sharpening the case teaching skills of participants and make them understand what works and what doesn't when case teaching is online. Secondly, it intended to equip them with the craft of developing and writing their own highly effective cases. Thirdly, it made the participants reflect & introspect on their own challenges and appreciate how they can create synergy between their academic research, case teaching, case development. A key feature was providing the participants with experiential learning.

The workshop saw an active participation of doctoral students, research scholars and academicians from management institutions from all over India. Word of eulogy from one of the participants:

"It was a great workshop.....the workshop was one of the best I ever attended. Congratulations to IIMC for organizing such a great workshop."



## ✓ Faculty Shares: Ethical Dilemmas in writing primary case studies

As a case writer, one often faces choice tradeoffs that are ethical in nature. This is especially true for case studies based on primary data. As a case writer/author one should be cognizant of the subtle ethical dilemmas that one may face from time to time. I will illustrate this giving few examples of the case studies I have authored and registered with CRC.

I once received an invitation from one of our alums working in a well-known private equity firm to write a case study on their firm to “showcase” their achievement in turning around a failing cosmetic brand, acquired from its Canadian parent organization. Although such case writing leads generates lot of suspicion about the motives of the case organization, yet I accepted the offer to write the case as it seemingly looked to be an interesting brand story. Once the case was written and consent received from the case organization, to my utter shock and surprise, the case protagonist called me to inform me of the consequences of our case writing effort. This led to series of calls with their legal team (they also suggested that I sign the NDA which I politely declined). The case had to be withdrawn from CRC as apparently it was divulging too much information (after the written consent was provided to CRC). Apparently, the case organization felt that it may jeopardize information privacy issues while selling off their equity in the firm to the new investor. So much for our academic pursuits.

Then there was another organization which wanted me to write a case in which the protagonist was also responsible for giving the consent for registering the case. His mother was one of the case authors and she has doing quite a bit of, “back seat driving”. The mother-son duo was very wary of how the facts presented in the case would impact their brand and organization’s image. Difficult navigation.

The last example is one of my current case writing project on a large insurance firm in India who’s CEO wants the world to know his own story of turning around the organization (this organization also offered funding to write the case, which I declined). Such dilemmas exhibit that primary cases have the potential to become company’s PR tool if case author/s are not careful. The case authors have to rely on the information that is coming from the same organization which would provide the consent. The negative information (which may be important for the purpose of the case study) either doesn’t reach the case writers, or is filtered out by the case organization before the consent is given. Should case writers only write case studies based on secondary data, to avoid these pitfalls?



**Prof. Ramendra Singh**  
Professor, Marketing Group, IIMC

### Completed Cases of this year

- *Bhagavatula Charitable Trust : Reinventing Relevance*
- *The Transformation of Central Public Works Department*
- *Feed My Chennai: An Achievement and A Puzzle*
- *Meeting with the new Boss*
- *Himang Infra Recasts the Core, Builds Novel Ideas to Stem Crisis*
- *IITIMShaadi.com: Can positioning support market expansion?*
- *Repositioning for Success: The Llyod's Acquisition by Havells India*

### ✓ EFMD Case Writing Competition



IIMCCRC has participated in EFMD Case Writing Competition by submitting

fifteen cases under a wide variety of categories representing critical managerial areas.

This case writing competition encourages innovative and impactful case writing and teaching across the globe.

In the past, IIMCCRC has won this prestigious award for two of our case studies.



## ✓ Faculty Speaks



My first experience in writing a case study for IIM Calcutta Case Research Center was an interesting setup to understand the event management by Kolkata Police during Durga Puja in 2014. I worked with Prof. Indranil Bose and Ms Sumita Ghosh to develop the case study from a real-life project. Personally supervised by the Commissioner of Kolkata Police, it was a great learning experience for us to understand the perspectives of multiple stakeholders engaged in the event on such a large scale. We also developed a research paper later based on the case study findings, published in Decision titled 'Lessons in risk management, resource allocation, operations planning, and stakeholder engagement: the case of the Kolkata Police Force and Durga Puja'.

Later, I published two case studies with my doctoral students and an MBAEX participant, both to follow my pursuit of interdisciplinary research in Healthcare. In 2019, I worked closely with Mendine Pharmaceuticals, a leading drug manufacturer, to develop a case study on integrated forecasting and production planning. It is a two-part case study, and I am delighted with the teaching note that we created for this case study. It includes a detailed plan for instructors, presentation, and video supplements for doing the analysis. Mr. P B Chakraborty, the Managing Director of Mendine Pharmaceuticals, was kind enough to create a video to introduce the problems discussed in the case study. My latest case study in IIMCCRC was again in the healthcare sector, where we showcased a practical situation involving the queuing problem in a leading diagnostic clinic. Because of a procedural reason, we could not make a field case study. Still, I was excited about the potential of this case study to understand the relevance of operational research tools like queueing in the healthcare sector. Throughout my journey in developing these cases, the support of IIMCCRC Chair(s) and office-in-charge(s) remain exceptional.

**Prof. Sumanta Basu**  
Professor, Operations Management Group, IIMC

## ✓ Case Writer Reflects

The discipline of business ethics entails sustained reflection over abstract philosophical principles (while grappling with questions of meta ethics), as well as with age-old and persistent bugbear problems of economic and political philosophy. These principles and problems may seem reified relics, may appear to be anachronisms. A case study, however, enables the scholar-teacher to substantiate the seemingly abstract principles by using them to make sense of extant management problems, and thereby, it serves as a powerful teaching tool in the class room. I thank the IIMCCRC for giving me an opportunity to submit the case study so far on business and management ethics, which I have co-authored with Prof. Nisigandha Bhuyan. I also thank Prof. Bhuyan for letting me work with her and for guiding me in the process. I hope the IIMCCRC continues to publish and thus, showcase case studies on business ethics.

**Ms. Arunima Chakraborty**  
Case Writer for IIMCCRC

## ✓ Alumnus Connects



The case studies developed by myself and team, under the guidance of Prof. Biswatosh Saha, derive their data and lessons from the specific

fieldwork conducted for case writing. We are grateful to IIMCCRC for financially supporting fieldwork based case studies; my own teaching experience tells me that such primary data based case studies are able to connect with and engage students in MBA classroom as well as in executive training sessions. This is on account of the fact that the instructor is able to highlight the practical daily doings of the protagonists, making the classroom discussions 'real' and lively. Authoring these cases and teaching them has also helped me generate fundamental research questions apart from securing positive feedback from students.

**Prof. Sankalp Pratap**  
Fellow (Ph.D.), Strategic Management, 2010  
PGDM, Marketing, 2001-03

## ✓ Editorial Team



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