

"A man is  
great by  
deeds, not by  
birth"

-Chanakya

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Case Study

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**Collaboration amidst Competition: teaming at  
Ascend Business School**

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**Please contact the corresponding authors if you would like to access the full case.**

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## **Collaboration amidst Competition: teaming at Ascend Business School**

### **Abstract:**

The case study describes the challenges in collaboration among team members who happen to be peers. The colleagues from a business school have been nominated to be part of a task force responsible for recommending new courses for the institute. In addition, they are to review two upcoming themes for their potential to be developed into two-year programs and design projects for international collaboration. All three have different professional aspirations, responsibilities, and influences in a business school. Rajesh, the main protagonist, is pleased to be included in the task force and looks at using the opportunity to showcase his capabilities, thereby creating a positive impression among the Dean and senior faculty. This is important for him as he has joined the organization recently and needs to find a place for himself within the system and in the perceptions of important stakeholders. Varada, a new joiner like Rajesh, is very conscientious in her efforts and is trying to gain experience and connections for research, her area of interest. However, Jitesh, the third team member, who had been assigned a significant part of the project, does not contribute his bit as he is occupied with organizing a conference. His lack of contribution is affecting the project's progress, and it is most likely incomplete unless there is an urgent course correction. The case poses questions on how Rajesh can get Jitesh to collaborate and the steps he must take to ensure successful project completion. The progression of events in the case offers been designed to provide opportunities for exploration of the process of group formation, building collaboration, and following agreed-upon norms of behavior.

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