

**CASE STUDY AS A METHOD OF RESEARCH METHODOLOGY IN
Phd THESIS**

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ABSTRACT

In this era of declining values and ethics among the leaders, there is a need to look into history to find out the leaders who relentlessly stood for values and became successful. The cultivation of Christ like qualities is a demanding and relentless task. Perfection is achieved by abolishing weakness. A famous sculptor once said that there was nothing in his art except just cutting away the marble that he didn't want there. And so there's nothing to attaining perfection either, except one by one, removing all the obstacles and the obstructions that pollute it. There are many examples of leaders at present abandoning values, manipulating power, betraying trust, exploiting privileges of position, bringing ruin to trusted followers, preferring personal interests to general interests etc. The good news is that there is a better way. There is one perfect leadership role model that we can trust, and His name is Jesus. They can attain perfection by removing these obstacles and obstructions that pollute their leadership styles and strategies, by comparing their leadership styles with perfect leadership style of Jesus Christ. If they cut these imperfections once, they will become perfect and there by become as successful and acceptable as Jesus Christ. The research was conducted choosing leaders from various leaders of different times. This paper is one chapter of the author's PhD Thesis entitled "Leadership Thought in the Bible and Its Relevance to the Present Scenario with Special Emphasis on Corporate Sector"

Introduction

Jesus of Nazareth was the greatest leader in the history of the world. How could Jesus Christ become the greatest leader? There is no other leader in the world that has as many number of followers as He has. The only definition of a leader is someone who has

followers and gaining followers requires influence. Leadership is influence - nothing more, nothing less. If this definition is accepted, Jesus Christ is true leader. Even after 2000 years of his resurrection, His influence on the earth has been increasing but not diminishing. As of 29 September 2009, the Earth's population was estimated by the United States Census Bureau to be 6.787 billion, of which the Christian population comprises of 2.1 billion. That means two thirds of the world population are the followers of Jesus Christ. Moreover it will be spread every hook and canny of the world by the time his vision is completely fulfilled. Several people attribute this success to His divine nature only. But it is not correct as he came on to the earth as fully human personality. The Scriptures are fully clear about it. Jesus was registered in the World Census taken by Caesar Augustus (Luke 2:1-6) and was surnamed Christ (Mathew 1:16). Though He was God, He kept aside all His privileges and came on to the earth to become fully human (Philippians 2:5-11). Becoming fully human is as true as fully being God. As an ordinary human being he experienced hunger, thirst, frustration, rejoice, tiredness, anger, trouble in spirit, betrayal etc. Because he was a human personality, he adopted different styles of leadership and strategies to accomplish his goal on the earth. Also He asked his disciples to follow the same and thereby do greater things than he did. He had never claimed that He alone could do all these things, as so many so called leaders boast about themselves. Hence, whoever follows his leadership style and strategies, can be as successful and acceptable as Jesus has been.

Objectives of the Study

- To focus on the complete leadership attributes of Jesus Christ.
- To critically analyze the select leaders in various fields in the light of the leadership qualities of Jesus Christ.
- To fit the leadership framework of Jesus Christ into the contemporary leadership styles.
- To bring out the best and the long lasting leadership style.

Research Methodology

The research is Descriptive and Qualitative. Hence, no statistical tests are applied. A Simple Mean Method is used in constructing Score Matrix. Bar charts and Pie diagrams are used in analysis part. The following methodology is adopted for the study.

Case Study as a Method of study

After setting the objectives, the researcher has started searching for appropriate method of research. As the study requires microscopic analysis, case study method is found the most feasible method for continuing research. Multiple cases are taken with a view to strengthen the robustness of the theory. **The Case Study Protocol** is carefully designed in the following lines.

Units of Analysis

The leaders in different fields are taken as units of analysis.

Criteria for choosing Units of Analysis:

The following criteria are considered while choosing the units of analysis:

The leaders who could take or influence the strategic decisions in their respective fields

Or

The leaders who put efforts to transform thousands of ordinary lives through their pioneering spirit

Scope of the Study : 20 units are taken for analysis from versatile fields covering Corporate, Government and Others , as the leadership style of Jesus Christ can be emulated in any field , at any level and at any time and can be successful.

1. Corporate: Total Units 10

A) Business

- i) Forbes India 2006 companies : four companies are randomly chosen
- ii) Forbes Global 2006 companies: four companies are randomly chosen

Units of analysis: Either Founder or Present CEOs of the chosen companies.

B) Education

One Institute is randomly chosen from Top Management Colleges in Andhra Pradesh 2006.

Unit of Analysis: Training Coordinator (Trainer who trains leaders)

C) Medicine

One is chosen from Government recognized Multi Specialty Hospitals in Andhra Pradesh 2006 list

Unit of Analysis: Director

2. Government: Total Units 5

The following Government bodies are randomly chosen from Sarkari.com

(A Common Man Friendly India Specific Portal)

A) Department: Police

Units of Analysis: DGP, AP; Former IG of Police, Tihar Jail.

B) Council: Apex Body of Education & Training in AP

Unit of Analysis: Chairman, APSCHE.

C) Central Government Organization: Bharat Dynamics Limited

Unit of Analysis: Director, Production

D) PSU: Singareni Collieries Company Limited

Unit of Analysis: CGM, HRD.

3. Others: Total Units 5

A) Polity

Three Parties are randomly chosen from the list of Government Recognized Political Parties in AP 2006.

Units of Analysis: Top Level Leaders of the respective parties at state level.

B) Religion

One organization is chosen from the biggest Church organizations identified by the Government of AP.

Unit of Analysis: Founder leader of the organization.

C) Social Service

One organization is chosen from the biggest Social Service organizations identified by the Government.

Unit of Analysis: Founder leader of the organization.

Questionnaire as a Research Tool

In order to confine the study to predetermined objectives, a **Semi Structured Questionnaire**, consisting of both open ended and closed ended questions, is developed. The main purpose of the questionnaire is to restrict the amount of data to be collected for each unit of analysis but not for survey. The same questionnaire is the basis for collecting data for all the 20 units of analysis. The data gathered is translated into Score Matrix for the uniform analysis of all the case studies. As the Questionnaire is the main tool of research, due care is taken in its construction.

Steps involved in Questionnaire Construction

The Questionnaire is constructed very cautiously, as the rest of the study and analyses are dependent upon it to a greater extent. Initially, the purpose, objectives and research questions of the proposed research are examined through literature survey.

After developing a thorough understanding of the research, content (from literature/theoretical framework) is transformed into statements/questions. In addition, a link among the objectives of the study and their translation into content is established. Major variables are identified and defined in this step.

Now, a draft questionnaire is ready for establishing validity. Validity is established using a panel of experts in academics. Validity is tested in terms of the content and construct of the questionnaire. The following aspects are considered while testing:

1. Is the questionnaire valid? In other words, is the questionnaire measuring what it intended to measure?
2. Does it represent the content?
3. Is it appropriate for the intended case studies to be taken up?
4. Is the questionnaire comprehensive enough to collect all the information needed to address the purpose and goals of the study?
5. Does the instrument look like a questionnaire?

Addressing these questions coupled with carrying out a readability test enhanced questionnaire validity.

In the final step, reliability of the questionnaire using a pilot test is carried out. The purpose of pilot test is to seek answer to the question- does the questionnaire consistently measure whatever it measures? The field test is conducted on select leaders from various fields who are not included in the study. Reliability is measured through Test-Retest Method. A few ambiguous questions are deleted after the test. Appropriate changes are made based on both field test and expert opinion and thereby the final questionnaire is ready

Sources of data

The constructed questionnaire is used for gathering data. Apart from The Bible, the data is collected through both primary and secondary sources.

Primary Sources

The Primary data is collected from interview transcripts, organizational records, personal investigation, speeches, news reports, research reports, case studies, journal publications, theses and dissertations, quotes etc.

Secondary Sources

The Secondary data is collected from biographical works, text books, commentaries, encyclopedias, review articles and literature reviews, news paper and magazine articles etc.

Factor Analysis as a Method of Analysis

The analysis is made on the basis of data collected through primary and secondary sources put together. As the study is purely qualitative and subjective in nature, Factor Analysis is adopted with a view to simplify the large number of variables into limited number of factors. The total (i.e. 100%) leadership qualities of Jesus Christ are divided into 10 factors (Attributes) and each factor in turn consists of different number of variables. As all the 10 factors are equally important, 10 points are assigned to each factor. The Mean Value of the variables in each factor (i.e. Total Number of Points assigned to each factor/ the Number of variables in that factor) is the weightage given to respective variable.

A Score Matrix

Matrix consisting of these ten factors and variables is used for analyzing each unit of analysis. The input for this Score Matrix of each unit of analysis is drawn from the data gathered from both primary and secondary sources. The purpose of the Score Matrix is not to tabulate or quantify the data, but to have uniform procedure for interpreting all units of analysis. After analyzing each unit individually, comparative analysis is made on factor basis.

Limitations

- Predominantly qualitative.
- Difficulty to distinguish between ‘facts’ and ‘values’.
- Dominance of subjective perception.
- Selection of case studies from various fields is not balanced.

Conclusion

Leadership is no more than influence. The effectiveness of this influence can be measured with the number of followers he has and the legacy he leaves behind. Without followers there is no leader. If this be true, Jesus Christ can be considered the most effective leader leaving a rich legacy behind even after 2000 years having two thirds of the world population as his followers. There have been millions and millions of people who are ready to sacrifice their lives for the sake of this all time great leader. This paper deals with the comprehensive leadership qualities of this great leader. His leadership strategies are universally applicable for all kinds of organizations. The cultivation of Christ like qualities is a demanding and relentless task of all leaders.

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