

COMMUNICATING IN RESEARCH MANAGEMENT  
- CASE STUDY

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Due to reduction in the national budget, the Government has formed a national committee to advise it on how economies will be effected in different sectors. The two national R & D institutes are required to submit proposals on the ways savings will be made, and to indicate how the programme will be affected by these cuts. The Research Directors will also be required to submit a case in support of retaining some positions now vacant, and of proceeding with defined capital expenditure.

A national Committee has been formed to recommend to the Government as regards the programme and budget proposals of the two national R & D institutes, one concerned with industry and the other agriculture, in view of the following situation.

Situation:

- Transferring all vacant positions to central pool
- All long-term projects to be suspended - projects with immediate prospect of return only considered
- Budget on current expenditure reduced by 20%
- New capital expenditure to be reduced by 50%
- Capital works in progress to continue but no funds for new equipment and furniture
- Travel outside country disallowed
- Internal travel must be approved by Headquarters - 20% reduction in Travelling Vote.
- Casual employment stopped
- Temporary staff to be dismissed
- No expenditure requiring convertible currency
- Journal and book expenditure reduced 20%
- Staff - no promotions to fill vacant senior positions
- No increments

Procedure: The participants will be divided into two syndicates to represent the two institutions and each one will be given a role of divisional head according to the institutional charts. Proceed as follows:

Each department head prepares an annual programme for his division, indicating the projects (on-going and proposed, short and long term), manpower (available, required, existing vacant positions) and the budget required (salary, overhead, capital items of expenditure, consumables, etc.), and how his division is affected by the cuts.

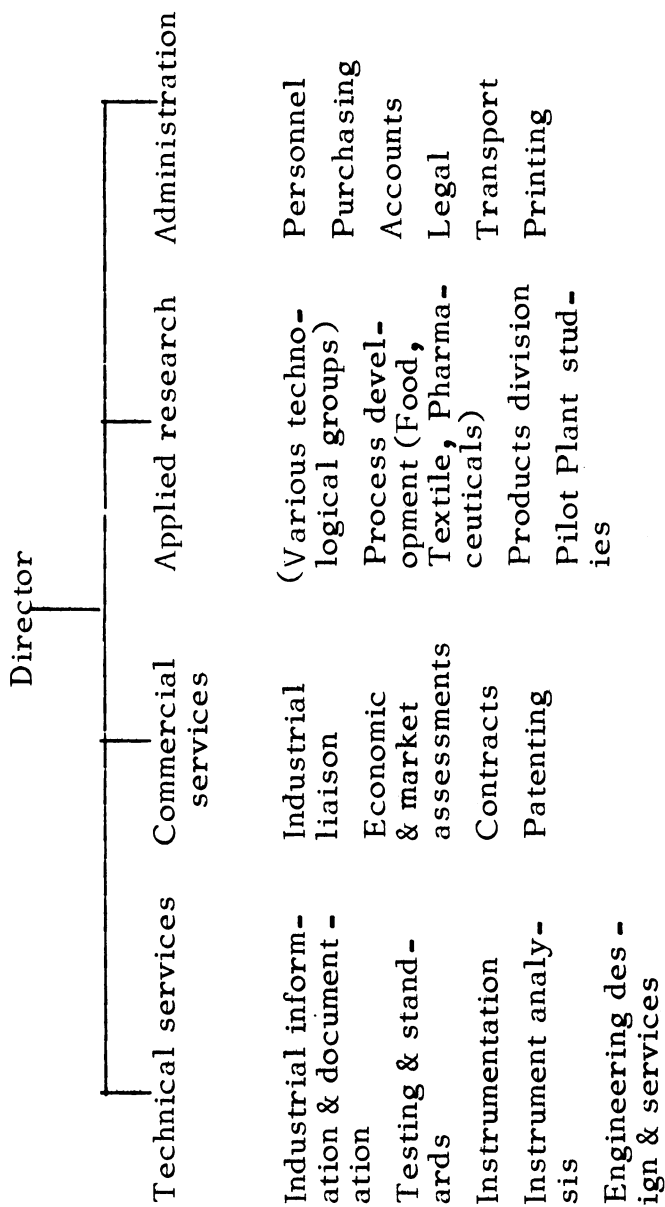
All divisional heads meet with Director in a joint session to work out an annual programme for the institute, suggesting ways savings will be made and indicating how the programme will be affected by these cuts.

Prepare a written submission to the national Committee in support of your programme.

Prepare a Press Release

Oral presentation to the national Committee by Directors in plenary

Take part in Radio and TV interviews.



Total staff: 100

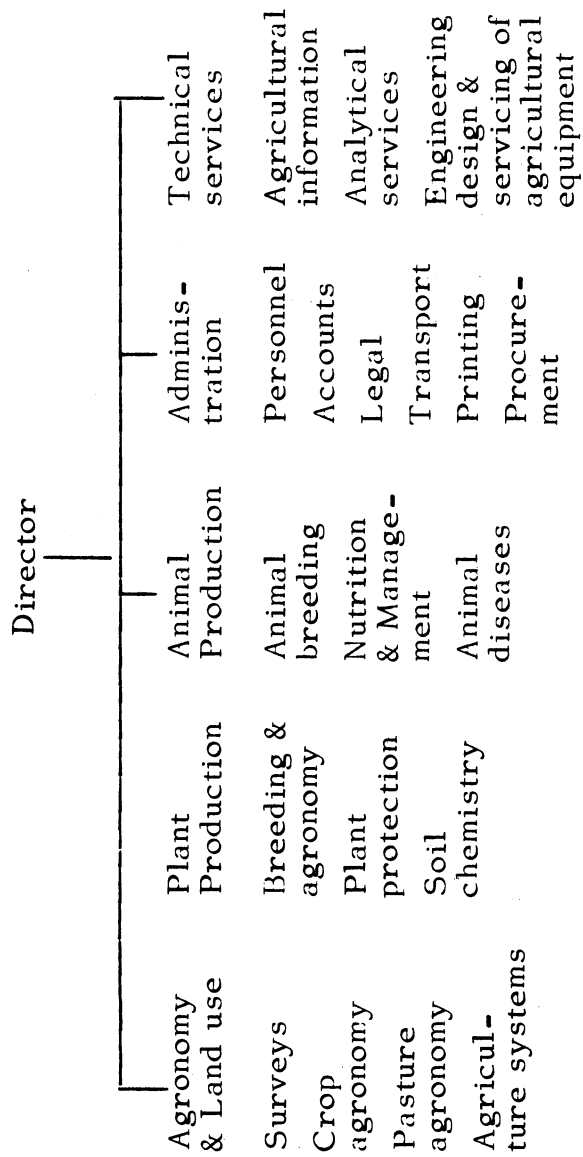
Professional : 30

Technical : 50

Administrative : 20

Total annual budget for the current year = 100,000 units of currency

Organizational structure of the Industrial Research Institute



Total staff: 100

Professional : 20

Technical : 60

Administrative : 20

Total annual budget for the current year = 100,000 units of currency

Organizational structure of the Agricultural Research Institute