

## Annual Report on CTL Activities

2021-22

IIMB launched its Centre for Teaching and Learning (CTL) on January 15, 2018. The Centre aims to understand evolving best practices of teaching and learning and disseminate such understanding for increasing teaching effectiveness.

The Centre has the following objectives:

- Facilitate the development of teaching content such as teaching cases and teaching notes.
- Launch initiatives for the benefit of the teaching-learning community.
- Create platforms for discussions around effective and emerging pedagogical practices.
- Evolve measures to evaluate teaching performance and learning.
- Provide teaching related support and inputs to faculty members and doctoral students.
- Act as a national resource for improving the standards of teaching in institutes of higher education.

### Activities

The Centre for Teaching and Learning organized and initiated several activities of pedagogic significance in 2021-22 under the guidance of the Chair-CTL, Prof. Chetan Subramanian (Dean Faculty).

#### **Workshop and Consortium on Teaching and Learning**

- A four-day workshop was organized for the faculty and PhD students at IIMB from June 22 to 25, 2021.  
Prof. R Srinivasan, Prof. Vasanthi Srinivasan, Prof. P D Jose and Prof. Sourav Mukherji conducted the sessions, and were attended by 33 participants.  
Prof. Chetan Subramanian was the Programme Director for this workshop.
- A four-day online Doctoral Consortium on Teaching 2022 was organized from January 10-13, 2022, for the IIM Bangalore PhD students who are in the final year (or concluding stages) of their doctoral programme. 13 PhD scholars participated in the programme.  
The Consortium was led by Professor Sourav Mukherji, Professor Jitamitra Desai, and Dr. Arun Pereira (eminent educator and faculty mentor).  
Ms. Aruna Gopakumar and Ms. Rashmi Ravikumar, from Navigati, a leadership development organization, conducted sessions on various techniques and ways to build/develop and create 'effective presence' as an educator by working on one's body and voice.
- A three-day online Doctoral Consortium on Teaching 2022 was organized from 31 January to 2 February 2022 for PhD students who are in the final year (or concluding stage) of their doctoral programme at other Management schools/institutes.

This Consortium too was led by Professor Sourav Mukherji, Professor Jitamitra Desai, and Dr. Arun Pereira (eminent educator and faculty mentor).

23 participants from the following institutes participated in the Consortium:

1. Indian Institute of Management, Ahmedabad
2. Indian Institute of Management, Lucknow
3. Indian Institute of Management, Indore
4. Indian Institute of Management, Trichy
5. Indian Institute of Management, Calcutta
6. Indian School of Business, Hyderabad
7. XLRI, Jamshedpur
8. Indian Institute of Technology (ISM), Dhanbad
9. Indian Institute of Technology, Roorkee

### **HBP Case Review & Submission Process**

CTL manages the case review and submission process for cases authored by IIMB faculty that are published at Harvard Business Publishers website for Educators (HBPE). It provides copyediting, peer review and publication related support for IIMB-HBPE cases. All of this is done in consultation with and under the guidance of the Chair-CDOCTA, Prof. Jishnu Hazra.

The teaching cases written by IIMB Faculty and published at HBP for Educators continue to be used by management institutions in India and abroad.

34 new IIMB cases were processed and added to the HBPE collection during the year Jan-Dec 2021. See **Table 1** for the list of cases processed and submitted to the HBP during Jan-Dec 2021.

The Harvard Sales report indicate that over 1,06,769 copies of IIMB's cases were sold worldwide during the same period (Jan-Dec 2021). See **Table 2** for the list of cases that sold more than thousand copies during Jan-Dec 2021

### **'Samiksha' Webinar Series**

Launched the popular webinar series in March 2021 and hosted 9 webinars. These webinars were streamed live and are still available on IIMB's YouTube channel. Viewership ranged from 2000+ to over 60,000 views. See **Table 3** for the list of webinars.

In the process, a database of 10,000+ participants was created which covers the top 170 colleges and universities in India.

### **Teaching Tips on Tap (TTT)**

A database of short video clips or nuggets, each containing easy-to-implement and quick teaching tips, has been built to help the teaching community be more effective in the classroom. The videos

are from Sourav Mukherji, Vasanthi Srinivasan, B Mahadevan, Dinesh Kumar, Prateek Raj, Rahul De', and L S Murty (Retd.). See **Table 4** for the list of 23 TTT videos released so far.

In the next season of this initiative, the focus will be on releasing videos in regional languages.

### **New Faculty Information Programme 2022**

The first NFIP of 2022 was organized virtually, in coordination with the Dean-Faculty office, in a phased manner in February and March 2022. The sessions were attended by 15-18 new faculty members on designated days of the programme.

The aim of the programme was to

- inform and orient the new faculty members about the essential institutional and administrative aspects, initiatives, and policies.
- address their queries about the mentioned areas or aspects.
- provide them the space for sharing their thoughts on the journey they have had so far as a faculty in the institute.

### **Mentoring Programme**

CTL manages the Mentoring Programme launched in 2021 and maintains various records pertaining to it. As part of this programme, the identified faculty members are mentored by Dr. Arun Pereira (MIT-Sloan International Faculty Fellow, and Emeritus Faculty at the Chaifetz School of Business, Saint Louis University, USA) to help them emerge as effective educators.

So far, 10 plus IIMB faculty members have benefitted from this programme.

### **Small Group Feedback Mechanism**

To test the effectiveness and feasibility of the Group Feedback mechanism, a pilot run was conducted with the support of EGP office. Four electives were identified for this exercise.

As part of the exercise, the students of the respective courses were divided into small-size groups and were asked to provide feedback on the course and faculty based on consensus. Collated feedback received from them were later shared with the concerned faculty members. The Centre also collected group feedback for two more faculty members on their request.

### **Resource Centre**

The Centre has developed a 'Resource Centre' on its webpage for hosting articles on teaching and learning and disseminating IIMB-HBPE case and teaching note templates, company release form and HBPE case submission guidelines to all stakeholders. The resource centre has student, faculty, guidelines and templates and other resources sections. See **Table 5** for the list of articles published on the Resource Centre page.

**Table 1: Cases processed and submitted to HBP during Jan – Dec 2021**

Sl. No.	Author	Case Name
1	Debolina Dutta	Amber by inFeedo: The CEO's Virtual Assistant Revolutionizing Employee Engagement
2	Gopal Naik and Gopi Sankar G	Totgars' Co-Operative Sale Society Dovetailing Business to Meet Members' Needs
3	Debolina Dutta and Rajesh G S	Capability Development for Growth: Leverage Strengths or Build Competencies at Va Tech Wabag?
4	B Mahadevan and Sreelata Jonnalagedda	Redesigning Tea Auctions in India
5	Neena Pandey And Rahul De'	The Question of Net Neutrality
6	Kumar K and Praveen Sasidharan	Servicemandi™: Corporate Entrepreneurship at Ashok Leyland
7	Suresh Bhagavatula, and Deepa Iyer	Freshworld: Marrying the Art of Street Vending with the Science of Modern Retail
8	Anshuman Tripathy, Amrit S, and Vanathi M	Thulasi Pharmacy: Riding the Digitalization Wave to Omnichannel Retailing
9	Anshuman Tripathy, Siddharth Gupta and Aman Agarwal	Amagi – Pioneering Cloud Transformation in Broadcasting
10	Shankar Venkatagiri	Udaan Capital: Building Resilience
11	Asha Vishwanathan, Kaushik Prasanna Raju, Khanij Kumar S G, Lakshmi Krishna, Naveen Kamat and U Dinesh Kumar	Leveraging Artificial Intelligence in A Skilling Ecosystem
12	Sourav Mukherji	GoSports: Developing Sports Talent to Create Role Models
13	Debolina Dutta	EY People Advisory Services: Challenges of Enabling Global Mobility (A)
14	Debolina Dutta	EY People Advisory Services: Challenges in Enabling Global Mobility (B)
15	Priyank Goyal, Puneet Kapoor, Gyanesh Jain, Ashish Sethia and U Dinesh Kumar	Champo Carpets: Improving Business-To-Business Sales Using Machine Learning Algorithms
16	Debolina Dutta	GHCL: Navigating the Pandemic
17	J Ramachandran, K S Maikandan and Savithran Ramesh	ITC Limited: Nation First
18	Natasha Bhide and M S Sriram	CreditAccess Grameen: Mission Possible?

19	Rajalaxmi Kamath and Vinay Reddy Venumuddala	Software and/or Data: Dilemmas in an AI Research Lab of an Indian It Organization
20	Debolina Dutta and Anupama Kondayya	MakeMyTrip and Goibibo Merger: Minimum People Disruption for Maximum Customer Advantage
21	Haritha Saranga and Shashikant Kumawat	Ecofriendly Solution to Crop Residue Burning
22	J. Ramachandran, Savithran Ramesh and Parita Shah	Motherson Sumi Systems Limited: Rewiring the Ownership Structure
23	J. Ramachandran, Savithran Ramesh, and K.S. Manikandan	The House of Tata: Governance Challenges (A)
24	J. Ramachandran, Savithran Ramesh, and K.S. Manikandan	The House of Tata: Governance Challenges (B)
25	Deepti Ganapathy and Jacqueline Gomes	Boeing 737 Max 8 – A Stalled Communication Take-Off?
26	Karthika AS and Srinivasan R (CSP)	Digital Disruption at The Vikatan Group: A Case of Adaptation and Strategic Persistence
27	Srivardhini K. Jha, Jacqueline Gomes, and Suresh Bhagavatula	Meesho (A): Exploring Hyperlocal Fashion
28	Srivardhini K. Jha, Jacqueline Gomes, and Suresh Bhagavatula	Meesho (B): Technology Enablement Of Small Retailers
29	Srivardhini K. Jha, Jacqueline Gomes, and Suresh Bhagavatula	Meesho (C): Empowering India's Women Entrepreneurs
30	Haritha Saranga and Aman Chheda	Business Excellence Through Process Improvement – The Godrej Appliances Division (A)
31	Haritha Saranga and Aman Chheda	Business Excellence Through Process Improvement – The Godrej Appliances Division (B)
32	Kshitij Saxena, Medhavi Chandra, Ankush Kochhar, Suresh Bhagavatula	Naukri.Com (A): The Business of Internet in India
33	Kshitij Saxena, Medhavi Chandra, Ankush Kochhar, Suresh Bhagavatula	Naukri.Com (B): Corporate Venture Capital in India
34	Debolina Dutta and Vasanthi Srinivasan	LGBTQ+ Inclusion at Thoughtworks in India

**Table 2: Cases that sold more than 1000 copies in during Jan-Dec 2021**

Sl. No.	Case Name	Authors
1	Customer Analytics at Bigbasket - Product Recommendations	Paul Abraham, Manaranjan Pradhan, Lakshminarayanan S, Ganesh Iyer and <b>U Dinesh Kumar</b>

2	Demand Forecasting for Perishable Short Shelf Life Home Made Food at iD Fresh Food	Raman Narasimhan, Amardeep Sibia, Shirsha Ray Chaudhuri, S.R. Vigneshwaran and <b>U Dinesh Kumar</b>
3	A Dean's Dilemma: Selection of Students for the MBA Program	Dhimant Ganatra and <b>U Dinesh Kumar</b>
4	Procter & Gamble India: Gap in the Product Portfolio?	<b>Seema Gupta</b> , Kanchan Mishra and Ashish Maheshwari
5	HR Analytics at ScaleneWorks: Behavioral Modeling to Predict Renege	Kumar Rahul and <b>U Dinesh Kumar</b>
6	The Saffola Journey	Rochna Poddar and <b>Srinivas Prakhya</b>
7	Shodh - Market Research for Economy Housing (A)	<b>Avinash G Mulky</b>
8	Bosch Group in India: Transition to a Transnational Organization	<b>Abhoy K Ojha</b>
9	Behavioral Drivers of Brand Equity - Head & Shoulders in India	Loveneet Tyagi and <b>S Ramesh Kumar</b>
10	Data-Enabled Insights from Sericulture: Jayalaxmi Agro Tech	Giriraj A and <b>U Dinesh Kumar</b>
11	Improving Lead Generation at Eureka Forbes Using Machine Learning Algorithms	Nandini Seth, Manupriya Agrawal, Manaranjan Pradhan and <b>U Dinesh Kumar</b>
12	Nielsen: Market Research for Pantene	<b>Seema Gupta</b>
13	Package Pricing at Mission Hospital	Sriram T K, Shailaja Grover, Satyabala Hariharan and <b>U Dinesh Kumar</b>
14	Coats Indonesia: Leadership Challenges in an Unfamiliar Culture	<b>Abhoy K Ojha</b> and Arun Bansal
15	Talent Acquisition Group at HCL Technologies: Improving the Quality of Hire Through Focused Metrics	<b>Debolina Dutta</b> , Sushanta Kumar Mishra and Mathew J Manimala
16	Alibaba - Building a Social Sustainability Ecosystem for E-commerce	<b>Haritha Saranga</b> and Yanghua Huang

17	Forecasting Demand for Food at Apollo Hospitals	Sujoy Roychowdhury, Alok Shrivastava and <b>U Dinesh Kumar</b>
18	Era of Quality at the Akshaya Patra Foundation	Srujana H M, <b>Haritha Saranga</b> and <b>U Dinesh Kumar</b>
19	XYLYS: Exploring Consumer Perception about Premium Watches in the Indian Context	<b>S Ramesh Kumar</b> and Kasturi Baral
20	ITC Ltd.: towards a triple bottom-line performance	<b>Abhoy K Ojha</b>
21	Marketing Transformation Using Social Network on Digital Media: How BJP Used WhatsApp to Create a Successful WOM Campaign	Ami Shah and <b>U Dinesh Kumar</b>
22	Testing Marketing Hypotheses at WSES	<b>U Dinesh Kumar</b>
23	Enhancing Visitor Experience at ISKCON Using Text Analytics	R Vinodhini, S R Vigneshwaran and <b>U Dinesh Kumar</b>
24	Resource Planning at Akshaya Patra, Vasanthapura	<b>Anshuman Tripathy</b> and Kiran K
25	Retail Credit Scoring for Auto Finance Limited	Sujoy Roychowdhury and <b>Srinivas Prakhya</b>
26	Volkswagen in India	<b>Seema Gupta</b>

**Table 3: Samiksha series of webinars conducted in 2021-22**

Date	Webinar Topic	Speaker/Panellists
17 January 2022	Mental Health& Wellbeing	Abhinav A. Bindra, Dr. Urvakhsh M Mehta, and Dr. Rathna Isaac (panellists) Prof. Vasanthi Srinivasan (moderator)
15 December 2021	Don't Just Make a Living, Make a Life	Gurcharan Das (speaker) Prof. Dalhia Mani (moderator)
02 December 2021	Is National Education Policy (NEP) a Game-Changer for Higher Education?	Dr. Shashi Tharoor (speaker) Shekhar Gupta (moderator)
08 November 2021	National Education Policy (NEP) and its Impact on the Education Landscape in India	Prof. M K Sridhar (speaker) Prof. Abhoy K. Ojha (moderator)

25 October 2021	Everything Matters: How Complexity Theory Changes Our View of History and Economics	Shri Sanjeev Sanyal (speaker) Prof. Chetan Subramanian (moderator)
30 September 2021	Ancient India and Lessons for Business, Government and Society	Shri. Pavan K Varma, Prof. Kumkum Roy, and Prof. B. Mahadevan (panellists) Prof. Prateek Raj (moderator)
26 August 2021	The Future of Case Method as a Pedagogical Tool	Dr. Jaan Elias, Prof. V. G. Narayanan, and Prof. Srivardhini K Jha. (panellists) Andrew Jack (moderator)
27 July 2021	Science of Learning	Sanjay Sarma (speaker) Prof. Sourav Mukherji, Prof. R Srinivasan, Professor Jitamitra Desai, and Ms. Anupama Kondayya (panellists) Prof. Deepti Ganapathy (moderator)
12 March 2021	How will Learning in Higher Education be different in the Post-Covid/Vaccinated World?	Prof. Karen Swan, Prof. Ryan Baker, and Prof. Anant Agarwal (panellists) Prof. Sourav Mukherji (moderator)

**Table 4: List of Teaching Tips on Tap videos**

TTT video topic	Faculty's name
<ul style="list-style-type: none"> <li>Challenges in Teaching</li> <li>Teacher-centric Education vs. Student-centric Education</li> <li>Desirable Level of Difficulty: Introduction - The 3 Principles</li> <li>Desirable Level of Difficulty: The Generation Effect or Allowing Struggles in Learning</li> <li>Desirable Level of Difficulty: Repetition in Learning</li> <li>Desirable Level of Difficulty: Interleaving</li> <li>Desirable Level of Difficulty: Conclusion</li> </ul>	Professor Sourav Mukherji
<ul style="list-style-type: none"> <li>Engaging Students in the Classroom</li> </ul>	Professor Rahul De'
<ul style="list-style-type: none"> <li>Teaching Business Management vs. Teaching a Science Course</li> <li>Tips on Becoming a Great Academic</li> <li>Traits of a Confident Teacher</li> <li>Importance of a Detailed Session Plan</li> <li>How Often Should You Start a New Elective</li> </ul>	Professor B Mahadevan
<ul style="list-style-type: none"> <li>Preparing for a Class in 4 Steps</li> <li>Session Plan – Development and Process</li> <li>Creating Energy in the Classroom</li> </ul>	Professor Vasanthi Srinivasan
<ul style="list-style-type: none"> <li>Creating More Student Engagement in Class</li> </ul>	Professor Prateek Raj



<ul style="list-style-type: none"> <li>• Being More Confident in the Classroom</li> </ul>	
<ul style="list-style-type: none"> <li>• When the Teacher Does Not Know the Answer</li> </ul>	Professor U Dinesh Kumar
<ul style="list-style-type: none"> <li>• Am I Adequately Prepared for the Class?</li> <li>• When Class Participation is Low</li> <li>• When Class Participation is Too Much</li> <li>• When Class Discussion Goes Haywire</li> </ul>	Professor L S Murthy

**Table 5: Articles published on CTL resource centre in 2021-22**

Articles for Students	Articles for Faculty
<ul style="list-style-type: none"> <li>• Navigating Lecture-Based Classes</li> <li>• Writing Assignments Well</li> </ul>	<ul style="list-style-type: none"> <li>• Designing Assignments</li> <li>• Lecture Method of Teaching</li> </ul>