

Digital Learning at IIMBx

To deliver world-class MOOCs in management to learners across the globe and create positive social impact using educational technology



IIM Bangalore

Indian Institute of Management Bangalore (IIMB) is a leading graduate school of management in Asia. Under the IIM Act of 2017, it is an Institute of National Importance. Established in 1973, IIMB today offers a range of post graduate and doctoral level courses as well as executive education programmes. With a faculty body from amongst the best universities in India and across the world, IIMB has emerged as a leader in the area of management education, research and consulting. IIMB's distinctive feature is its strong focus on leadership and entrepreneurial skills that are necessary to succeed in today's dynamic business environment.

Post Graduate and Doctoral Programmes offered by IIMB:

- 3 1-year Executive Post Graduate Programme in Management (EPGP)
- Fellow Programme in Management (FPM, doctoral programme)
- » NS Ramaswamy Pre-doctoral Fellowship Programme (NSR Pre-doc)
- 2-year weekend Post Graduate Programme in Enterprise Management (PGPEM)
- 2-year Post Graduate Programme in Management (PGP)
- 1-year Post Graduate Programme in Public Policy& Management (PGPPM)

IIMB has obtained the EFMD Quality Improvement System (EQUIS) accreditation awarded by the European Foundation for Management Development (EFMD). IIMB has been ranked No. 2 in the India Rankings 2018 in the Management Education category under the National Institutional Ranking Framework (NIRF) by the MHRD. IIMB has been ranked among the top 70 global schools according to the Financial Times Education Rankings 2017.

IIMB's VISION

To be a global, renowned academic institution fostering excellence in management, innovation and entrepreneurship for business, government and society

Centres of Excellence

IIMB is known for excellence in research and scholarship, global character, values, diversity, and for the impact the school makes on multiple stakeholders and the society. IIMB has defined four cornerstones to guide itself – developing a world-class research and teaching ecosystem, leveraging technology, creating a global perspective, and infusing an entrepreneurial mindset among the students.

The institute is a hub of innovative activity and is always on the lookout for opportunities to collaborate with the industry as well as other academic institutions the world over. Innovation and research at the institute have been given a fillip with the establishment of Centres of Excellence in various areas ranging from Public Policy, Corporate Governance to Financial Markets and Risk Management. The centres at IIMB include: Centre for Capital Markets and Risk Management (CCMRM), Centre for Corporate Governance and Citizenship (CCGC), Centre for Management Communication (CenComm), Centre for Public Policy (CPP), Centre for Software and Information Technology Management (CSITM), Centre for Teaching and Learning (CTL), India-Japan Study Centre (IJSC), Israel Centre, NSRCEL, and Supply Chain Management Centre (SCMC). Moreover, there are few initiatives, namely, Behavioral Sciences Lab, Consumer Insights, Data Centre and Analytics Lab (DCAL), and Real Estate Research Initiative (RERI).

IIMB'S Digital Initiatives Programme: IIMBx

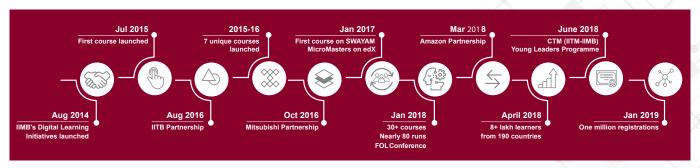
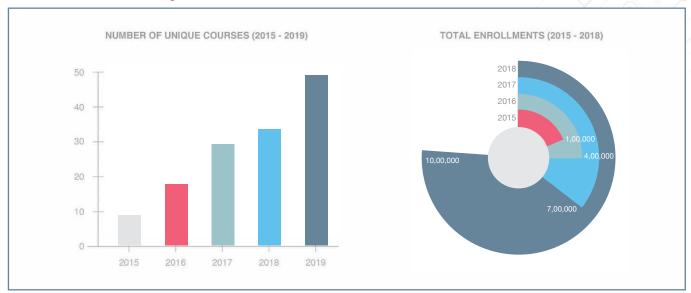


Figure 1: Timeline of IIMBx's Growth in Activities and Reach



The IIMBx programme is founded on the philosophy that everyone – irrespective of financial or regional constraints – should have access to quality education. IIMB started offering Massive Open Online Courses (MOOCs) in 2014 through its digital learning initiative, IIMBx in partnership with edX – a not-for-profit online initiative of Harvard and MIT. Over the last three years, IIMBx has grown to receive over 1000000 learners from 190 countries. Apart from edX, the programme offers courses on SWAYAM and its own platform, IIMBx. Led by IIMB faculty, IIMBx uses digital learning tools to enable 'anytime, anywhere learning' in a global classroom.

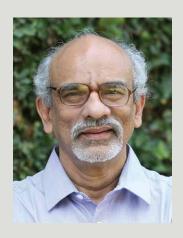


The IIMBx Growth Story

IIMBx has had an eventful journey over the last few years and has grown into one of the most significant hubs for online learning in India. The first course was offered on edX in 2015. In 2016, IIMB was appointed as a National Coordinator for management courses on SWAYAM, India's learning portal launched by the Ministry of Human Resource Development. Simultaneously IIMB also started offering courses on IIMBx, using the Open edX platform. With over 35 courses reaching more than a million learners from 190 countries, IIMBx is an emerging leader in India's fast-growing digital space. Interestingly only a third of these learners are from India, with more learners from US, Europe and Africa.

Vision: While India has over 3500 business schools and over 51,000 colleges, higher education in India is beset with institutional and capacity constraints. Compared to school education where access is almost universal, the Gross Enrollment Ratio (GER) in higher education is less than 25%, highlighting challenges that face tertiary education in India – of creating access, improving enrollments and assuring high quality of education.

IIMBx's vision is to create a positive social impact by leveraging educational technology to create a world-class repository of digital courseware in management for learners across the globe. In the long run, IIMBx aims to be a thought leader and preferred digital hub for management education supporting managers, academics and institutions across Asia and Africa.



Professor G Raghuram, Director, IIM Bangalore

IIMB's vision is to be a thought leader in the digital learning space. The IIMBx MOOCs programme is an exciting addition to pedagogy that serves multiple purposes of providing wider access to quality management education through multiple platforms including edX, IIMBx and SWAYAM, and creating blended learning opportunities that can enrich and empower educators.

IIMBx's Social Impact

To build institutional capacity in education and help educators across the country keep up with global trends, IIMBx organizes faculty development programmes, workshops, and an annual conference on the future of learning, which draws participants from academia, industry and policy alike. A few examples of IIMBx's social impact initiatives are mentioned below:

- 1. IIMB's learners come from all strata of society. IIMBx tries to support learners by providing access to the courses through the three learning platforms which offer these courses, namely, SWAYAM, edX and IIMBx.
- 2. For the blended courses on IIMBx, which may involve significant faculty time during the courses, IIMBx offers considerable amount of support by way of discounted fees.
- Working with corporate social responsibility, the IIMBx department is exploring how basic certification in management can be offered at highly discounted rates to university students. The proposal is now under consideration with a few leading corporate organizations.

Institutional Partnerships

Indian Institute of Technology Bombay: Partnered with IIT Bombay to launch the Future of Learning Conference in 2018. Over 250 people attended the conference. These included academics, industry leaders as well as policy makers.

Indian Institute of Technology Madras: Partnered with IIT Madras to launch the Certificate in Technology and Management (CTM). CTM aims to upskill/reskill working professionals with minimal disruptions to their working environment. It also allows participants who may not have had access to these top-level institutions to learn from top-notch faculty of these institutions as well as experience the campus environment. IIMBx has offered scholarships to the extent of 25% of the course fee to several students requiring financial assistance. In case of a single mother interested in pursuing the course, IIMBx provided a 75% scholarship.

We have also explored other corporate partnerships for providing high quality educational resources to learners and faculty. Some of the partners include Wipro Limited (IT Services), Earthwatch Institute India, Amazon India, Harvard Business School Publishing and few others.



Professor PD Jose, Chairperson, Digital Learning

IIMBx is education reimagined in a learner-friendly way. Adopting best practices from IIMB faculty's classroom and real-world experience, and harnessing state-of-the-art educational technology, IIMBx makes accessible best-in-class business and management education, accessible to all free or at very low costs. Our MOOCs help learners upskill themselves and get ahead. Everyone, including students, working professionals, and homemakers have access to IIMB's world-class faculty and courses, in a blended format that allows them to continue their learning, from wherever they are.

Programmes

Academic Partnership Programmes

IIMBx brings its world-class management curriculum to the college classroom with the academic partnership programme. These programmes are offered only to cohorts from partner academic institutions and are administered with the support of the host institutions' faculty. Undergraduate students in their third and final year are eligible to take these courses to supplement their technical background with a strong foundation in core management subjects. IIMBx also offers advanced level elective courses for second year PGDM or MBA students.

I. Fundamentals of Business Management Programme

The Fundamentals of Business Management Programme comprises eight basic courses, of which students need to take at least six to successfully complete the programme. The Fundamentals of Business Management Programme has been designed to help undergraduate and postgraduate students in their final year to prepare for productive careers even when they do not have a management degree. The programme is open to undergraduate students in their third or final year and postgraduate students from non-management streams. On successful completion, students receive a certificate in Fundamentals of Business Management Programme from IIMBx.

The set of 8 courses include:

- » Statistics for Business
- » Corporate Finance
- » Organizational Design
- » Strategic Management
- » Introduction to Accounting
- » Managerial Economics
- » Operations Management
- » Marketing Management

Learner Stories

IIMBx's success in its mission to reach the unreached has found expression in these learner stories.



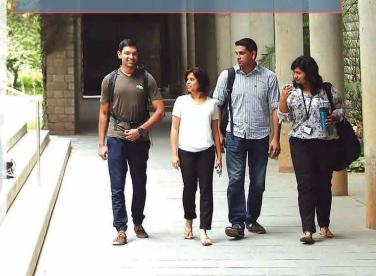
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Accolades to IIMBx

IIM Bangalore was honoured by the then President of India, Shri Pranab Mukherjee, for making management education accessible to all through Massive Open Online Courses (MOOCs), during the launch of the Government's SWAYAM platform at Vigyan Bhavan, in New Delhi on July 9, 2017. The award function was part of the National Convention on Digital Initiatives for Higher Education organized by the Ministry of Human Resource Development (MHRD), Government of India, to celebrate teaching and learning.

The People Management course by Prof. Vasanthi Srinivasan was rated as one of the most soughtafter courses in skill building by the Business Insider magazine.

Prof. P C Narayan won the Teaching Innovator Award 2016 for his blended MOOC. The teaching innovation that fetched Prof. P C Narayan the award was titled "Transitioning from a 'Teacher-centric' to a 'Student-centric' Classroom and Online Learning". Prof. Ramya Ranganathan and Prof. P D Jose were among the fifteen finalists for the award. IIM Bangalore was the only institution from across the country with three of its faculty among the fifteen finalists.



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Corporate Partnership Programmes

IIMBx offers courses customized to meet the learning requirement from industry. The courses are offered in a blended SPOC format and provide dedicated support from subject matter experts and face-to-face interactions with IIM Bangalore faculty (virtually or on campus). These courses have been successfully delivered to some notable corporate houses in the country.

Corporate partners who have taken IIMBx MOOCs

- MPEFB
- Renault Nissan
- Infosys
- Texas Instruments
- Welspun Group
- Havells
- Cisco
- Convergys
- Goldman Sachs
- Bank of Baroda

Academic partners who have taken IIMBx MOOCs

- IILM Delhi
- New Horizon College
- JK Business School
- BPIM Japan
- Karnataka Law Society (KLS), Belagavi
- Bhageerathi Bai Narayana Rao Maanay Institute of Technology (BNMIT)
- University of Gothenburg
- PES University
- CMS Jain University
- Indian Institute of Management Indore
- Indian Institute of Management Visakhapatnam
- Centre for Management and Research (CMR)

Professor Abhoy K Ojha, Dean, Academic Programmes

The IIMBx team has not looked back since its inception in 2015, with its objective of revolutionizing digital learning in India and allowing a wider section of the people to access courses by IIMB. Besides producing several unique courses in areas of management, IIMBx has now evolved to the next stage: learners can now complete MicroMasters and certification programmes online, interact with faculty virtually or in person, and avail course support from subject matter experts.

Professional Development Programmes

Open programmes are specially designed for working professionals who seek to build on their technical knowledge and broaden their career opportunities. These programmes are offered by IIMB faculty in a blended format – which combines elements of classroom and digital learning.





"I belong to a small town Bokaro Steel City, Jharkhand. I lost my mom when I was in Grade 4. That triggered me to create a team named Silverspark to help the unique ideas of women. However, that team failed to work due to lack of coordination. That experience definitely taught me how to step up. I started my career in Digital Marketing when I was in the 12th grade. After I passed high school, I joined IIM Bangalore's IIMBx MicroMasters Program in Entrepreneurship. I am in the final stage of the course, but this course skyrocketed my entrepreneurial journey.

My start-up was accepted into the Microsoft BizSpark Start-up Program and got significant funding which further helped me scale my start-up."

> Yash Raj Karthikey Entrepreneur





Although I started my career as a software engineer in the IT industry, I often used to wonder how different departments in one company make decisions and operate in sync to steer the business towards greater success. The YLP programme from IIMB helped me get an in-depth understanding about these things and helped me get to the next level in my current organization with great confidence.

Srikanth MiriyalaSenior Software Engineer
Infosys Ltd



The Young Leaders Programme came to me at a time where I started feeling saturated at work and I had nearly run out of ideas on how to add value in existing repetitive tasks. I remember reading the brochure of YLP and about all the subjects that would be taught and it was pretty clear that the focus will be on application of concepts and not just the concepts that would be taught. After almost half-year into the course I started feeling a lot more confident. I can read a set of data. I can analyze it. I can see what the trends are and I can see what the missing information is trying to tell me. So there has been a lot of learning and I look forward to a lot more

Utkarsha Kalra Senior Analyst Ernst & Young

General Management Programme for Young Leaders (YLP)

Today, young professionals take on a higher role and managerial responsibilities much earlier in their career. Many of them also work for start-ups and SMEs where they need to go beyond their technical knowledge and have a bigger picture of the business in mind. In such a situation, young leaders struggle and are often confused whether they are on the right path while taking decisions. They look for support to expedite their learning curve and to take informed decisions with confidence. IIMB with its close association and interaction with industries over the last four decades understands this challenge and offers this unique programme for the young leaders of today. The programme provides a strong foundation in management and creates confidence in handling difficult problems.

Programme Objectives

The General Management Programme for Young Leaders aims to achieve the following objectives:

- Understand the impact of macroeconomic changes on businesses
- Provide analytical and communication skills to young managers
- Gain a strong working knowledge in managing different functions like production, marketing, finance and human relations
- Provide confidence in managing accounting and financial matters
- Learn to read competitive landscape and build strategies

The programme is delivered using the blended learning format, which means learners have access to classroom sessions, course videos, webinars, and interviews. There is also an opportunity to connect with IIMB faculty through webinars and campus visits, as well as discuss industry trends, theories, and real-life applications of various concepts.







Certificate Programme in Technology and Management (CTM)

We are living in a technology driven world and if we fail to keep learning, we will be moving backwards. Thus, in this fast-paced digital world, it is important for knowledge workers to work diligently at enhancing their skills that align with today's trends. There is a great deal of work for executives and managers to be able to command the new technologies in support of business execution. Critical areas where people must invest in growing and tuning their skills include technology, data analytics and management. Thus, an in-depth understanding of technology and management practices is critical for leading organizations.

The Certificate Programme in Technology and Management (CTM) is designed with the purpose of meeting such learning needs of individuals. CTM is a joint effort by two of India's leading educational institutions, Indian Institute of Technology, Madras and Indian Institute of Management Bangalore. The programme aims to equip students with a deep understanding of recent developments in technology and modern theories of management.

CTM is a 11-month programme, which aims at expanding learners' technical know-how and broadens the scope for higher-level management opportunities. The technical courses are offered by IIT, Madras and the management courses are offered by IIM Bangalore. The programme is delivered through a blend of online learning components, live webinars and classroom sessions at IIMB and IITM—to create a superior learning experience for students.

The programme follows a comprehensive admission procedure to ensure that the learners' goals are oriented towards a challenging experience, simultaneously achieving diversity in both technical and management aspects. Participants are carefully chosen through interview and online test.

The programme consists of six core management courses and two technical streams - Data Sciences and Machine Learning. While the management courses are compulsory, the student must choose one of the two technical streams. These courses are offered under four modules. On successful completion of the programme, the participants receive a Certificate in Technology and Management which is a joint certificate from IIT Madras and IIM Bangalore.



A beautifully crafted course that balances regular and online coursework to fit in with our work schedules and enhanced by opportunities to engage with leading faculty and outstanding peers. With perfect blend of both technology and management, the course has a strong focus on developing analytical, problem-solving and decision-making skills. I see this programme as a long-term investment in my professional career.

Apoorva Gupta Assistant Manager Reliance Jio Infocomm, Ltd





I was searching for a programme from premier institutes and when I found CTM, I knew this was the one to enhance my skills, while being employed. The journey has been tough but rewarding. Campus connect sessions and the live discussions with the IIM/IIT faculty have been really useful. Weekly assignments with strict deadlines ensure that I stay on my toes and learn with the same pace as others. I believe these 10 months will help me become a better professional in several areas.

Ranjeet Singh Lead Technical Specialist SAP

Faculty Development Programmes (FDP)

Faculty Development Programmes have faculty-only cohorts and are designed to develop the research skills and networking capabilities of participants. The FDP is especially suitable for faculty looking to blend elements of digital learning in the classroom, or for those intending to develop their expertise in specialized management areas.

- » MOOC on MOOCs: A Digital Learning Playbook: This course gives learners an overview of the different aspects of creating a MOOC: planning, designing, production, and delivery. As a follow-up, faculty members and course creators have the opportunity to spend a day at the IIMB campus and make the most of workshops, lectures, and master classes by the team that produces courses taken by lakhs of learners around the world.
- Strategy and the Sustainable Enterprise for Teachers: This faculty-only course is for those wishing to introduce sustainability-related courses to their students. Spread over 12 weeks, this course examines how sustainability issues influence corporate strategy and how these challenges can be transformed into sources of competitive advantage. The FDP was made possible with generous support from Wipro Limited and Earthwatch Institute India.



One-Day Faculty Development Programmes: One-day Faculty Development Programmes are organized quarterly for faculty interested in adopting MOOCs into their classroom pedagogy.



MOOC Development Workshop: This two-day workshop was organized for faculty interested in understanding and adopting MOOCs into their classroom pedagogy. Over 30 faculty from nearly 30 institutions attend this programme. These programmes are done at very subsidized rates to build up institutional capacity in India. More such programmes are planned in the future.





Women Start-up Programme

When starting a business, women around the world have to navigate many hurdles – discrimination, financial constraints, and lack of access to higher education. To help Indian women entrepreneurs reach their full potential, IIM Bangalore's NSRCEL offers the Women's Start-up Programme. The first leg of the programme is a six-week MOOC by IIMBx – where learners are nudged to identify an idea and initiate their venture. The course includes videos, interviews, reading material, and live interactions with course faculty from IIM Bangalore.

The programme witnessed a massive expression of interest from the women entrepreneur community with over 1700 women enrolling in the Massive Open Online Course (6-week long) created by IIMBx. This interest further materialized into 283 venture ideas by the women participants. The top 50 ideas were selected for a boot camp at IIMB, resulting in 15 ventures getting incubated. These 15 women are now provided mentoring, infrastructure and financial support to take their ventures to the next level.



IIMBx Courses

| Courses | Faculty |
|---|--------------------|
| Accounting and Finance | |
| Introduction to Accounting - Basics of Financial Statements | R Narayanaswamy |
| Management Accounting | M S Narasimhan |
| Accounting for Decision Making | M S Narasimhan |
| Accounting and Finance | M S Narasimhan |
| Financial Accounting and Analysis | Padmini Srinivasan |
| Introduction to Corporate Finance | Ashok Thampy |
| Introduction to Investments | S G Badrinath |
| Banking & Financial Intermediation: Concepts, Risks, Capital and Regulation | P C Narayan |
| Money & Debt Market: Concepts, Instruments, Risks and Derivatives | P C Narayan |
| Equity Stock Market: Concepts, Instruments, Risks and Derivatives | P C Narayan |
| Foreign Exchange Market: Concepts, Instruments, Risks and Derivatives | P C Narayan |
| Special Topics in Risk Management of Banking and Financial Markets | P C Narayan |
| Value Creation * | Padmini Srinivasan |
| Decision Sciences | |
| Innovation and IT Management | Rahul Dé |
| Statistics for Business - 1 | Shankar Vekatagiri |
| Statistics for Business - 2 | Shankar Vekatagiri |
| Predictive Analytics | U Dinesh Kumar |
| Economics and Social Sciences | |
| Managerial Economics | Subhashish Gupta |
| Entrepreneurship | |
| DO Your Venture: Entrepreneurship for Everyone | Suresh Bhagavatula |
| New Product Development * | Ganesh N Prabhu |
| Law and IPR | |
| Intellectual Property Rights: A Management Perspective | A Damodaran |
| Marketing | |
| International Business Environment and Global Strategy | Sushil Vachani |
| Introduction to Marketing Essentials | Ashis Mishra |
| Marketing Management | Ashis Mishra |
| Customer Relationship Management | G Shainesh |
| Retail Management * | Ashis Mishra |

| Courses | Faculty |
|--|---|
| Brand Management * | Preeti Krishnan Lydem |
| Quantitative Marketing Research * | Prithwiraj Mukherjee |
| Organizational Behavior & Human Resources Management | |
| Introduction to People Management | Vasanthi Srinivasan |
| People Management for Entrepreneurs | Vasanthi Srinivasan |
| Designing Organizations for Competitive Advantage | Sourav Mukherji |
| Crafting Realities: Work, Happiness, and Meaning | Ramya Ranganathan |
| Effective Business Communication | Rakesh Godhwani, N Bringi Dev |
| Managerial Ethics * | Sari S A Mattila |
| Operations | |
| Introduction to Operations Management | B Mahadevan |
| Public Policy | |
| Cooperatives * | Trilochan Sastry |
| Strategy | |
| Introduction to Strategic Management | P D Jose, Sai Yayavaram, Rejie George Pallathitta |
| Strategy and the Sustainable Enterprise | P D Jose |
| Healthcare in India: Strategic Perspectives | Chiranthan Chateerjee |
| Managing Innovation * | Rishikesha T Krishnan, Vinay Dabholkar |
| Advanced Corporate Strategy * | Sai Yayavaram, R Srinivasan |
| Managing Strategic Alliances * | S Raghunath |

* Upcoming courses



Other Initiatives

Case Study Lab

Taking a major step towards advancing digital learning in India, IIMBx inaugurated a case recording lab with funding supported by Mitsubishi Corporation India Limited and Metal One Corporation India Limited. This laboratory is equipped to record live case discussions and is building a repository of teaching and learning aids that capture IIM Bangalore's approach to education.



Virtual Classroom

Virtual classrooms provide a great opportunity to effectively use the intellectual property and faculty to reach out to remote participants who are pursuing management education via the online mode, without having to travel. In the first attempt to create a classroom-like atmosphere virtually, for interactive sessions with distant audiences, IIMBx created a virtual classroom and studio, that can be used for webcasting live classes as well as a recording studio. This space is created so that IIMB faculty can explore, experiment, and innovate on digital learning pedagogy. It is platform agnostic and supports most conferencing software. Plans are on the anvil to turn VCS into a technology hub and playroom for experimenting with emerging technologies for integrating into the regular sessions.

Future of Learning Conference (FoL)

The Future of Learning Conference aims to promote dialogue, showcase innovation and establish collaborations across three major dimensions of learning – pedagogy, policy, and technology. One of the first such attempts in India, FoL is organized in partnership with IIT Bombay. It brings together leaders including academics, policymakers, and technopreneurs to talk about the best ways to leverage the developments in this space.

The presentations at the conference are recorded and made available for free access at http://www.futureoflearningconference.com

IIMB Courses are available on Multiple Learning Platforms

IIMBx understands that learning is a lifelong process, and strongly believes that management education has the potential to transform the country's learning experience. Quality content should be within reach of everyone - irrespective of location, finance, or educational background.

IIMBx

Courses on IIMBx are delivered by IIM Bangalore faculty. Learners also have access to a variety of online courses and programmes which address both core and advanced business and management subjects. With completion rates twice as high as those on few other MOOC platforms, IIMBx built on open edX, is one of the fastest-growing eLearning platforms in India today.

SWAYAM

SWAYAM – Study Webs of Active Learning for Young Aspiring Minds – is an initiative by the Ministry of Human Resource Development, Government of India, to offer online courses to learners across the country. The aim of this programme is to reach out to students who have remained untouched by the digital revolution and help them join the mainstream knowledge economy.

As one of SWAYAM's nine National Coordinators, IIMBx has now offered 17 unique courses and nine re-runs on the platform. The institute has also conducted examinations for 14 courses and issued certificates to over 300 students.

edX

Founded by Harvard University and MIT in 2012, edX is an online learning destination and MOOC provider, offering high-quality courses from the world's best universities and institutions to learners everywhere. With more than 130 global partners, edX university members top the QS World University Rankings.

In 2014, IIMB opened its classrooms to the world. Offering MOOCs in all management-related disciplines – Information Technology, Marketing, Operations, Innovation, Strategic Management, Finance, Statistics, International Business, Entrepreneurship, and People Management – IIMBx offers individual courses and online MicroMasters programs designed and delivered by some of the best minds in India.



IIMBx's courses are available on:



An online learning initiative by the Government of India

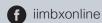




The digital learning arm of IIM Bangalore









S iimbxonline



imbxblog.com



+91 80 2699 3895



digital.leaning@iimb.ac.in

www.iimbx.edu.in | www.edx.org/school/iimbx | www.iimb.ac.in/iimbx

Programme Manager IIMBx **SWAYAM Initiatives** Academic Partnerships Corporate Partnerships Chairperson Digital Learning Usha Ganesan Girish Gurjar Tilak Thomas Divya Pareek PD Jose

usha.ganesan@iimb.ac.in girish.gurjar@iimb.ac.in tilak.thomas@iimb.ac.in divya.pareek@iimb.ac.in chairperson.moocs@iimb.ac.in