

Showcase

- AN IIMCCRC BI-ANNUAL NEWSLETTER

✓ Editorial

The editorial team of IIMCCRC's newsletter "Showcase" extends a very warm welcome to the faculty, case writers, and alumni to its 8th edition. In spite of the challenges posed by COVID-19 pandemic, faculty members of IIMC managed to complete 9 case studies during this academic year. The cases focused on a wide variety of managerial decision making scenarios in Indian context. These spanned across industries like Aviation, Health Care, Retail, Metal, and Textile. IIMCCRC now proudly hosts 101 cases which are widely used in different academic and training programs. The average monthly usage of its cases exceeded a thousand this year. The two top-most selling cases of the year were : Market Analytics at YouGo Cabs and RxPrism's REPBOTS. There are several interesting cases in the pipeline including in the areas like entrepreneurship in education, humanitarian project during COVID-19 pandemic lockdown, and so on.

This newsletter also marks the beginning of a new section titled "Faculty Shares", where our faculty will share their learnings and experiences with case teaching and case writing. This edition's topic is "Teaching Online with Cases". We hope you will enjoy reading the newsletter. Please email us and let us know what you think and please visit our website at <https://www.iimcal.ac.in/faculty/centers-of-excellence/case-research-center-iimccrc/overview> for more information.

Happy reading!

✓ Faculty Shares: Teaching Online with Cases

One of the challenges of teaching cases online amidst the recent pandemic is to keep the students engaged in class when the live energy of physical classroom is missing. Here are some of the ways in which technology can be leveraged to overcome this challenge.

In terms of the content for online teaching, it is extremely important to select cases which might not have easy answers but have controversial & compelling issues, providing scope for everyone to discuss and get emotionally involved. Enthusiasm and commitment of the faculty can play a very crucial role in establishing a learning contract with the students at the very outset.

In terms of the process, the real difficulty is to be able to deliver appropriate 'board plans' online. It can be done effectively when the faculty *types live or handwrites on a virtual whiteboard* or similar applications according to her 'board plans', say, for opening a discussion pasture, following-up on responses, broadening the discussion & summarizing, and then transitioning to the next discussion pasture. She can make use of *online polls* as transitional breaks to help students deal with digital fatigue. To provide theoretical and technical background for a case discussion, the faculty can share slides or prerecorded videos beforehand as *asynchronous material*. Online class interactions can be made more immersive than physical class when students can participate *actively through the chat window* over and above speaking voluntarily, or responding to warm calls, or playing the assigned roles of the actors in the case. In addition to active listening and creating an accommodative class environment, the faculty in virtual environment needs to put an extra effort to enable the students experience her human side. Faculty can feel comfortable by keeping real-time track of a student's online class experience through a second login to the class using another device. Online learning platform also makes it easy to *invite practitioners* to share their industry experiences with class. *Break-out rooms* can facilitate opposing groups brainstorm intensely and come up with their arguments, while the faculty observes them passively. Faculty can also use *group-level peer-evaluation and short online class-assessments* to have the students on their toes.

The class can be wrapped up, with students contributing to the faculty *'live-typing' the key-takeaways*. Finally, the faculty can open a question or two to motivate the students prepare for the next case. With class recording and chat comments available after the class, *grading class participation becomes easier*, thereby enabling the faculty to focus better during the class time. Additionally, the faculty can schedule *online office hours* to provide students with feedback, or discuss any clarificatory questions. Students can learn better than face-to-face class by going through *class recordings post-class and joining online discussion forums*. Last but not the least, familiarity with learning management system (LMS), the quality of technological infrastructure, and smooth functioning of the devices also do matter in making online case-teaching effective.



✓ Faculty Speaks



As an economist, my exposure to case writing has been marginal. Thus, I fondly remember my experience of writing the Case Study on "Century Textile Industries Limited - Cement Division" (Century Cement for short) - my first attempt to write a case. It started with a customized training programme for 23 senior executives from Century Cement in May 2018. Around that time, Century Cement was about to be acquired formally by the Aditya Birla Group who already had a strong presence in cement manufacturing and business. Thus, Century Cement was undergoing some radical transformation of its culture, strategy and business around that time.

Talking to various participants of the programme in the side-lines of the training programme initially gave me the idea of writing a case on Century Cement. Later when their CEO, Mr. Jayant Dua visited IIM Calcutta, I did have some initial discussion with him and he responded positively. I followed it up in a trip to Mumbai in summer of 2019 when I had a detailed meeting with Mr. Dua as well as their HR Head, Mr. Gautam Sinha, who was singularly excited about the case. Of course the final product came after a time lag, with quite a bit of handholding of Ms. Menaka Rao, the case writer, as well as two Chairpersons of IIMCCRC and its Manager, who did not rest till I submitted the case and constantly followed up with me. I owe this first case of mine to all of them.

Prof. Partha Ray
Professor, Economics Group, IIMC

✓ Case Writer Reflects



My partnership with IIMCCRC has been one of the most valuable ones. It has been a riveting nearly 2 years as a Case Research Writer and an Editor with the Center. The past year being particularly prolific. The nuanced approach to case writing and the depth of research that goes into creating each of these

pedagogical pieces was in itself a great learning experience. It was especially fun building the narrative for the IndiGo case study. The use of frameworks to analyze the business stories was also an interesting part of the case writing journey. I had the opportunity to work with the best in the faculty.

I remain grateful to Prof. Indranil Bose, Prof. Arpita Ghosh and Priya Dey for their unstinted support. I look forward to a long partnership and hope it brings more of such mutual success.

Ms. Bhaswati Mukhopadhyay
Case Writer & Copy Editor for IIMCCRC

✓ EDITORIAL TEAM



PROF. ARPITA GHOSH
Faculty Coordinator



MS. PRIYA DEY
Secretarial Assistant

For any suggestions about the newsletter please reach us at iimccrc@iimcal.ac.in

✓ Completed Cases for 2020-21

- *Micro Influencers give Wings to Indigo's Customer Experience Strategy*
- *Switch ON: Water Entrepreneurship Initiatives*
- *Dr. Reddy's Acquisition of UCB Brands*
- *A Journey of Transformation: Century Textile Industries Limited – Cement Division*
- *Dmart : The Indian Walmart*
- *Overcrowding of USG Patients at XYZ clinic : Application of healthcare queueing*
- *Shantha Biotech: A quest for affordable vaccination*
- *Managing Price Risk at Hindalco*
- *Being Women*

✓ Alumnus Connects

A case study is an excellent medium of learning for the students as well as the author. The students get a glimpse of real world business challenges, while the author



gets the opportunity to dive deep into the industry and look at the business from various perspectives.

When I got the opportunity to collaborate with Prof. Ritu Mehta on the case "Deodorant Wars in India : Revival Challenge for Axe", I knew I was up for a big challenge. I had to ensure that I do in-depth research about the deodorant industry and articulate it in a way that stimulates class discussion and learning for the students.

I take this opportunity to thank Prof. Ritu Mehta for her constant guidance, and IIMC Case Research Center for acknowledging the value in the case and publishing it. I wish IIMCCRC the best for all their future endeavours!

Mr. Abhi Jain
3rd Batch PGDBA of IIMC