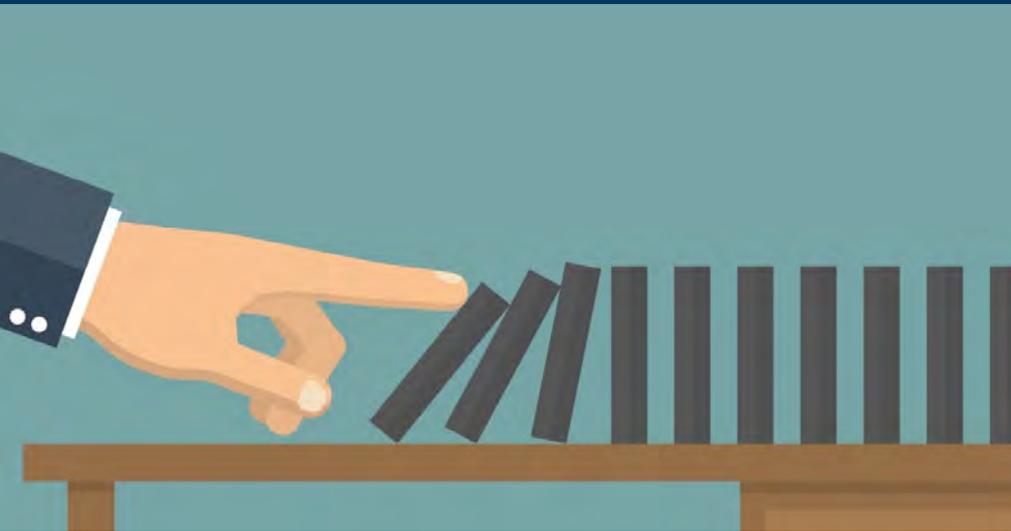


# CLMP Newsletter

*Centre for Learning and Management Practice*



**TAKE A LOOK AT THIS ISSUE:**

*Pedagogy & Learning - 2*

*Knowledge Dialogue - 3*

*Corporate Relations - 4*

*Assurance of Learning (AoL) - 5*

## ***HOD's Message***

Dear Colleagues,

We had another action-packed quarter for CLMP in Q3, with many initiatives moving forward. Before I provide a gist of all the happenings, I am very happy to welcome Dr. Parul Mathur and Dr. Naveen Baradi into the CLMP team. Their primary focus is and will continue to be Assurance of Learning (AoL), a rigorous process of measuring and improving learning outcomes of ISB programmes. Also, they will be spearheading the faculty development workshops in consultation with Professor Sohoni. These workshops will cover a wide range of topics from student engagement, teaching effectiveness, case teaching, and flipped classroom. The first of these workshops was conducted by Professor Charles Dhanraj and featured an insightful panel discussion on best practices adopted by our resident faculty. This is just the beginning. We hope to bring some very exciting content in this space in partnership with the Digital Learning team.

Over the last three quarters, Geetika and team have filled the case pipeline with 91 cases out of which 17 are published, 7 are submitted for publishing and 19 are in the final review stage. The good news is that thanks to our engagement during programme orientation, the word is slowly spreading and we are getting leads from CAS and our student community. We are equally delighted to report a couple of new initiatives that we undertook this quarter. First, we published a multi-media case with BIPP on the Michigan Sustainability Cases platform. Second, we developed a pilot simulation with Prof. Sohoni and help from Antarpreet.

ISB *Insight* continues its 15th-year-anniversary journey with phenomenal engagement on the digital front. Our online readership has increased by 100% from last year. This quarter's special issue focused on conversations with prominent visitors at ISB campus like Baba Kalyani, Mallika Srinivasan, Rajendra Pawar, and Shashi Tharoor to name a few. ISB *Insight* is another fascinating space to watch out for some innovation from CLMP!

Last but not least, corporate relations successfully conducted the graduation of its first cohort of the Executive Eminence programme. We have 11 Partners and Managing Directors from Deloitte who are now ready for deeper dialogue with academia. We also hosted two senior executives, Piyush Sharma from Zee Entertainment and R Sathyanarayana from Standard Chartered Bank who engaged with RCI Directors, faculty and students.

As we wrap-up Q4 and plan for the next financial year, I look forward to your honest and constructive feedback on areas that worked well and others where we can do better. We at the Centre are committed to building on ISB's vision of being the best global b-school.

Best,

**Reema**

# PEDAGOGY AND LEARNING

*Building case writing capability, creating fresh content, experimenting with new formats.*

## Cases

5 cases published in the quarter and 7 more ready for publishing | 11 cases in the review process with 8 new cases moving up to review stage this quarter | 10 new cases moved to development stage | 9 new case discussions initiated | Case initiation conversations took place with Ujjivan Bank, IndusAction, Indigo Airlines, Broadridge, Maruti Suzuki, Cuemath and the Planning Department, Govt. of AP.

### ISB-Ivey Global Case Writing Competition:

The results of the annual case writing competition were announced, with four prize winners and 10 honourable mentions.

#### OVERALL WINNER – 1ST PLACE

##### INDIAHIKES: Treading the Untrodden Trail

*Swapnil Garg and Sanjeev Tripathi, IIM Indore*

#### OVERALL WINNER – 2ND PLACE

##### Thyrocare: Disrupting the Indian Diagnostic Industry

*Suresh Srinivasan, Swati Agarwal and Sameera Sepuri, Great Lakes Institute of Management, Chennai*

#### WINNER – MARKETING CATEGORY

##### NAPPA DORI: Crafting the Branding Strategy

*Neena Sondhi, International Management Institute, New Delhi, and Rituparna Basu, International Management Institute, Kolkata*

#### WINNER – HUMAN RESOURCE MANAGEMENT CATEGORY

##### iimjobs.com- Integrated Analytics for Talent Management?

*Debolina Dutta, Indian Institute of Management, Udaipur, and Bishakha Majumdar, FORE School of Management, New Delhi*

## Two Simulation Pilots:

Two simulation pilots being developed, one in collaboration with NIIT for Prof. Sumit Kunnumkal's

“Pricing and Revenue Optimisation” course and one with MPS Interactive on Airline Fleet Management for Prof. Milind Sohoni.



## NEW CASES PUBLISHED

- **Creating and Sustaining a Social Enterprise: The Vittala Story S.**  
*Ramnarayan; Sunita Mehta*
- **Turnaround of Food and Civil Supplies Department in Telangana Government S.**  
*Ramnarayan; Sunita Mehta*
- **Thomas Cook India: Potential Unleashed - A Journey to Value Creation** *Vikram Kuriyan; Soumithri Mamudipudi; Geetika Shah; Bitan Chakraborty*
- **Merck, Darmstadt: Sustaining Legacy Beyond 350 Years** *Navneet Bhatnagar; Kavil Ramachandran; Andrea Calabro; Sougata Ray*
- **Lemon Tree Hotels: Opening Doors for Everyone** *Shuchi Srinivasan, Akshay Milap, Pearl Malhotra, Harsh Dadhich, Ajay Kathuria*

# KNOWLEDGE DIALOGUE: ISBINSIGHT

App privacy, ethical consumerism and sports engagement -- we inaugurated celebrations for our 15 year anniversary this December 2018 with our first online issue.

<http://isbinsight.isb.edu/the-print-magazine/#>

Conversations with NIIT Founder Rajendra Pawar, Bharat Forge's Baba Kalyani, Member of Parliament Shashi Tharoor and many more -- get in touch if you would like a copy of the limited edition print run issue of *ISBInsight Conversations*.

## Management Briefs

*ISBInsight* Management Briefs in October and December 2018 featured research and knowledge initiatives by faculty and RCIs and reached over 25000 recipients. Research in Focus articles from September 2018 Management Briefs were featured on the *Forbes India* Thought Leadership portal.

<http://www.forbesindia.com/isbinsight/952/1>



Professor Amit Mehra discusses how online and brick-and-mortar retail can coexist and thrive through multi-channel strategies.

<http://isbinsight.isb.edu/multi-channel-retail-dos-and-donts/>



Ujval Nanavati spoke with Professor Omesh Kini, one of the authors of a recent research paper, on how non-competes impact Chief Executive Officer (CEO) mobility.

<http://isbinsight.isb.edu/what-do-non-compete-agreements-cost-ceos/>

## ISBInsight Student Challenge

We will feature contributions by PGP and PGPMAX students to *ISBInsight* Student Challenge in the upcoming February 2019 issue. Look out for some comic musings on Last Page!

## Subscribe

Sign up to receive Management Briefs and other emailers at [isbinsight.isb.edu](http://isbinsight.isb.edu)



## KNOWLEDGE DIALOGUE

Visit the new redesigned web home for *ISBInsight* at [isbinsight.isb.edu](http://isbinsight.isb.edu) and tell us what you think.



## CORPORATE RELATIONS AND PROGRAMMES

### India Inside Programme

The India Inside Programme for Deakin University MBA students, Oct 28-November 1, 2018 by CLMP was the first customized version of India Inside programme delivered for a mixed group of students from their MBA, EMBA and Masters in International Business Programme. The programme was very well received.

The pilot run of the open format of India Inside Programme took place on Dec 3-5, 2018. Among other participants were Programme Directors from Tsinghua School of Economics and Cheung Kong School of Business in Beijing.

On November 30, CLMP conducted an India Inside Dialogue with Professor Nandu Nandkishore for Participants of the Conference on the Emerging Market Studies including representatives from HKUST and SKOLKOVO business Schools.

### Executive Eminence Programme

The first run of the Executive Eminence Programme, by CLMP concluded on November 26th, 2018 with a graduation ceremony for the executive eminence participants from Deloitte. Dean Raj gave the keynote address and was joined by Dr Chandra, ISB faculty members and senior leaders from Deloitte

### Executive in Residence

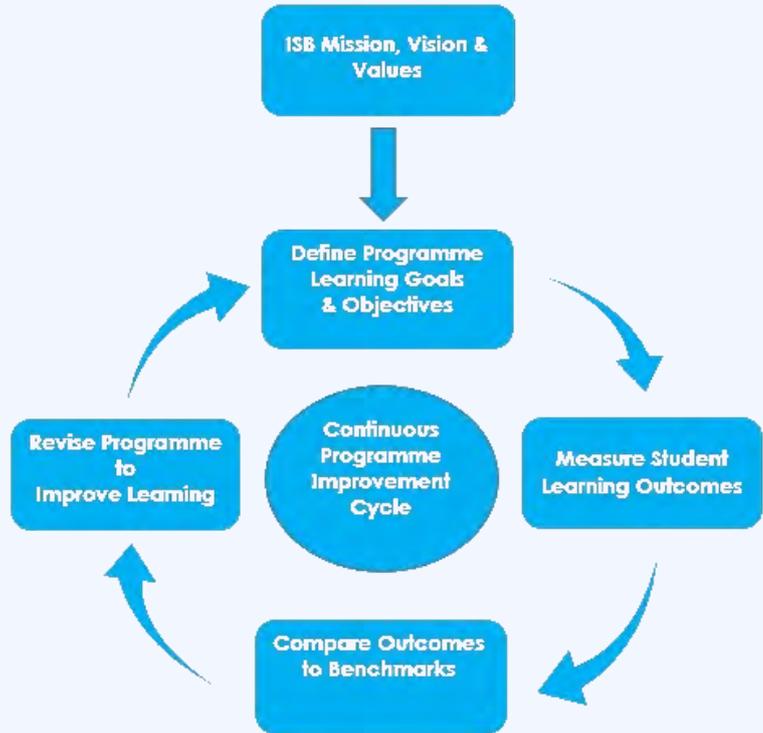
Piyush Sharma: The second Executive in Residence in 2018-19 is Piyush Sharma, Ex-CEO Zee Entertainment. Piyush visited ISB Mohali during Oct 4-8 and Dec 23-26, 2018. Piyush met some faculty members to collaborate and work.

R Sathyanarayana: The 3rd Executive in Residence, R Sathyanarayana is an ISB Alum from the batch of PGP 2003. He is currently with Standard Chartered Bank, responsible for technology, strategy and architecture. Sathya's core areas of interest are artificial intelligence, blockchain and analytics in the banking sector. Sathya spent time in ISB from Dec 15, 2018, till Jan 3, 2019. During his stay, met many faculty members and RCI heads.

# ASSURANCE OF LEARNING (AoL)

## Introduction

AoL is one of the best practices followed at ISB, aimed towards continuous curriculum review and improvement of ISB programmes every program year. Based on the continuous measurements of the achievement of the program goals and objectives, AoL ensures remedial action through “closing of the loop” initiatives in the programs, whenever needed. These “closing of the loop” initiatives typically lead to the curriculum changes, making AoL one of the key drivers of curricula management and the basis for continuously improving programmes. Currently, the ISB programs which are under the ambit of AoL are PGP, PGPMAX, MFAB and FPM.



## Recent Developments

### ***New program added to AoL – AMPH***

Significant efforts are now being directed to induct AoL process to all ISB programs, specifically the AMPs, where data-driven curriculum review on a continuous basis can reap significant benefits to all the stakeholders involved. As a result of these efforts, the AoL pilot has been successfully initiated for AMP in Healthcare starting the program year of 2018.

### ***Learning goals for New programs –EFPM***

AoL team has established program level learning goals for the newly launched EFPM program.

### **Revisions to existing program goals**

Following the continuous improvement ideology, significant revisions of the existing program learning goals have been proposed and approved by the AoL committee in August and September 2018 for PGP (Critical thinking, Global Awareness), PGPMAX(Global Awareness) and MFAB (Leadership).

### **AoL website**

To improve the awareness on AoL within and outside of the ISB community, AoL website was launched at <https://www.isb.edu/clmp/aol>

## AoL for CO2017 programs

AoL has published the Co 2017 reports for PGP, PGPMAX and MFAB. Following are the major findings from AoL, which have been discussed in the AoL committee meeting for curriculum review.

- PGP Co 2017 – Renew the measurement of Teamwork learning goal
- PGPMAX Co 2017- Experiment with additional ways of measuring Leadership goal
- MFAB Co 2017 – Revise Critical thinking, Global Awareness and Leadership goals measurement

## AoL Engagement

AoL team has widespread interaction with faculty, AA and program staff to ensure smooth implementation of the collection and analysis of AoL data.

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## Teaching Workshop, December 2018

CLMP organized a one-day Teaching Workshop on Dec 12th, 2018, to spearhead the chain of efforts towards creating a teaching support platform for ISB faculty. Prof. Charles Dhanraj, an award winning researcher and educator from Fox school of business, Temple University, conducted the workshop sessions ranging from Case Teaching, Technology and flipped classroom to Class engagement. These insightful and engaging sessions were concluded with a stimulating panel discussion of 5 ISB faculty from diverse areas and experiences, sharing their teaching experiences and learnings thereof. ISB faculty panel discussion – Dr. DVR Seshadri, Dr. Sowmya Sindhwani, Dr. Hariom Manchiraju, Dr. Sarang Deo and Dr. AnandKumar.