

## **Case Pedagogy**

The focus on case-based teaching and research is consistent with the vision of IBS, stated as: "to be a leader in management education through industry-focused curriculum, case-based learning and applied research". Cases have a significant role to play in all the three pillars of management education mentioned in the vision above.

The pedagogy of the MBA courses has a special focus on the use of cases; IBS cases are used in the first two semesters, and HBS cases in the third and fourth semesters. After going through 300 odd cases in a two year program students are equipped to analyze, think and act like a professional manager. To create the required trust in students, the first-year students are exposed to cases developed in-house which are less complex but descriptive in nature. These cases are developed and written by the faculty members of the Case Research Center in the University and have a mix of Indian as well as global cases.

The second-year students are taught through Harvard Business School cases that are complex and more decision oriented in nature. The HBS Cases in general have a global flavor. By this time the student has been exposed to the core concepts and adapting to the more complex Harvard cases is not difficult. In sum, the case method of instruction was introduced by taking the help of two Case repositories — our inhouse Case Research Center and Harvard Business Publishing.

These involve situations where students cases situations, encounter real life contexts surrounding information. The complexity built the situation forces them to think in a around holistic manner. This becomes a habit over time and the students learn to appreciate complexity and ambiguity, traits that hold them in good stead in industry. With three to four cases in a day, students learnt to cope with stress which benefited them in the long run in preparing them challenging corporate profession.

Due to introduction of case pedagogy the underwent a metamorphosis evaluation pattern with greater emphasis on class participation. In terms of being more relevant, we review every case at the end of the year and through a churning cases are introduced. The criterion new for replacement is to look at cases which have become dated and replace them with more topical cases.

Faculty members who join IBS without prior exposure to case teaching are inducted into the system through an orientation program spanning two to three days. This helps them get into the system and integrate with the bigger group.







The challenge relating to paucity of cases in courses like quantitative methods, financial accounting, financial management etc. is met by developing our own cases. The challenge relating to training the faculty members is met by inviting top academia from leading IIMs as well as senior industry executives. A small percentage of students find the adaptation to the case method challenging, due to inherent variations in student abilities to grasp the situation and concepts simultaneously. These students are counseled by the faculty members during the consultation hours and reorientation sessions are conducted for them.

The case pedagogy has held us in good stead as post implementation the employers have observed a visible change in the students in terms of their overall approach to business situations, greater analytical ability, better presentation and team building skills.

## **Case Writing**

The most significant innovation of the University in the area of research and knowledge development is the establishment and successful operation of the Case Research Centre (CRC).

The Case Research Centre of the University is a pioneering initiative in the country and is the largest source of management cases in India, and the second largest globally. The University has excelled in case-development and case-based research. It is the feather in the cap of the University. It is the second largest case repository in the world (after Harvard), with over 6400 cases published and distributed through The Case Centre (UK), formerly the European Case Clearing House (ECCH), as well as through IBS channels (icmrindia.org; ibscdc.org).

Over the years CRC has received 100 awards in global case competitions. A few prominent awarding agencies are Academy of Management (AOM). Association of MBAs (AMBA), Central European Management Eastern Development Association (CEEMAN), European Foundation for Management Development (EFMD), Emerald Group Publishing, NACRA, oikos International (Switzerland), The Case Centre UK, Molson School of John Business (University of Concordia, Canada), Project Management Institute (USA), USASBE - Baylor (USA) and Syracuse University, New York.





The cases are used by close to 900 institutions in over 80 countries (including prestigious institutions in North America and Europe). They also find a place in more than 260 standard international text books published by reputed publishers.. The cases are also used by many respectable companies and have been translated into foreign languages.

Among the several initiatives adopted by CRC for promoting our cases are:

- Preparation of teaching notes for all cases
- Cases in digital flipbook format
- Online access through the exclusive portals of IBS
- Preparation of cases in multimedia and comic-book formats
- Publication of case volumes on specific themes
- Offering reprints of cases for text-books and class-room discussions
- Conducting or partnering with national and international training programs
- Workshops, MDPs, FDPs and conferences on casewriting, case-teaching, and case-based research
- Publishing a case journal (titled "Case Folio The IUP Journal of Management Case Studies")
- Providing services as editorial board members, advisory board members, jury members, and organizing partners of case-related events, and so on.





Nine case writing workshops were conducted abroad as a part of Professional Development Workshops (PDWs), mostly at Academy of Management meetings at Boston, Philadelphia, Vancouver, Atlanta, and Chicago in USA and the prestigious 38th Strategic Management Society Annual Conference in Paris. Over 100 cases developed by the CRC are in the list of best-sellers.

With such a wide range of activities, the CRC is poised to scale newer heights. The case-development initiatives are unparalleled in the history of HEIs in India. The University is proud of its achievements in case pedagogy and writing.



