

## Quick Facts

 33

Case studies published

 80+

Case studies processed

 125+

Association of faculty members from various prestigious management institutes



Centre for Pedagogical Innovation and Publishing  
Indian Institute of Management Kozhikode

### Focus Feature: Case writing Workshop

Gyanodaya unveils its initiative to build capabilities in case writing through structured training and expert mentorship.

# Gyanodaya Samvad

Jan-2026

Volume 02

### In this Edition:

- Recent Case Publications
- Case Spotlight
- Pedagogical Innovation
- Pedagogy Through the Lens
- Upcoming Case Writing Workshop





# MESSAGE FROM THE CENTRE

We are delighted to present Volume 2 of our newsletter, Gyanodaya Samvad. Through this newsletter, we aim not only to share our latest publications and initiatives but also to reach a broader audience and facilitate collaboration among institutions, educators, and practitioners in management education and industry.

Since its inception, Gyanodaya has been focused on addressing one of the biggest challenges of this time, which is the increasing dominance of technology in shaping the students' thinking, as they highly rely on it. We believe it can only be tamed if a space is created where students learn how to think rather than what to think. This can be achieved through case studies and its discussion. However, developing cases that truly engage students and enhance their decision-making skills remains a significant challenge and Gyanodaya strives to fill this gap through our case publishing focused on Indian contexts and other activities.

As a newly established Centre, we are continuously evolving while working towards our objective of creating a symbiotic ecosystem in which institutions can access world-class resources at affordable terms and emerge as a home for global knowledge in management education. As we continue our journey, we are constantly updating our review processes to ensure that every publication aligns with world-class standards for teaching cases. In the last few months, we have also expanded beyond case publishing and included audio-visual content on innovative pedagogical methods used by the faculty of IIM Kozhikode, as well as published industry reports. We are also developing audio-visual content that highlights the rich heritage of Indian thought and practices, based on publications by our faculty.

In addition, the centre is also inviting collaborations with external institutes, and as part of this, Prof. Atanu Adhikari, Head of Gyanodaya, represented the Centre at other leading institutions, including IIM Ahmedabad and IIT Madras, where he presented Gyanodaya's objectives, verticals, functions, operations, and review process, etc. Also, the possibilities of industry engagement for developing research cases and conducting a joint case writing workshop are explored in addition to discussing potential avenues of collaborations between faculty for developing cases and other pedagogical content.

Recognising the need for high-quality cases and the importance of equipping scholars and academicians with the skills required to conceptualise, write, and refine strong case studies for powerful classroom learning experiences, Gyanodaya is conducting its first case writing workshop on 30<sup>th</sup> and 31<sup>st</sup> January 2026. We invite participation from educators, research scholars and industry professionals to join this learning experience and publish high-quality teaching cases.

Gyanodaya's journey of developing high-quality cases and supporting pedagogical innovation was possible only with the support of our authors, reviewers, and collaborators. We extend our heartfelt gratitude for your interest and meaningful collaboration. Your contributions play a vital role in the growth of Gyanodaya, and we are truly grateful for your commitment. In this newsletter, we are featuring the milestones we achieved together.

We look forward to your support and collaboration as we extend our activities and explore new possibilities.

Thanking you,  
**Team Gyanodaya**

## Executive Committee

**Prof. Atanu Adhikari (Head)**  
**Prof. Jijo Lukose P J**  
**Prof. Shovan Chowdhary**  
**Prof. Rajeshwari C**

## Support Team

**Ms. Aloufa K**  
**Ms. Milan Anns**

## Web Team

**Mr. Shiju N K**  
**Ms. Anjali T K**  
**Ms. Aiswarya Jyothindranath**



1

## Impex LED TV: Football Fiesta



Keyoor Purani, Deepak S Kumar

Based on a real 2022 scenario at KCM Appliances' Consumer Electronics Division, the case examines the design and evaluation of a FIFA World Cup-linked chance-based consumer promotion in Kerala, focusing on sales uplift, ROI, promotional appeal, and strategic trade-offs in seasonal, competitive markets.

MARKETING MANAGEMENT

2

## Shopify Inc. : Start Selling Anywhere



Vidushi Pandey

Shopify Inc. evolved from a conventional B2B SaaS tool into a platform-based ecosystem enabling businesses to build D2C webstores with minimal technical expertise. By integrating third-party plug-ins and a subscription-plus-commission model, Shopify now serves small entrepreneurs, large brands, and emerging customer segments.

INFORMATION SYSTEM

3

## Swiggy Instamart: Balancing Speed, Scale and Sustainability in Quick Commerce



Ramesh Krishnan

This case examines Swiggy Instamart's rapid expansion in India's quick-commerce sector, highlighting operational choices around dark store networks, last-mile logistics, and unit economics. It explores the strategic tension between aggressive growth and sustainable profitability amid intense competition, evolving consumer expectations, and pressure to build a scalable, efficient supply chain.

SUPPLY CHAIN MANAGEMENT

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## VIDYADHAN: Building Partnerships in Corporate Social Responsibility



Priya Nair Rajeev, Simy Joy

Vidyadhan, a scholarship initiative of the Sarojini Damodaran Foundation, has grown from supporting two students to a multi-state program. As it scales, the program faces outreach, funding, and CSR partnership challenges. The case explores how Vidyadhan can build a broader, sustainable sponsor network to ensure long-term impact and national expansion.

GENERAL MANAGEMENT

## **“Damned If You Do and Damned If You Don’t” Linde India – Challenges with Minority Shareholdings (Part A)**

 **Rajesh Srinivas Upadhyayula, Rachappa Shette and Navaneeth K P**

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Linde India's merger with Praxair has sparked a dispute, with minority shareholders contesting the proposed restructuring and related-party transactions. The case highlights the trade-off between restructuring and shareholder rights, SEBI's regulatory role, and the broader challenge of designing optimal post-merger structures. Participants must assess strategic objectives, address governance concerns, and chart a way forward.

**STRATEGIC MANAGEMENT**

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## **“Damned If You Do and Damned If You Don’t” Linde India – Challenges with Minority Shareholdings (Part B)**

 **Rajesh Srinivas Upadhyayula, Rachappa Shette and Navaneeth K P**

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This case explores a corporate governance dilemma at Linde India Limited following its merger with Praxair Inc. Minority shareholders challenged related-party transactions and business allocations, prompting a SEBI investigation. The case invites participants to assess shareholder decisions, while offering insights into India's legal framework on mergers and acquisitions.

**FINANCE**

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## **Dream Bakes – Selecting New Positioning Strategy for Winkies**

 **Atanu Adhikari , Seema Lall**

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In 2019, Anirban Ghosh, CEO of Dream Bake Pvt. Ltd., faced a critical branding choice: how to position Winkies as a national packaged-cake brand in a crowded Indian market. With multiple positioning routes proposed, the case explores strategic trade-offs in differentiation, consumer appeal, and long-term growth.

**MARKETING MANAGEMENT**

**CASE  
PUBLISHED**



**Gyanodaya**



8

## Linc Pen & Plastics Limited – Up-scaling the Brand



Atanu Adhikari, Seema Lall

Linc Pen & Plastics Limited, a value-focused Indian writing instruments firm, faced declining performance as rising input costs and global restrictions exposed limits of its low-price model. Managing Director Deepak Jalan had to decide whether to premiumise Linc, launch a new brand, or rebrand entirely.

MARKETING MANAGEMENT

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## Rozgar Dhaba – Building Employment Pathways in Rural India



Priya Nair Rajeev

Rozgar Dhaba is a hybrid social enterprise connecting rural youth to formal employment through a blend of community presence and digital tools. This case explores inclusive workforce innovation, women's participation through Her Jobs, and the strategic dilemmas of scaling impact without losing trust.

GENERAL MANAGEMENT

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## Microsoft's Dilemma: Retrenching Dei Or Redefining Priorities?



Shivani Sharma, Shikha Bhardwaj and Diptiranjan Mahapatra

Microsoft's 2024 decision to lay off its Diversity and Inclusion team sparked concerns about its long-term commitment to inclusive practices. This case examines the strategic dilemma of optimizing D&I representation and participation while balancing employee trust and organizational performance amid changing business priorities.

ORGANIZATIONAL BEHAVIOUR & HR MANAGEMENT

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## Beyond Water: Bisleri Pop's Carbonation Conundrum



Atanu Adhikari, Vaishali Garg and Pronobesh Banerjee

Set against India's evolving beverage market, this case explores Bisleri's strategic dilemma in re-entering carbonated soft drinks after earlier failures. Students analyze brand extension risks, category fit, and distribution challenges as the company weighs growth opportunities against protecting its core bottled water franchise.

MARKETING MANAGEMENT

# Gyanodaya **CASE** SPOTLIGHT

Case spotlight is a newly introduced initiative of Gyanodaya as part of our outreach activities. Every month, we select one of the cases published by Gyanodaya and feature it on our website as well as share it with the academic community. Through this initiative, we aim to showcase our cases to a wider audience and increase the visibility of the case.

Each spotlight begins with a brief introduction to the organization featured, followed by an outline of the dilemma or problem addressed in the case. It also explains why the author chose this particular case and shares their experience of researching and writing it.

Nov Spotlight

## **ULCCS: Feasibility of PEB Business initiative**



**Keyoor Purani, Joffi Thomas**

The first issue of our spotlight features the Uralungal Labour Contract Cooperative Society (ULCCS), Asia's largest and India's oldest labour cooperative enterprise. The case discusses the initiative by the company to sustain member engagement by expanding into IT and IT-enabled services with UL Technology Solutions, shifting focus to empowering knowledge workers while maintaining its mission of sustainable development.

Dec Spotlight

## **Tata Consultancy Services – The Strategy-Structure Conundrum**



**S. Subramanian, Sumit Mitra**

This spotlight is on Tata Consultancy Services (TCS) Limited, which is an Indian multinational technology company that offers a wide range of services, including IT, BPO, infrastructure, engineering, and assurance. The case explores how the organisational restructuring was closely connected to shifts in TCS's business strategy, rather than being merely an operational or personnel-driven decision.

# PEDAGOGICAL INNOVATION

## Biofeedback based Yoga Practices

Contemplative practices such as breath observation, mindfulness, and yoga are increasingly being integrated into classroom settings. However, one of the key challenges in teaching such practices is that neither the teacher nor the practitioner fully recognizes the spectrum of events happening inside the practitioner's mind.

In this pedagogical approach, the focus is to make the internal cognitive state during contemplative practice observable and measurable, so that the specific challenges of the mind can be recognized and addressed. This is achieved by using a biofeedback-based technique in which students receive real-time, live feedback about their practice.

In this course, Workplace Wellbeing through Karma Yoga, at the beginning of each session, a 10-minute yoga-based breathing practice is introduced, which includes sectional breathing, Nāḍī Śuddhi Prāṇāyāma (alternate nostril breathing), and Bhrāmarī Prāṇāyāma, where a humming sound is produced. A multi-sensor device, Muse Athena, is used during this practice to obtain important insights on the participant's mental state. Metrics like cognitive engagement, moments of distraction, periods of focused attention, postural stability, and heart rate changes can be used to provide feedback to participants on their practice challenges and strengths. This helps them discover how various practices influence their mind and which parts of the practice are more beneficial.



**Prof. Judu Ilavasru**



This approach uncovers hidden states of mind and enables deeper inner reflection during contemplative practices. The biofeedback-supported approach helps cultivate interoceptive awareness by bridging the gap between internal experience and perceived

feedback through objective measures. This enhances self-awareness and makes the practice more effective by offering specific insights for targeted improvement. Overall, it brings clarity, builds confidence, and supports a consistent self-care routine.



## Pedagogy Through the Lens

Explore how the faculty of IIM Kozhikode are transforming classrooms through innovative teaching practices.

### Learnings from non-business book reading sessions

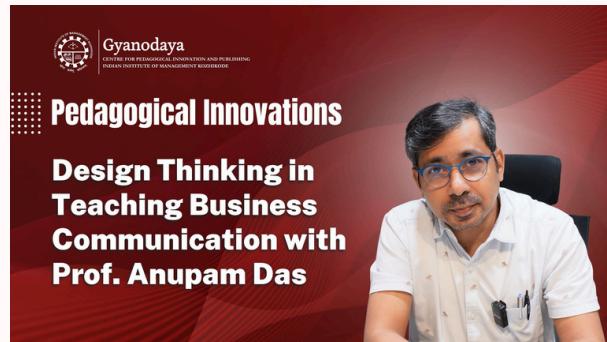


Prof. Nivedhitha K S explains how non-business book-reading sessions spark deep reflection, dialogue, and creative expression, as students share stories, multiple perspectives, and alternate voices, turning reading into a transformative classroom experience.

Learn more:

<https://gyanodaya.iimk.ac.in/Pedagogical-Innovations>

### Design Thinking in Teaching Business Communication



Prof. Anupam Das shares how he effectively use digital devices, rather than prohibiting them in the class to enhance the ability of students to apply creative problem-solving to synthesize, interpret and communicate complex ideas effectively, reflecting real-world business scenarios.

Learn more:

<https://gyanodaya.iimk.ac.in/Pedagogical-Innovations>

## Other Publications

A snapshot of an industry report published by the faculty of IIM Kozhikode.

### T-Hub: World's Largest Innovation Hub and India's Leading Startup Incubator



Debashis Chatterjee, Vidushi Pandey and Arqum Mateen

T-Hub, an innovation hub and ecosystem enabler founded in Hyderabad, India in 2015, has become a national leader in fostering entrepreneurship and innovation. The report outlines T-Hub's journey, its core pillars, impact, and plans for the future.



# Gyanodaya CASE WRITING WORKSHOP

The use of case studies in business and management education helps to strengthen the critical thinking, strategic analysis, and decision-making skills of students. As the cases that present specific, real-world business scenarios are introduced to a class, students are required to think like decision-makers.

Gyanodaya is conducting the first Case Writing Workshop recognizing the need for high-quality case studies to empower scholars and academicians with the skills required to develop strong case studies and transform them into powerful classroom learning experiences.

## IMPACT HIGHLIGHTS

- **SKILL DEVELOPMENT:**

Learn the skills required to conceptualize and write impactful and publication-ready case studies.

- **EXPERT GUIDANCE:**

Receive guidance and feedback from experienced case writers and expert tutors.

- **CERTIFICATION:**

Obtain a participation certificate from IIM Kozhikode.

- **NETWORKING OPPORTUNITIES:**

Chance to connect with fellow participants and case experts.



ON 30 AND 31  
JANUARY 2026



IIM KOZHIKODE  
CAMPUS



START AT  
09 AM - 05:30 PM

## THE INSTRUCTORS

**PROF. ATANU ADHIKARI**

AND

**PROF. DEBOLINA DUTTA**

IIM KOZHIKODE

## Voices from Our Authors

Reflections on working with Gyanodaya

*"Gyanodaya has become a vibrant platform for exchanging pedagogical ideas. In 2025, publishing as many as four cases with the centre was intellectually rewarding and truly impact-amplifying. The supportive, thoughtful review process energised my work and enabled meaningful case writing outcomes."*

**-Prof. Keyoor Purani**

*"Incisive feedback, concrete examples, and moral support from Gyanodaya have sharpened my thinking, strengthened revisions, navigated reviewers, and elevated my case writing through an enriching engagement."*

**-Prof. Priya Nair Rajeev**

*"The overall experience of publishing my case studies with Gyanodaya was great. I really appreciate the critical feedback provided at every stage of the review process and the timely responses."*

**-Prof. Ramesh Krishnan**



# Gyanodaya

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