



Centre for Pedagogical Innovation and Publishing  
Indian Institute of Management Kozhikode

Gyanodaya

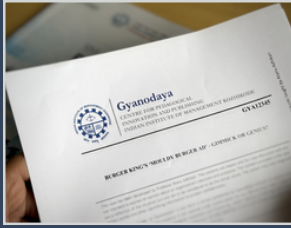
Samvad

June-2025

Volume 01



# In this issue



## Cases Published

A comprehensive list of management cases developed by IIMK faculty. Explore insightful cases across strategy, marketing, information systems, operations, and more.

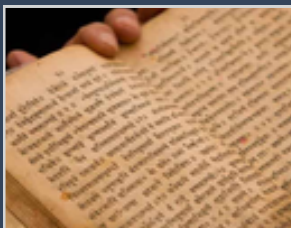
05



## Pedagogical Innovations

Highlighting innovative teaching methods and classroom experiments by our faculty. Discover creative approaches enhancing learner engagement and academic impact.

09



## Indian Thought & Practices

A curated compilation of research, articles, and initiatives rooted in Indian ethos. Showcasing how ancient wisdom meets contemporary management education.

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## From the Editorial Team

Welcome to the very first issue of **Gyanodaya Samvad** — the official newsletter of Gyanodaya, Centre for Pedagogical Innovation and Publishing, IIM Kozhikode.

True to its name, Samvad, this newsletter is a space for conversations — about cases that inspire, stories that shape pedagogy, and ideas that spark learning.

In this inaugural issue, we bring you a glimpse of the journeys we've charted, the cases we published, and the voices that make Gyanodaya a vibrant centre for dialogue and knowledge sharing.

We look forward to making **Gyanodaya Samvad** a platform where every edition sparks new conversations and illuminates fresh perspectives.

Happy reading!

**Team Gyanodaya**

## Quick Facts



3

Stage rigorous review process



60+

Case studies processed



23

Case studies published



75+

Association of faculty members from various prestigious management institutes



## Message from the Director

Through the first edition of Gyanodaya Samvad, I am proud to introduce Gyanodaya, A Centre of Excellence for pedagogical innovation and publishing. Gyanodaya is a symbol of IIM Kozhikode's dedication to strengthening management education in an era where education must constantly evolve to meet global challenges. In addition to advancing innovative pedagogy and disseminating superior academic content, Gyanodaya was established to reinforce IIMK's standing as a thought leader. It is more than just a center; it is a declaration of IIMK's commitment to forming inclusive, significant, and interconnected education with India's sociocultural fabric.

Gyanodaya Samvad offers a preview of its work in its first edition. Along with information about academic publications examining indigenous philosophies and practices, readers will find high-quality case studies published by Gyanodaya that illustrate the complex nature of Indian businesses. Information about the innovative pedagogy used by IIMK faculty is also included in the newsletter.

The dedication of Gyanodaya's core team is the driving force behind every accomplishment of the centre. The long-term goal of this team is already beginning to take shape: to establish a sustainable ecosystem for the production and sharing of knowledge globally. The team makes sure that the centre's outputs are at par with highest international standards by striking a balance between ambition and careful implementation.

The success of Gyanodaya has been greatly aided by the intellectual engagement of the faculty at IIMK and other Indian institutes. Gyanodaya's early successes were greatly helped by their contributions of excellent cases, active involvement in the review process, experimentation with new teaching techniques, and writing on Indian thought and practices. I have no doubt that this collaborative spirit will only grow stronger as Gyanodaya progresses.

As IIM Kozhikode expands into new areas, Gyanodaya will be a driving force. The centre fortifies our shared goal of redefining management education in a way that Globalise Indian Thought. I invite you to read this newsletter as a window into the transformative work that Gyanodaya is doing.

**Prof. Debashis Chatterjee**  
Director, IIM Kozhikode



# Message from the Head of Gyanodaya

The name Gyanodaya, a combination of Gyan (knowledge) and Udaya (dawn), symbolizes IIMK's aspiration to make Indian wisdom transcend national borders and inspire people globally. Gyanodaya, the Centre for Pedagogical Innovation and Publishing at IIM Kozhikode, established on three underlying tenets: promoting pedagogical excellence, fostering global relevance, and sharing indigenous knowledge. The objective of Gyanodaya is to create a symbiotic ecosystem, in which institutions can access world class resources at affordable terms, authors are greatly acknowledged for their intellectual contributions, and Gyanodaya emerges as a home for global knowledge in management education. This helps the centre to maintain a "win-win-win" model to ensure sustainability, inclusivity, and excellence.

Even though Gyanodaya is in forming stage, it has already published it's first batch of case studies covering diverse topics, each with comprehensive teaching notes. These case studies are written based on real world business issues and events. The newsletter also provide snippets of books and cases written by IIMK faculty members that explore Indian thought and practices. In addition, three pedagogical innovations have been introduced by IIMK faculty in their classrooms; a synopsis of each has been provided in the newsletter.

The core value of Gyanodaya is excellence. A panel of academicians conducts a rigorous three-stage peer review process of each case study submitted to Gyanodaya. Reviewers are chosen based on their academic distinctions as well as their capacity to contextualize critique as per practices followed by premier global institutions.

Gyanodaya foundation has been laid by unconditional support from its executive committee, IIMK faculty fraternity and staffs. The centre has been graced by their intellectual generosity and enormous time bound effort. In addition to them, the centre has also been privileged to



receive significant participation from external academics. Their knowledge has enhanced Gyanodaya's content, making it appropriate for prestigious global institutions.

As we progress in this journey, Gyanodaya hopes to conduct events that are relevant to pedagogical excellence, and collaborate with academics and practitioners to produce content that is relevant to the industry. We also strive for establishing alliances with global academics to publish case studies and exchange collaborative ideas. This newsletter serves as a window into our changing story, showcasing our accomplishments and offering a sneak peek at what lies ahead. I encourage you to look through its pages, visit Gyanodaya website to get a complete look of the centre, and work with us to create a future in which knowledge serves as a bridge and an inspiration.

**Atanu Adhikari**

Professor, IIM Kozhikode

## Executive Committee

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

## Web Team

Mr. Shiju N K  
Ms. Anjali T K  
Ms. Silpa N

## Support Team

Ms. Aloufa K  
Ms. Milan Anns

# Cases Published



IIMKTC25001

Marketing

## Impex in 2020: Positioning in the Kitchen Products Market

 Keyoor Purani, Deepak S Kumar

Impex, a Kerala-based kitchen appliances brand, faces a critical rebranding decision amid national expansion. Extensive consumer insights reveal evolving behavior and perceptions. This case invites students to analyze qualitative and quantitative consumer data, choose between rebranding or continuing, and craft positioning strategies to navigate complexities and seize opportunities beyond Kerala.

IIMKTC25002

OBHR

## Chasing the inclusion dream with UL care

 Rajeshwari Chennangodu, Ishan Vats, Naziya Zaina Naufal, Vivek V Dev, UL Care

The case examines the difficulties of incorporating intellectually challenged adults into conventional employment through UL-Care, a facility focused on rehabilitation and empowering individuals with intellectual impairments through vocational training and social integration. It presents challenges with workplace preparedness, gendered safety issues, and maintaining employer confidence while fostering inclusive, neurodiverse organizations. This scenario deals with how businesses could integrate neurodiversity with operational viability and social accountability.

IIMKTC25003

Finance

## Optimizing cash flow through TReDS for Sahaj Solar Limited

 Aswin Alora

This case examines Sahaj Solar Ltd.'s prolonged cash conversion cycle caused by delayed customer payments. It explores the firm's financial constraints, evaluates the Trade Receivables Discounting System (TReDS) as a solution, and challenges students to assess whether adopting TReDS can improve liquidity without jeopardizing supplier relationships and operational transparency.

IIMKTC25004

Information Systems

## Namma Yatri : Revolutionizing India's Mobility Market

 Vidushi Pandey

This case outlines the growth of Namma Yatri, a Bengaluru-based mobility platform that operates on a subscription-based model, bypassing the commission-heavy framework of its competitors. While the initial response from drivers had been encouraging, in order to sustainably grow and compete against bigger incumbents like Ola and Uber, it needs to strategize carefully for the future. The case delves into this key dilemma and explores if a commission free, subscription pricing strategy will be sufficient for Namma Yatri to disrupt the existing incumbents.

IIMKTC25005

Marketing

## Jyothi Laboratories: Strategic Planning for Growth

 Atanu Adhikari , Aparna S Nair

Jyothy Labs (JL) aims at an ambitious revenue hike from INR 24.86 billion to INR 50 billion under M R Jyothy's leadership. Even as an established market leader in selected segments, the JL faces significant challenges in the competitive FMCG market while operating across fabric care, dishwashing, household insecticide, and personal care segments.

IIMKTC25006

Marketing

## NOKIA Smartphone: Reestablishing the Brand to Premium

 Atanu Adhikari

Nokia had recently developed a new smartphone that has premium features comparable to contemporary iPhone and has priced it at 50% of iPhone's price. Nokia India's head, Khanna, was faced with a decision of whether to position Nokia as a moderate phone maker and keep producing low-cost smartphones or to turn its attention to producing high-end smartphones competing with iPhone and Samsung.

IIMKTC25007

Strategy

## Campus Green as Carbon Sink

 Deepak Dhayanithy

This case familiarizes students with carbon emissions, absorption by flora, and Scope I-III emissions. It uses remote sensing and Google Earth Engine to estimate a campus's carbon absorption capacity and compare it with the carbon impact of installing a solar plant. Students engage with environmental, financial, and strategic decisions on conserving greenery, understanding its role in offsetting emissions and contributing to cleaner air and sustainable campus management.

IIMKTC25008

Information Systems

## Taming GAI Hallucinations: Inspeq AI

 Sreejith Alathur, Srinivas Subramanya

The case follows Inspeq AI, a Dublin-based startup tackling hallucinations and bias in Generative AI. As they gear up for the 2024 Start-up World Cup, Inspeq faces strategic choices on product focus, market positioning, and regulation compliance. The case highlights decision-making challenges in fast-evolving, competitive, and highly regulated AI markets.

IIMKTC25009

Marketing

## Meesho: To Change Its Business Model

 Seema Lall, Atanu Adhikari

This case study explores the dilemma of the CEO of Meesho, a \$4.7 billion e-commerce company, on shifting from being a growing social commerce (B2B2C) player to the highly competitive but high growth traditional e-commerce (B2C) market in 2022. This shift required large investment and playing down its own core strength where 80% of Meesho's users favouring B2B2C model.

IIMKTC25010

Marketing

## Meesho Superstore: Re-entering into grocery e-commerce


 Seema Lall, Atanu Adhikari

Meesho Superstore, first launched in 2022 and subsequently shut operations in a few months owing to high operational costs and intense competition, was planning to re-enter in grocery business in 2024 due to high growth potential in the online grocery. The case deals with protagonist's dilemma on re-entry and challenges to establish itself amongst intense competition.

IIMKTC25011

Marketing

## The Mom Store: Growth Strategy (A)

 Joffi Thomas, Kripa Varghese

The case describes the origins and strategic growth options of a maternity and infant wear e-retailer. Founded in 2018 by a MBA graduate of 2013, the bootstrapped start-up has turned sales of INR 207MM by 2024. Participants are required to formulate a profitable plan to take the sales to INR 1B in 3-5 years without resorting to equity financing.

IIMKTC25012

QMOM

## Offline Expansion: The Story of Mamaearth's Project Neev and Beyond

 Ramesh Krishnan, Srikanth Krishnaprasad

The case examines Mamaearth's offline expansion through Project Neev, which replaced super-stockists with direct distributors. This strategic shift caused inventory misalignment and financial losses. The central dilemma revolves around whether to persist with the new model, revert, or adopt a hybrid approach—highlighting key lessons in distribution strategy, inventory planning, and supply chain resilience.

IIMKTC25013

Strategy

## Rainbow Children's Medicare Limited

 Anita Kerai, Nycil George

Rainbow Children's Medicare Limited (RCML), a trusted name in high-quality maternity and children's care, is looking at creating a roadmap to leverage the clinical expertise that they have developed. Geographic expansion and vertical integration were two lucrative options. However, all growth options require carefully balancing stakeholder expectations while navigating competitive dynamics.

IIMKTC25014

Marketing

## ULCCS: Feasibility of PEB Business Initiative

 Keyoor Purani, Joffi Thomas

An established labor co-operative, commercial and infrastructural developer- ULCCS, was planning to venture into the business of pre-engineered buildings (PEB) using steel in place of RCC. The Chairman wanted to assess the feasibility of the new business. Participants are required to forecast demand, decide price, and calculate 5-year cumulative sales and gross contribution.

IIMKTC25015

HLAM

## Mind-Body Interventions for workplace wellbeing

 Judu Ilavarasu

In evolving workplaces with a shortage of mental health professionals, the task-sharing approach requires managers to take on caretaker roles to support peers. This case explores how managers can design and implement yoga and mindfulness based mind-body interventions within available time, space, and productivity constraints. It highlights the dilemma of balancing employee wellbeing and organizational productivity.

IIMKTC25016

Strategy

## Tata Consulting Services - The Strategy-Structure Conundrum

 S.Subramanian, Sumit Mitra

Tata Consultancy Services (TCS), India's largest IT services company, was at a crossroads in early 2020s as it plans to move up the service value chain. This strategic shift necessitates changes in the organizational structure. However, efforts by former CEO Mr. Rajesh Gopinathan to implement structural changes were reversed by the new CEO. As a result, questions about TCS's future strategy continue to linger.

IIMKTC25017

Strategy

## Beyond CSR - Creating shared value at Mahindra Group

 S.Subramanian

Mahindra Group is a diversified family business group, with presence in multiple industries including automotive, information technology and finance. In late 2000s Mahindra group adopted a new CSR approach, integrating social activities into its business. The Strategic CSR approach brought in its own challenges along with its noble intentions.

**IIMKTC25018****Finance**

## Uniroyal Marine Exports- To hedge or not to hedge?

 **Ekta Sikarwar, Vemparala Venkat**

The case presents a dilemma for the company over whether to hedge the currency risk associated with its export deal to South Africa. Given the Indian rupee's historical weakness, the company is wondering whether to utilize derivative instruments to manage the risk or leave the exposure unhedged.

**IIMKTC25019****Strategy**

## Future of Zee Entertainment Enterprises Ltd after the failed merger deal

 **S.Subramanian**

Zee Entertainment Enterprises, a pioneer in the Indian satellite television industry and part of the diversified Essel Group controlled by the family of Mr. Subhash Chandra, faced major challenges in the early 2020s. Its attempt to merge with Sony Corporation's Indian television business failed due to corporate governance issues. Zee's long-term future hinged on the ZEEL board addressing these governance concerns and setting the company on a clear strategic path.

**IIMKTC25020****OBHR**

## Margo: Jyothi Laboratory's Personal Care Brand

 **Atanu Adhikari , Aparna S Nair**

Jyothy Labs (JL) targets to increase its revenue share in the personal care segment from 10% to 20%. This case discuss various strategic decisions for Margo which is a 100-year-old neem soap with moderate rural presence but struggling in the urban markets, as it faces competition from both ayurvedic players and multinational FMCG companies.

**IIMKTC25021****Information Systems**

## MyRobo : Navigating the Pitfalls of Algorithmic Decision-Making in EdTech

 **Sreejith Alathur, Manoj Philip Mathen**

The case study examines MyRobo, an EdTech startup whose AI-driven decisions initially offered an edge but faltered as the company scaled. Facing operational inefficiencies and declining enrolments, MyRobo must choose between refining AI, adding human oversight, or abandoning AI. The case highlights AI lifecycle challenges and the need for balanced decision-making.

**IIMKTC25022****Information Systems**

## From Scarcity to Sustainability: Can Farmonaut's AI Model Revolutionize Food Security?

 **Sreejith Alathur, Mukesh Chaware**

The case explores Farmonaut, an Indian agritech startup leveraging AI and emerging technologies to enhance agricultural productivity. It follows three farmers adopting Farmonaut's tools to tackle pesticide misuse, crop diseases, and market unpredictability. Their journey highlights the transition from scarcity to sustainability through tech-enabled, data-driven farming solutions.

**IIMKTC25023****OBHR**

## When Can Employees Speak? The Much Googled Question

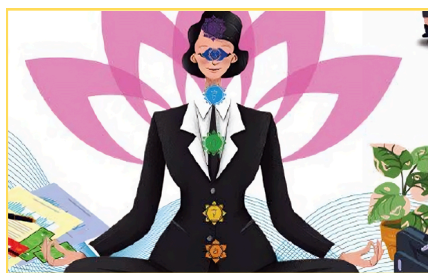
 **Rajeshwari Chennangodu, Ishan Vats**

The case examines the organisational dispute at Google stemming from employee protests against the company's participation in politically sensitive projects. It underscores the conflicts between corporate power and employee activism, interrogating the limits of acceptable dissent, ethical labour practices, and the repercussions of voicing socio-political beliefs within a regulated, policy-centric, and profit-driven working context.



## Pedagogical Innovations

Innovative teaching lies at the core of a dynamic learning experience. At IIMK, our faculty continuously explore new ways to enrich student engagement and foster deeper understanding. This section highlights various pedagogical techniques—from experiential and case-based learning to digital and interactive approaches—developed by IIMK Faculties. These methods demonstrate a commitment to pushing the boundaries of traditional education, fostering critical thinking and preparing students to tackle modern challenges with fresh perspectives.



### Design Thinking in Teaching Business Communication in an MBA Program in India

Anupam Das

Integrating design thinking with Indian cultural symbols offers students a unique mix of traditional wisdom and contemporary pedagogy. Inspired by Vasudhaiva Kutumbakam (the world is one family), this approach fosters global perspectives. Through creative projects like poster-making, students develop strong communication skills and the confidence to navigate global business environments.



### Competitive Strategy: the Game of Poker' (CSP)

Deepak Dhayanithy

CSP pedagogy transforms decision-making education through poker gameplay with notional currency. Students compete in tournaments and reflect on probability, competition, and psychological dynamics. Rooted in Homo Ludens, this unique Term-VI elective turns games into powerful tools for learning, blending strategy with fun and fostering decision-making skills under uncertainty.



### Learnings from non-business book reading sessions

Nivedhitha K S

Book reading sessions in courses like Leadership and Change Management immerse students in leadership narratives, like Mandela's Long Walk to Freedom, without academic filters. Held in Gurukul or classroom settings with no electronic devices, these sessions encourage deep reflection, with students expressing learnings through creative, artistic forms.



## Indian thought and practices

Indian thought and practices encompass a vast array of philosophies, values, and approaches. These have shaped the country's cultural, spiritual, and intellectual foundations. This section brings together the scholarly publications of IIMK faculty, focusing on the rich heritage of Indian philosophies and practices. It includes books, journal articles, case studies, and more, offering a deep exploration of Indian wisdom in management, leadership, and culture. Through these works, we aim to highlight how traditional Indian insights can be applied to address modern challenges and inspire innovative thinking.

### Karma Sutras: Leadership and Wisdom in Uncertain Time

 Debashis Chatterjee

The work encapsulates scientific and spiritual truths about organization, work, self-mastery, and the purpose of leadership for first-time managers. The book is divided into two distinct segments: 'Karma', the age-old Indian belief system which emphasizes on thoughtful, conscious action rather than fatalistic action and 'Sutras' which provides insight into the art and practice of leadership through the lens of spiritual wisdom.

### Globalizing Indian Thought - Insights from Indian Knowledge Systems

 Debashis Chatterjee, Deepa Sethi, Surya Prakash Pati

This book highlights dharma as the overarching principle that once integrated India's institutions, extending beyond the 'rule of law' to encompass the sustaining order of nature and human nature. Referencing *Globalizing Indian Thought*, it suggests India must reconnect with its sanatana dharma to shape its global narrative. The book invites readers to engage with inherently Indian ideas to enrich national and international policy discourses.

### Note Dhake Dhari: Indian practices in selling agricultural produce in wholesale market

 S. P. Raj, Atanu Adhikari

A case study that describes how commission agents auctions farmers produces to the wholesale buyers using a close auction technique under a handkerchief using handshake and saying terms like Notes, Dhake, Dhari.

### The Indic Civilisational Understanding of Social Complexity

 Kausik Gangopadhyay

This book explores the Indic civilisational approach to social complexity, distinguishing daivi (welfare-driven) and asuric (ego-driven) psychologies. It highlights dharma as a sustaining principle prioritising satya (reality) and ahimsa for social harmony. Through context-sensitive narratives and values, Indic thought resists universal social theories, instead fostering pluralism by restraining egoistic tendencies and encouraging sustainable, diverse co-existence.

# Announcements

## 01

### Upcoming Case Writing Workshop



Gyanodaya is organizing an extensive case writing workshop soon, aimed at empowering participants with advanced techniques and best practices to develop compelling, well-structured, and publishable academic case studies. This workshop will cover every stage from topic selection and research to narrative crafting and pedagogical impact.

## 02

### Call for Case Study Submissions



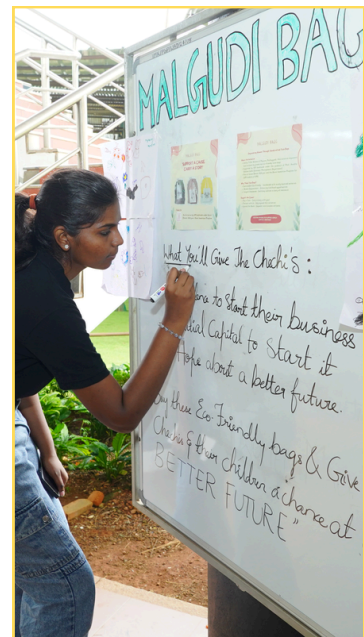
We invite faculty members, researchers, and industry practitioners to contribute original, rigorously developed case studies that highlight real-world challenges and innovative solutions. Selected submissions will be published in Gyanodaya's case repository to support teaching, learning, and scholarly research across diverse disciplines.

## 03

### Invitation for Innovative Pedagogy



Gyanodaya seeks submissions showcasing innovative pedagogical approaches that foster creativity, critical thinking, and active learning. Share your unique teaching methods that have successfully enhanced student engagement and learning outcomes, helping us build a repository of cutting-edge educational practices.





# Gyanodaya

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