Faculty Initiatives on Teaching and Learning

Faculty initiatives in teaching and learning encompass a range of efforts initiated by individual faculty members with an objective to elevate the standard of education and enhance the outcomes of student learning. These initiatives manifest in diverse formssuch as use of ICT, instructional methods, assessments, evaluation and inclusive class rooms that lead to effective, efficient, and engaging instructions.

In this regard, all faculty members are required to mention the **INNOVATIVE TEACHING LEARNING initiatives taken in past/ in practice at present** to enhance the quality of teaching-learning process:

Faculty Name: Dr. Rinku Raghuvanshi **Employee ID: E12656**

S.No.	Pedagogical Tools	If Used (Please Tick)
1	Technology driven Pedagogical Initiatives	
2	Group Discussions	√
3	Management Games	√
4	Case Study	√
5	Field Projects	√
6	Simulation	
7	Role Plays	√
8	Flipped Classrooms Activities	
9	Innovative Assessments approach	
10	Community Engagement	
11	Project based Learning	
11	Any Other, please mention	

Description:

1. **Conducted Role Play on Organizational Change and Development**

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   People Management and Organisational Politics

   Role Play

   Joseph a plant level worker has been working in Zeal Zink Ltd, a large scale industrial establishment in Maharashtra, India, almost twenty years. Being a hardworking, competent, punctual and reliable employee he maintained good relation with his superiors, co-workers and the leaders of the organization. Vice versa, the management also had better impression on his performance as well as commitment. Though, management had strong disappointment on his affiliation with one of the trade unions in the organization. Management believed that trade unions presence in organization always there to mislead and exploit the work force and it affects the progress of the organization.

   Considering his loyalty, commitment and performance, management decided to promote him to the supervisory level. The promotion decision was beyond his expectation. He found himself very happy and highly obliged to the management. Only hard working, competent and skilled employees usually get promoted to higher positions. The supervisory positions in the organization have better compensation packages, power and authority in relation to the responsibilities. Joseph highly inspired to work for the organization.

   He acquired better acceptance and recognition in the supervisory position from his superiors and co-workers within short span. He performed his duties in accordance with the expectation of the management.

   One day, as per the official communication, Joseph asked to meet one of the senior level officials Mr. Kiran in his cabin. Kiran detailed new responsibilities and tentative targets to Joseph, sharing management expectation on him. After making some formal discussions, Kiran started informal discussion with Joseph inquiring employee's welfare, satisfaction level and many other topics. He inquired about Josephs family members also. During the conversation Kiran also inquired about Joseph's trade union activities and his strong affiliation. He informed Joseph that the top management is unhappy about his trade union affiliation, as he performs a managerial role in the organization. Kiran demanded a 'gradual separation' from the trade for better career. Kiran asked him to 'think about it' and take a wise decision. Reserving his comment on Kiran's demand, Joseph returned to his work station.

   Kiran's demand to quit the trade union membership was really disappointing to Joseph. He thought, all along trade union was with him to protect his rights and privileges. Employees always feel safe and secure in their job due to the existence of trade union. Many questions roused in his mind.

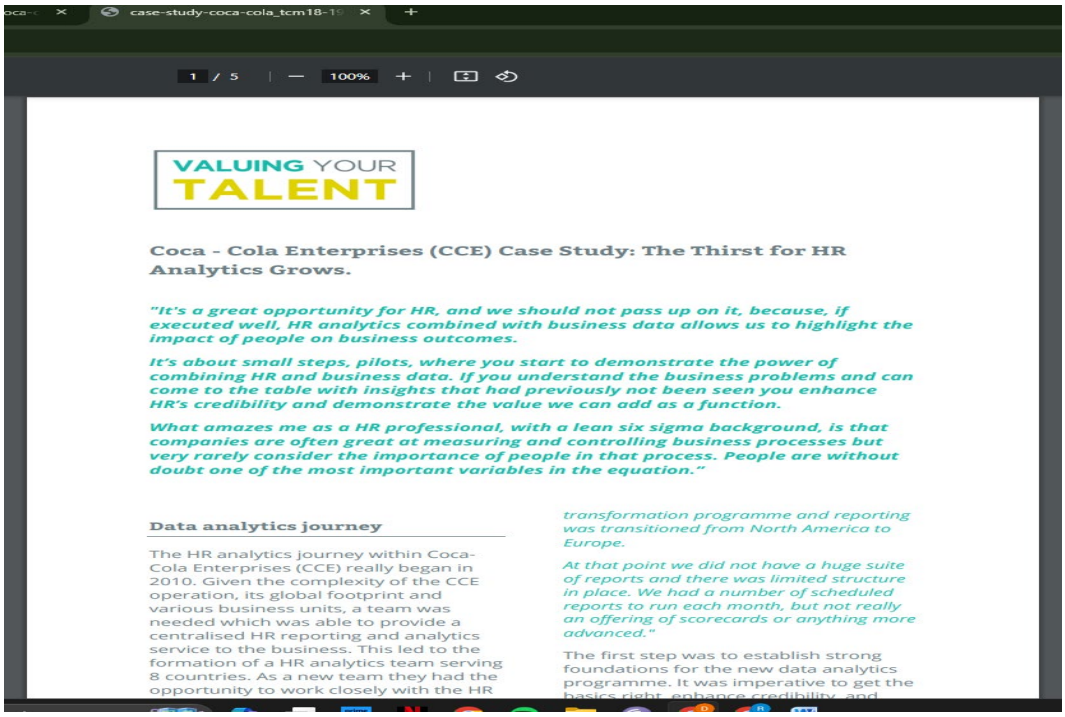
   - **"Shall I quit or stay back in the trade union?**
   - **"Is it fair to quit the trade union? They are the people supported me in many contingent situations".**
   - **"Can I trust the management say? Do management follow their promises?"**
   - **"Who am I, a Worker or a Manager?" There is wide disparity between employees and employers.**
   - **"Many employees have severe experience in the past, from management who follow the path suggested. Is it safe to do so?"**

   Many conflicting thoughts made him more confused to take appropriate decision in this matter. Although he had better awareness on management punitive measure, finally, he took a decision in favor of management, considering career prospects. Slowly but steadily, he started getting aloof from many of the trade union meetings

(Photos/ Email/ Allocation Proof, etc.)

Case Studies:

Few are mentioned below:



VALUING YOUR TALENT

Coca - Cola Enterprises (CCE) Case Study: The Thirst for HR Analytics Grows.

"It's a great opportunity for HR, and we should not pass up on it, because, if executed well, HR analytics combined with business data allows us to highlight the impact of people on business outcomes.

It's about small steps, pilots, where you start to demonstrate the power of combining HR and business data. If you understand the business problems and can come to the table with insights that had previously not been seen you enhance HR's credibility and demonstrate the value we can add as a function.

What amazes me as a HR professional, with a lean six sigma background, is that companies are often great at measuring and controlling business processes but very rarely consider the importance of people in that process. People are without doubt one of the most important variables in the equation."

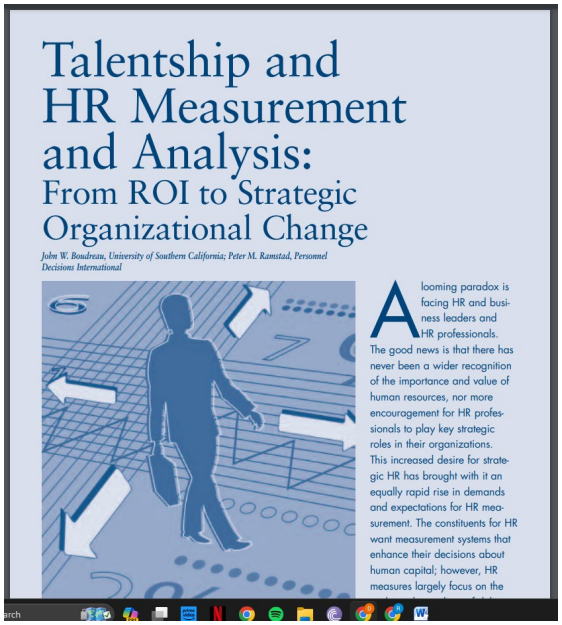
Data analytics journey

The HR analytics journey within Coca-Cola Enterprises (CCE) really began in 2010. Given the complexity of the CCE operation, its global footprint and various business units, a team was needed which was able to provide a centralised HR reporting and analytics service to the business. This led to the formation of a HR analytics team serving 8 countries. As a new team they had the opportunity to work closely with the HR

transformation programme and reporting was transitioned from North America to Europe.

At that point we did not have a huge suite of reports and there was limited structure in place. We had a number of scheduled reports to run each month, but not really an offering of scorecards or anything more advanced."

The first step was to establish strong foundations for the new data analytics programme. It was imperative to get the



Talentship and HR Measurement and Analysis:
From ROI to Strategic Organizational Change

John W. Boudreau, University of Southern California; Peter M. Ramstad, Personnel Decisions International

A looming paradox is facing HR and business leaders and HR professionals. The good news is that there has never been a wider recognition of the importance and value of human resources, nor more encouragement for HR professionals to play key strategic roles in their organizations. This increased desire for strategic HR has brought with it an equally rapid rise in demands and expectations for HR measurement. The constituents for HR want measurement systems that enhance their decisions about human capital; however, HR measures largely focus on the



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An Organizational Development Intervention at Innova Plastic Technologies Ltd through Kaizen and Lean Practices

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ABSTRACT
This paper studies the Organizational Development Interventions adopted by Innova Plastic Technologies Private Limited, Pune. This paper examines the Lean manufacturing: Kaizen framework adopted by Innova Plastic as an OD initiative in bringing out process and product improvements thereby increasing quality, at the same time saving costs and bringing out customer delight by providing defect free products through TQM.

Keywords--- Organizational Development; OD; Lean; Lean Manufacturing; Manufacturing; Kaizen;

I. CONCEPT DEFINITIONS

Organization
Organization is the process by which we identify and group the work that is to be performed, define and delegate responsibility and authority, and establish relationships so as to enable people to work most effectively in groups to accomplish the objectives (Louis A Allen, 1958)

Organizational Development (OD)
OD is a systematic effort, using behavioural science knowledge and skill, to change or transform the organization to a new state. (Beckhard, 1999)

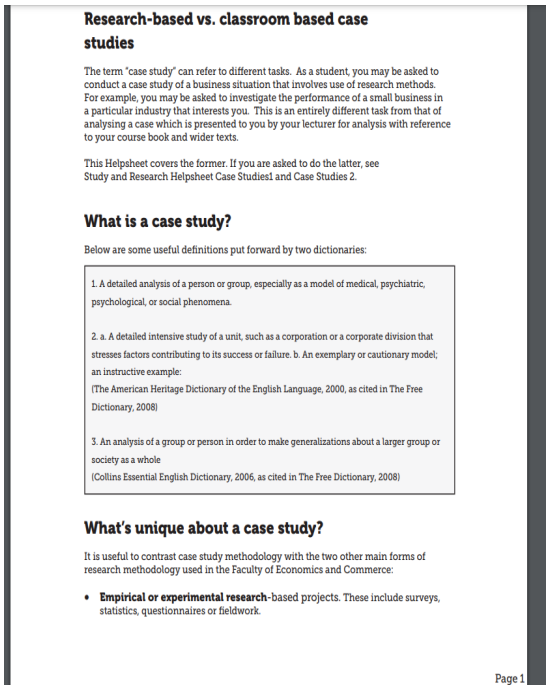
Lean
Lean manufacturing often referred to as **lean production**, or even simply called "**lean**", is a systematic method meant for the elimination of waste ("Muda") within a manufacturing system. Lean also takes into account waste created through overburden

II. INTRODUCTION

To be successful and competitive in today's business world, Organizations have realized that effective Organizational Development (OD) Interventions are required to continuously improve performance. This involves interventions at the organizational, group and individual levels. The scope of OD is so broad that it encompasses the whole organization (socio-technical systems). The primary objective of OD intervention is to improve the organizations' performance but at the same time ensure the employees' well-being. It involves respecting people and developing a supportive climate of trust by power sharing, a culture that is transparent and open, active participation and involvement of all the stakeholders. For OD interventions to succeed it should be supported at the top (CEO) and driven/owned by the employees at all levels of the organization.

According to Robbins (1994), Organization Development integrates a collection of planned change interventions which depends on humanistic and democratic values, that aims to increase the effectiveness of the organization and the well-being of the employees. OD interventions advocate the below mentioned values namely respecting people, generating support and trust, equal distribution of power, participative but also confronting if required.

Kormanik (2005) categorized Organizational Development interventions into six different groups namely Large scale, Strategic, Techno structural, Management, Team, Leadership development and group



Research-based vs. classroom based case studies

The term "case study" can refer to different tasks. As a student, you may be asked to conduct a case study of a business situation that involves use of research methods. For example, you may be asked to investigate the performance of a small business in a particular industry that interests you. This is an entirely different task from that of analysing a case which is presented to you by your lecturer for analysis with reference to your course book and wider texts.

This Helpsheet covers the former. If you are asked to do the latter, see Study and Research Helpsheet Case Studies1 and Case Studies 2.

What is a case study?

Below are some useful definitions put forward by two dictionaries:

1. A detailed analysis of a person or group, especially as a model of medical, psychiatric, psychological, or social phenomena.

2. a. A detailed intensive study of a unit, such as a corporation or a corporate division that stresses factors contributing to its success or failure. b. An exemplary or cautionary model; an instructive example:
(The American Heritage Dictionary of the English Language, 2000, as cited in The Free Dictionary, 2008)

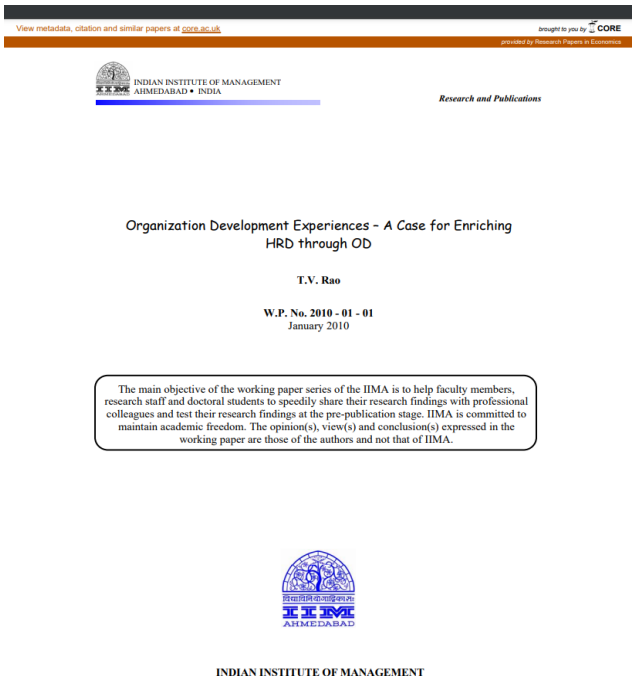
3. An analysis of a group or person in order to make generalizations about a larger group or society as a whole
(Collins Essential English Dictionary, 2006, as cited in The Free Dictionary, 2008)

What's unique about a case study?

It is useful to contrast case study methodology with the two other main forms of research methodology used in the Faculty of Economics and Commerce:

- **Empirical or experimental research**-based projects. These include surveys, statistics, questionnaires or fieldwork.

Page 1



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Research and Publications

Organization Development Experiences – A Case for Enriching HRD through OD

T.V. Rao

W.P. No. 2010 - 01 - 01
January 2010

The main objective of the working paper series of the IIMA is to help faculty members, research staff and doctoral students to speedily share their research findings with professional colleagues and test their research findings at the pre-publication stage. IIMA is committed to maintain academic freedom. The opinion(s), view(s) and conclusion(s) expressed in the working paper are those of the authors and not that of IIMA.

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Field Projects:

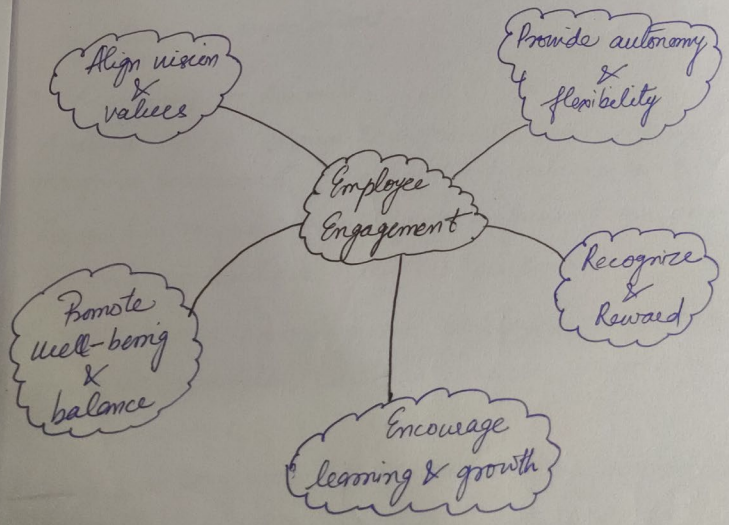
Identify the problems pertaining to task, structure, process, technology or people in any organisation familiar to you and choose the most appropriate OD intervention to resolve them. (Develop a case)

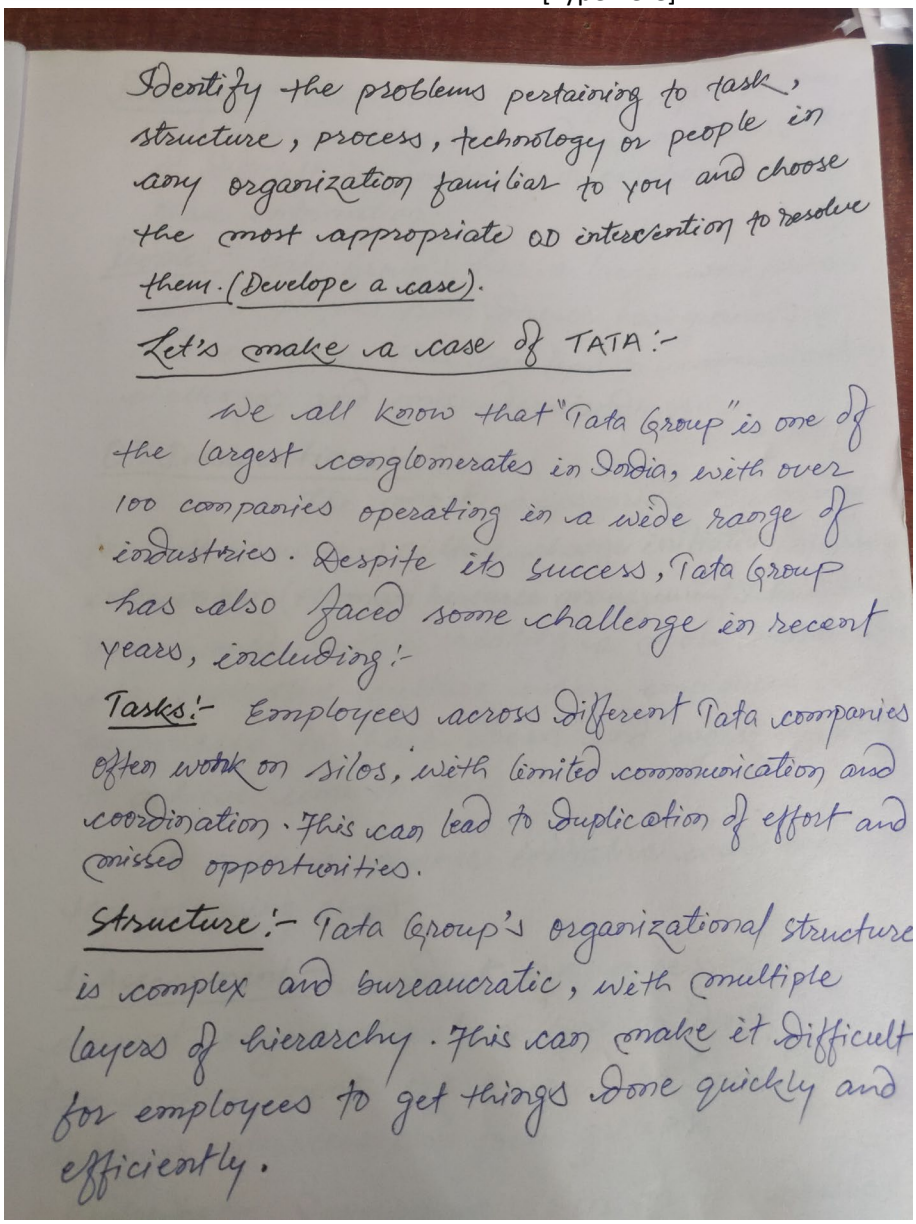
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Assignment Question

You have been asked by your organization to design an employee engagement programme to reduce the current level of employee attrition.
What data analysis may be required to design such a programme? While answering this, also give your logic for choosing the data.

Employee engagement & well-being are crucial for any business, but especially for startups that face high uncertainity, fast-paced change & limited resources. Here are some tips that I can use to manage employee engagement & well being of a business.





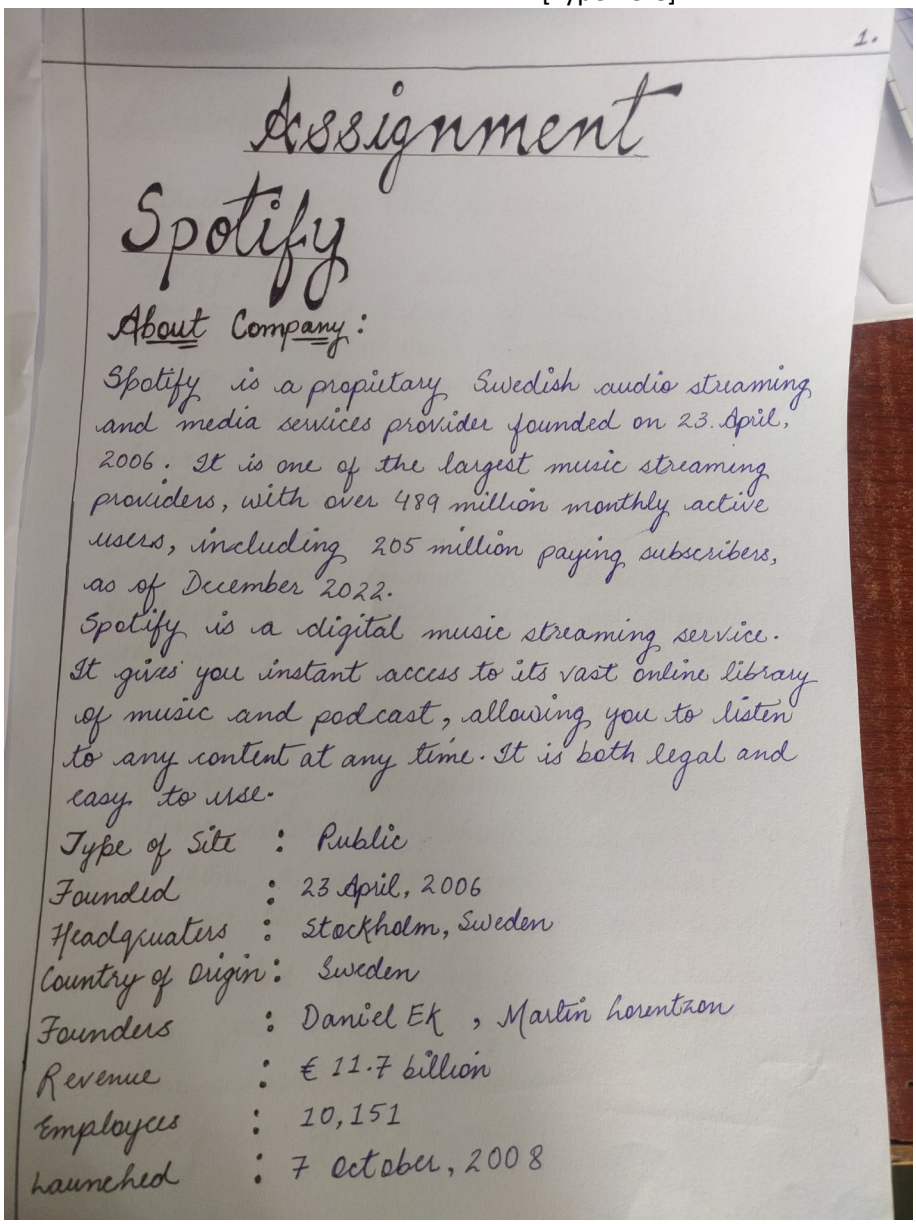
Identify the problems pertaining to task, structure, process, technology or people in any organization familiar to you and choose the most appropriate OD intervention to resolve them. (Develope a case).

Let's make a case of TATA :-

We all know that "Tata Group" is one of the largest conglomerates in India, with over 100 companies operating in a wide range of industries. Despite its success, Tata Group has also faced some challenge in recent years, including :-

Tasks :- Employees across different Tata companies often work on silos, with limited communication and coordination. This can lead to duplication of effort and missed opportunities.

Structure :- Tata Group's organizational structure is complex and bureaucratic, with multiple layers of hierarchy. This can make it difficult for employees to get things done quickly and efficiently.



1.

Assignment

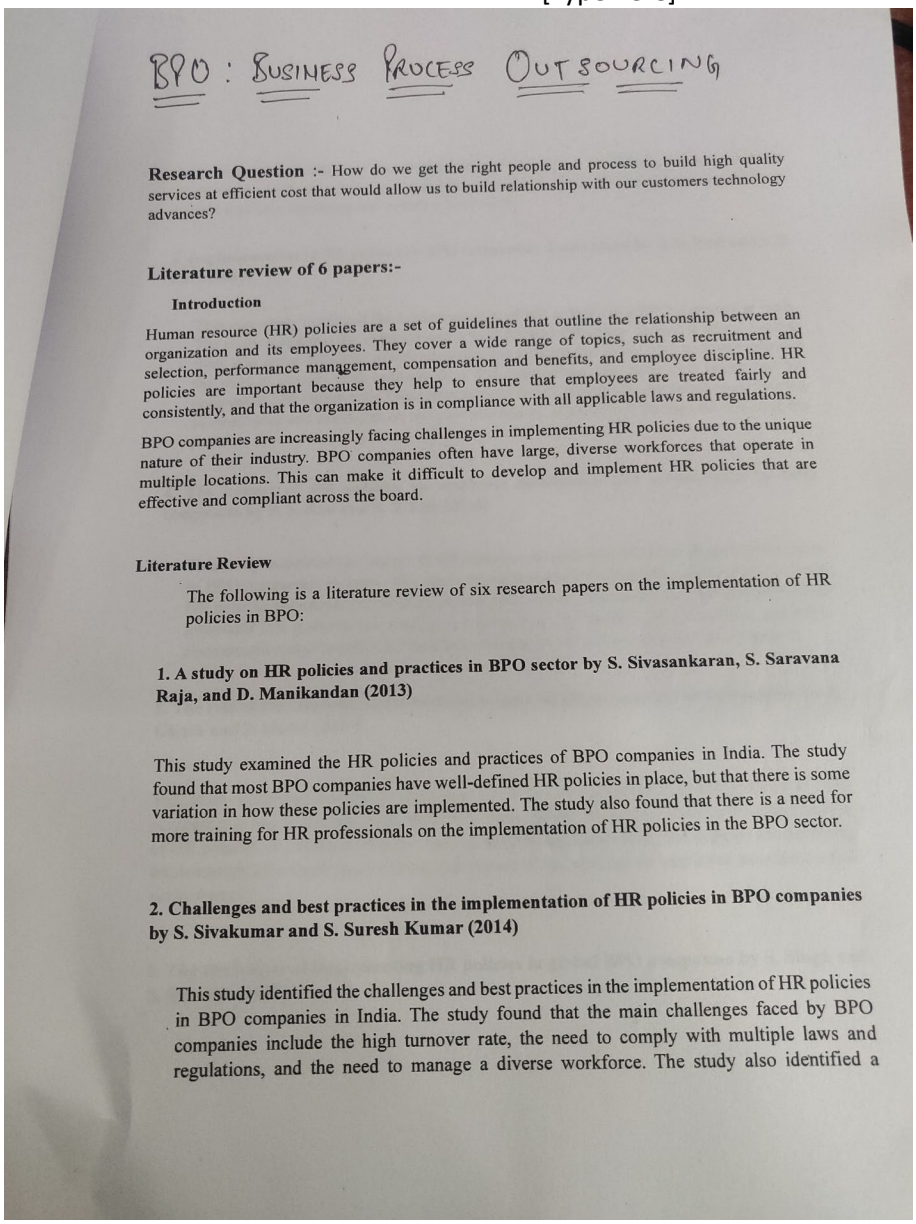
Spotify

About Company:

Spotify is a propitary Swedish audio streaming and media services provider founded on 23. April, 2006. It is one of the largest music streaming providers, with over 489 million monthly active users, including 205 million paying subscribers, as of December 2022.

Spotify is a digital music streaming service. It gives you instant access to its vast online library of music and podcast, allowing you to listen to any content at any time. It is both legal and easy to use.

Type of Site	:	Public
Founded	:	23 April, 2006
Headquaters	:	Stockholm, Sweden
Country of Origin	:	Sweden
Founders	:	Daniel Ek , Martin Lorentzon
Revenue	:	€ 11.7 billion
Employees	:	10,151
Launched	:	7 October, 2008



BPO : Business Process Outsourcing

Research Question :- How do we get the right people and process to build high quality services at efficient cost that would allow us to build relationship with our customers technology advances?

Literature review of 6 papers:-

Introduction

Human resource (HR) policies are a set of guidelines that outline the relationship between an organization and its employees. They cover a wide range of topics, such as recruitment and selection, performance management, compensation and benefits, and employee discipline. HR policies are important because they help to ensure that employees are treated fairly and consistently, and that the organization is in compliance with all applicable laws and regulations.

BPO companies are increasingly facing challenges in implementing HR policies due to the unique nature of their industry. BPO companies often have large, diverse workforces that operate in multiple locations. This can make it difficult to develop and implement HR policies that are effective and compliant across the board.

Literature Review

The following is a literature review of six research papers on the implementation of HR policies in BPO:

1. A study on HR policies and practices in BPO sector by S. Sivasankaran, S. Saravana Raja, and D. Manikandan (2013)

This study examined the HR policies and practices of BPO companies in India. The study found that most BPO companies have well-defined HR policies in place, but that there is some variation in how these policies are implemented. The study also found that there is a need for more training for HR professionals on the implementation of HR policies in the BPO sector.

2. Challenges and best practices in the implementation of HR policies in BPO companies by S. Sivakumar and S. Suresh Kumar (2014)

This study identified the challenges and best practices in the implementation of HR policies in BPO companies in India. The study found that the main challenges faced by BPO companies include the high turnover rate, the need to comply with multiple laws and regulations, and the need to manage a diverse workforce. The study also identified a