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**IIM**

भारतीय प्रबंध संस्थान विशाखपट्टणम

Indian Institute of Management Visakhapatnam

**Report on the  
Two-Day Capacity-Building Program *On*  
Transforming Teaching Processes: Effective Coaching  
for Teaching and Learning *for the* Senior Faculty &  
Directors  
*of the*  
National Institute of Business Management, Sri Lanka  
3-4 January 2020**

## Program Summary

**Program Title:** Two-Day Capacity-building Program on Transforming Teaching Processes: Effective Coaching for Teaching and Learning for the Senior Faculty & Directors of National Institute of Business Management, Sri Lanka

**Organizer:** National Institute of Business Management, Sri Lanka

**Offered by:** Indian Institute of Management Visakhapatnam

**Venue:** Jetwing Lagoon, Negombo, Sri Lanka

**Dates:** 3 – 4 January 2020

**Duration:** 2 days

**Number of Participants:** 70

**Number of Resource Persons:** 2

**Program Directors:**

Prof. Sumit Kumar Ghosh, IIM Indore

Prof. Bishakha Majumdar, IIM Visakhapatnam



Group Photo of the Participants of the Two-Day Capacity-Building Program with the Director-General of NIBM, Dr. DMA Kulasooriya, Prof. Sumit Kumar Ghosh, and Prof. Bishakha Majumdar

## Program Schedule

Day 1: 3 January 2020 (Friday)								
0845-1000	1000-1015	1015-1130	1130-1145	1145-1300	1300-1400	1400-1530	1530-1545	1545-1700
Inauguration and Icebreaking	Tea	How Learning Happens: Laws of learning, and knowledge transfer	Tea	Developing Teaching Styles: Building on Strengths and Requirements	L U N C H	Contextualizing Learning: Teaching with Cases	Tea	Connecting Teaching and Research: Bridging the Gap
Day 2: 4 January 2020 (Saturday)								
0830-1000	1000-1015	1015-1130	1130-1145	1145-1300	1300-1400	1400-1530	1530-1545	1545-1700
Mentoring and Networking in Academia	Tea	Use of ICT in Education	Tea	Use of ICT in Education  Making Learning an Experience: Use of Experiential Exercises	L U N C H	Managing Time: Best Practices from the Academia	Tea	Feedback and Valedictory

## Brief Report of the Program

### About National Institute of Business Management, Sri Lanka

The National Institute of Business Management, Sri Lanka, was established as the National Institute of Management in 1968, as a joint effort between United Nations Development Program (UNDP) and International Labour Organization (ILO). It is one of the premier universities of Sri Lanka, with six campuses across the country – in Colombo, Kirulapona, Kandy, Kurunegala, Galle and Matara. It offers degree, diploma, certificate, and foundation courses in business management, engineering, information technology, fashion design, journalism, architecture, and languages. NIBM has collaborations with several reputed universities across the world, caters to more than ten thousand students across the country.

### About the Program

Designed by the Indian Institute of Management Visakhapatnam, the *Two-Day Capacity-building Program On Transforming Teaching Processes: Effective Coaching for Teaching and Learning for the Senior Faculty & Directors of National Institute of Business Management, Sri Lanka*, was aimed at creating a shared space through which effective management teaching practices from premier business schools of the world could be explored and adopted by the management faculty at the neighbouring nation of Sri Lanka. The two-day engagement sought to create an appreciation of the

changing landscape of learning and assist the educationists of NIBM in developing their unique value-proposition as a respected and sought-after mentor and facilitator.

The program objectives were as follows:

To help the participants:

- Gain an understanding of the teaching and learning processes (including coaching and counselling); their dynamics; felt-needs; unmet gaps and emerging expectations of stakeholders;
- Imbibe skills in using tools and techniques in the classroom for effective knowledge-delivery;
- Acquire an attitude of openness towards continuous improvement, and willingness to adopt modern and improved academic practices.

## **Participant Profile**

The training was attended by 70 participants, who were faculty members and senior directors at the NIBM. The cohort included Directors of the various schools of NIBM and faculty members carrying the designations of Senior Lecturers, Lecturers, and Consultants.

## **Brief Account of the Training Activities**

### **Day 1**

The Inaugural Session of the Training Program began with the Inaugural Addresses by Dr. D.M.A. Kulasooriya, Director-General, NIBM, in which he discussed the importance of teaching best practices, particularly in the context of NIBM's upcoming projects in the field of executive education and online education. This was followed by the address by Prof. Sumit Kumar Ghosh, who emphasized on the need for faculty to reinvent and at the same time retain one's core strengths as an educator. Prof. Bishakha Majumdar then led the participants in a group ice-breaking activity to arrive at qualities that make teachers effective or ineffective.

In the 2<sup>nd</sup> session, How Learning Happens: Laws of learning, and knowledge transfer, Prof Majumdar discussed the psychology of learning and knowledge transfer, demonstrating these as the scientific bases to effective classroom practices for both children and adult learners. In the 3<sup>rd</sup> session, Developing Teaching Styles: Building on Strengths and Requirements, participants responded to a short questionnaire, which was used by Prof. Ghosh to introduce the participants to Kolb's learning styles, and the importance of being alert to the needs of different learners in the classroom.

Post lunch, Prof. Ghosh led the session on Contextualizing Learning: Teaching with Cases, using a short Harvard Business Publishing case study to demonstrate the technique of teaching with case studies in MBA classrooms. In the last session of the day, Connecting Teaching and Research: Bridging the Gap, Prof. Ghosh discussed the importance of research in driving classroom discussions and designing new courses, and the various ways in which an academician may arrive at new research questions.

### **Day 2**

On day 2, Prof Ghosh led the session on Mentoring and Networking in Academia to drive a discussion on tools and strategies for a mentor-educator, in the classroom and beyond. In the second session, Use of ICT in Education, Prof. Majumdar discussed various digitally-assisted

tools in classrooms such as online polls, internet sites, social media, software, and games. This session was also used to discuss the interface of an online classroom and the best tactics to teach an online audience. In the next session, Making Learning an Experience: Use of Experiential Exercises by Prof Majumdar, the delegates were exposed hands-on to multiple experiential exercise, along with discussions on how to design one's own exercises, how to debrief, and how to use exercises to suit the learners' maturity and motivation, and the classroom size.

Post lunch, Prof. Majumdar facilitated the session on Managing Time: Best Practices from the Academia, where delegates were engaged in exercises demonstrating the value of time management and techniques of prioritization. This was followed by the Valedictory, where Dr. Kulasooriya spoke on the important points that generated through the two-day workshop, and how it may be utilised by NIBM for the future days.

Apart from the training sessions, the training program provided the facilitators and the delegates valuable opportunities to network, understand the business environment and educational scenarios in each other's countries, and unearthed important tools and techniques to deal with classroom issues unique to each scenario. Day 1 was followed by a Networking Dinner in the evening, where all delegates interacted and shared views on teaching and learning practices, and challenges of the modern learner.



Session on Case Method of Teaching in progress

### **Training Assessment with Recommendations**

The two-day training program was the first cross-border teaching initiative by IIM Visakhapatnam, and provided a unique opportunity for academicians of the two neighbouring nations of India and Sri Lanka to come close, understand each other's challenges and opportunities, and learn from the best practices in each other's classrooms and beyond. While

any formal feedback was not collected, the responses and participation that came from the delegates was encouraging in reinforcing the value of such a program. The exercises and activities generated enthusiastic participation and animated discussions, while the theoretical knowledge shared was effectively connected by the delegates to the activities and cases.

The program was designed by the host institution as a part of an annual Faculty Retreat, while faculty members of all the centres of NIBM were hosted at the scenic resort where the training venue was located. This allowed the delegates an important opportunity to relax and rejuvenate and network with their colleagues from different centres across the country.

Based on the observation by the Program Directors, the following recommendations may be extended:

1. Considering the cohort's response to experiential activities, future programs may involve more outbound activities to communicate about important topics
2. Future faculty development trainings may consider allowing time for the delegates to practice and demonstrate their learnings during the program.

## **APPENDIX**

### **Facilitator Profiles**

- **Prof Sumit Kumar Ghosh**

- ***Professor, Organizational Behaviour and Human Resource Management, Indian Institute of Management (IIM) Indore***

Prof Ghosh has a Ph.D. in Psychology. As teacher, trainer, researcher and consultant, Prof. Ghosh has had extensive industry interaction. It is this deep understanding of organizational reality that enables him to connect theory with practice in classroom situations. He has always endeavoured to integrate HR, OB and Organization Design aspects in understanding and addressing organizational issues. This integration enabled him to help organizations implement appropriate design, system and work practice changes – significantly improving organizational functioning. He was thus able to consult with over a dozen very large business and public purpose organizations, in areas such as organizational culture, training needs, performance management etc. It is also this familiarity with organizational reality and the complex relationship of structures, systems and management style that enables Prof. Ghosh to design and deliver courses that working professionals and students across the programs find so realistic and useful. Prof. Ghosh extensively uses case method of teaching along with role plays, games, self-assessment tools etc. Feedback on his courses has been significantly and consistently high. Apart from teaching organizational behaviour and related subjects to the students of post-graduation, he has conducted several Management Development Programs for faculty and working executives in the following areas: Team Building, Performance Management, Competency Management, Leadership & Organization Development, Transformational Leadership etc. Apart from his research, consulting, training and teaching responsibilities, Professor Ghosh has shouldered many academic administration positions such as Dean (Planning & Development) at IIM Indore. He

was also a member of IIM Indore Board of Governors. He can be reached at [skghosh@iimdr.ac.in](mailto:skghosh@iimdr.ac.in)

- **Prof Bishakha Majumdar**

- ***Assistant Professor, Organizational Behaviour and Human Resource Management, Indian Institute of Management Visakhapatnam***

Bishakha Majumdar is a PhD from the Indian Institute of Management Indore, and an M.Sc. in Applied Psychology from the University of Calcutta. She has taught Psychology and Organizational Behaviour at the undergraduate and postgraduate levels in University of Calcutta and has been an Assistant Professor in OB & HRM at FORE School of Management, New Delhi. She has several publications in human resource management, psychology, and public health, and has received, among others, the first Prize in HRM in the ISB-Ivey Global Case Competition 2018, the WDI Case Competition Award 2018 (University of Michigan, USA), the Best Management Research Award 2013 (National Academy of Psychology), and the Young Scientist Award, 2011 (Indian Academy of Applied Psychology). She has conducted corporate trainings and workshops extensively, in areas such as HR Analytics, Effective Performance Feedback, Workplace Ethics, Harmonizing Self and Others, Transactional Analysis, Team Building, Time Management Techniques, HR Storytelling, Stress Management, and Work Life Balance, for organizations such as Airport Authorities of India, Coal India Limited, Ministry of Labour and Employment-Govt. of India, National Academy of Customs Indirect Tax & Narcotics (NACIN-GOI), NHPC Limited, Oriental Insurance Company Limited, Relaxo Footwear, Sonic ZF Private Limited. She has also been conducting Technical Education Quality Improvement Programs (TEQIP) in management and leadership for the faculty from the Government and Government-aided colleges across India; a series of these Programs being sponsored by the World Bank funded National Project Implementation Unit, Ministry of HRD, GOI. She is presently the Associate Editor of the Journal - South Asian Survey by Sage. She can be reached at [bishakha@iimv.ac.in](mailto:bishakha@iimv.ac.in)

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