



FLAME
UNIVERSITY

**4th FLAME International
Conference on Research and
Teaching Cases**

(In association with ET Cases, Emerald Publishing
and International Journal of Global Business and
Competitiveness)

21th - 22th June, 2018



INTRODUCTION

Teaching through cases has now become an integral part of education and training today across several academic and professional disciplines. Case method of teaching requires learners to solve issues/decision dilemmas in a real-world setting as are captured in form of printed and or multimedia cases. Thus, case based teaching better prepare learners for the real life issues/ decision dilemmas than the traditional lecture based teaching.

The pedagogical innovations are essential to achieve excellence in teaching & learning process. During the current millennium, while many newer teaching methods are being experimented, existing teaching methods are also experiencing profound metamorphosis in their erstwhile application.

The FLAME Centre for Case Development (FCCD) invites academicians, researchers and professionals, within and outside India, from across disciplines such as management, entrepreneurship, humanities, social and natural sciences to submit their documented pedagogical innovations, industry experiences/practices and teaching/research cases for the International Conference on Cases and Pedagogical Innovations to be organized at picturesque campus of the FLAME University, Pune, India. FCCD has been organizing an annual conference on themes of cases and pedagogical innovations since July 2014. The proposed version is the fourth season of this event.

ABOUT FLAME INTERNATIONAL CASE CONFERENCE AND CASE WRITING WORKSHOP HELD IN JULY 2017

FLAME Centre for Case Development, FLAME University conducted the **Third International Conference on Cases and Pedagogical Innovations** on **June 29th and 30th, 2017**. A total of **forty cases** contributed by **seventy eight authors** affiliated to **thirty seven** different institutions/universities/firms from across India were presented over two days. The cases were selected following a rigorous blind-review process from the abstracts initially received and subsequent full cases submissions.

Highlights of the conference are –

- A Mini-workshop on ‘**Case Teaching**’ was conducted by **Professor Indie Kesner, Dean Kelly School of Business, Indiana**. Prof. Kesner demonstrated methods, tools and techniques to enhance student learning while teaching cases.
- **Professor Ganesh Prabhu, IIM Bangalore**, took a session on ‘**Teaching with Video Cases**’, stressing the use of video (films, advertisements, etc) as a pedagogical tool for business students.
- **Professor Vasant Sivaraman, Regional Editor – Emerald Emerging Markets Case Centre**, discussed the intricacies in publishing cases at the global level in his session on ‘**Cases for Publication- An Editor’s Perspective**’.



- **Dr. Nagendra Chowdary, Vice President and Head – ET Cases**, took a session on ‘**Innovations in Case Pedagogy**’, wherein he presented different products available for management faculty that can be used with text-books, lecture sessions and case discussions.
- Participants presented their work across four parallel tracks in areas of Marketing, Strategy & Entrepreneurship, Finance & Economics and HR, Social Sciences & Pedagogical Innovations.

CONFERENCE OBJECTIVES

The proposed conference has the following objectives:

- To encourage the development of cases focused on themes relevant to the Indian context across various domains.
- To act as a platform for case writers to improve their cases through the constructive feedback received from the reviewers and conference participants.
- To provide participating authors with opportunities for publication of their work.
- To create a platform for executives and professionals to share their experiences / problem areas in form of practice based cases to generate discussions and solutions.

HIGHLIGHTS OF THE CONFERENCE

The two driving ideas of the proposed conference are –

Multidisciplinary Focus: Given the Liberal Education roots of FLAME University, the conference invites submissions of experiences/practices, teaching and research-based cases from across multiple disciplines such as management, entrepreneurship, humanities, social and natural sciences. This is to promote free flow of ideas across disciplines as true knowledge is transcendental without any disciplinary boundaries.

Multi-stakeholder Linkage: A special track to share documented experiences/practices in audio/written/video format is being provided to showcase unique and learning experiences to a wider audience of academicians, researchers and professionals. This will enable them to seek feedback from such diversified audiences to further refine their real life practices and decision making. Such interactions should also result in future collaborative endeavours between various stakeholders.

THEMATIC FOCUS OF THE CONFERENCE

The conference invites the submissions in form of documented pedagogical innovations, industry experiences/practices and teaching/research cases pertaining to one or more of the following functional areas viz., management, entrepreneurship, humanities, social and natural sciences. Thus, the broad themes of the conference will be:

1. Documented Industry Experiences/Practices	
<ul style="list-style-type: none"> • Traditional Sectors (FMCG, Durable Goods etc.) • Knowledge & Service Sectors (Banking, Consulting, IT, Legal, Media, Retailing etc.) • Start-ups and ventures • Policy Making Bodies (SEBI, RBI, IRDA, ICAI, DST, ISRO, TRAI etc.) • NGOs • Research Entities 	
1. ET Cases / IJGBC Track / Emerald Publishing	
Business Management <ul style="list-style-type: none"> • Business / Social Entrepreneurship • Finance / Banking / Insurance • Marketing / Digital Marketing • Operations / Supply Chain • Information Systems / Technology • International Business (IB) & Competitiveness • Business Analytics • Organizational Behaviour & Human Resource Management • Strategy and Economics 	Social Sciences <ul style="list-style-type: none"> • Education • Governance • History • Law • Political Science • Policy & Economics • Psychology • Sociology

The list is indicative of the categories and by no means limits the areas of participation. The conference will also include expert lecture sessions and panel discussions on topics linked to the conference themes. *Research-based high quality cases or articles, particularly in tracks such as International Business (IB) and Competitiveness, may be considered for review in the International Journal of Global Business and Competitiveness (IJGBC).*

A highlight of the conference is the Video-conference facility for International Participants to present their cases to the participants.

FOR WHOM

The conference encourages participation from all enthusiastic case writers or researchers related with Industry and Academia. The following is an indicative list of participants:

- Faculty members
- Research scholars
- Corporate executives /Policy makers / Bureaucrats / Practitioners
- Trainers/consultants
- Entrepreneurs
- Doctoral / Post-Graduate Students
- Any other professionals

IMPORTANT DATES

For ET Cases / Emerald Publishing Track - Teaching Case

25 th March, 2018	-	Submission of Abstract
30 th March, 2018	-	Acceptance of Abstract
30th May 2018	-	Submission of Final Case
15 th June 2018	-	Registration Deadline

For IJGBC Track - Research Case / Paper

10th March, 2018	-	Submission of Structured Abstract (in specified format)
20th March, 2018	-	Acceptance of Structured Abstract
30th April 2018	-	Submission of Draft Paper
15th May 2018	-	Review
15th June 2018	-	Submission of Final Paper and registration

SUBMISSION GUIDELINES

Teaching Cases

The authors can submit original and unpublished documented pedagogical innovations, industry experiences/practices and cases pertaining to one or more of the following functional areas viz., management, entrepreneurship, humanities, social and natural sciences.

- All submissions submitted under the category of documented pedagogical innovations and industry experiences/practices have to be primary data based.
- Primary data based cases are preferred. However, secondary data based cases, with proper referencing would also be acceptable. The cases written with secondary data should mention all the sources of information and take the onus of originality, while cases based on primary data must have organizational consent.
- Sometimes in writing of cases one has to disguise names of real organizations and people for protecting privacy. However, authors should avoid using names such as ABC Ltd and Mr. XYZ etc. Instead, authors should use such disguised names.
- Plagiarism is required to be avoided at all costs. Authors must assure that information included in their submissions doesn't violate any copyrights. Any such instances of violation of copyrights will solely be the responsibility of the concerned author(s). For any copyrighted material to be used in your submission, author(s) must obtain written permission from the copy right owner. The submitted case should not have been presented in any previous conference or any public forum.
- **ABSTRACT FORMAT (Max words: 300)**
 - First page: Provide Title, Author(s) names, Affiliations, and Contact details including the email and

mobile number of corresponding author.

- Second page would carry the Abstract of not more than 300 words including:
 - Functional areas (Course/programme and specific topic) for which the submission can be used;
 - Clearly specify the objectives of your submission, and
 - keywords (maximum five)
- **SUGGESTED FORMAT OF FULL PAPER**
 - The full paper may have the following structure:
 - FULL ABSTRACT Inclusive of Title Page
 - Introduction
 - Main Body of the paper includes all facts and issues related to the documented pedagogical innovation/ industry experience/case (this can have multiple sections depending on the requirement of the situation)
 - Closing section
 - Tables, Exhibits
 - References
 - Any non-text material like photos/videos/audios can be submitted in form of a CD.
 - There is no prescribed length and word limit for the full paper. However, good papers on pedagogical innovations/ industry experiences/case situations provide adequate contextual information but yet are not too lengthy. Some of the best papers in these categories have length of 5 to 15 pages inclusive information presented in tables and exhibits.
 - Font Requirements: Font size-12; Font type-Times New Roman; Line spacing-Single; Subheadings-Arial font, size 10, Bold, mixed case as opposed to all capitals
 - The pedagogical innovations/ industry experiences/case situations are to be written in the past tense as they have already taken place.
 - To be considered of an acceptable quality, your paper should have a proper flow and accurate language.
 - All tables, figures and exhibits are required to be placed at the end of the text and sequentially referenced within the text. Source for every table, figure and exhibit needs to be mentioned under the same.
 - APA style for in-text citations and referencing is preferred. However, other major, accepted styles may also be used as long as consistency in the style usage is maintained.

PUBLISHING OPPORTUNITY

The copyright of submissions presented at this conference will remain with the submitting authors. However, post to the conference, authors of a few selected high quality submissions would be invited to publish in a reputed journal/case repository. Their submissions would only be published if they give their prior consent and complete the process of passing their copyrights to the publisher. A few selected submissions presented at our earlier conferences are now part of *The Case Centre/ ET Cases* repository and were also published in form of a joint book by the *ET Cases and the FLAME University*.

Authors will be given an option of publishing their work with ET Cases, Emerald Publishing or IJGBC subject to meeting the publisher's guidelines.

IJGBC Track - Research Cases / Papers

The International Journal of Global Business and Competitiveness (IJGBC) is a quality journal for practitioners, policy makers, teachers, researchers and learners to share their practical experiences, knowledge and insights in the evolution, formulation and implementation of strategies for competitiveness in the global business context.

Authors desirous of publishing their papers with IJGBC must submit a structured abstract that will be reviewed. The format of the structured abstract is as below:

- Title of the Article
- Background
- Purpose and Objectives
- Key Questions
- Methodology
- Indicative Findings/Results
- Value added / contributions
- Keywords and possible areas (clearly mention IJGBC track here)

Review of the structured abstract will provide authors with areas of improvement and suggested changes in methodology or focus. On acceptance of the Structured Abstracts, authors will be expected to submit the draft paper fulfilling the following requirements -

- **Size:** Research papers should be of 10-15 pages A4 size in single spacing in font size 12 of Times Roman. More details can be given in appendices.
- **Title:** The title should be brief.
- **Format:** The paper should have a cover page giving title, author's name, complete address, telephone number, fax number, and email of the author. In case of coauthors, these details should also be provided for each co-author. Correspondence will be sent to the first named author unless otherwise indicated. The second page should contain the title and an abstract of 100-150 words. It should also include up to seven keywords about the paper. The second page should not include the author(s) name. The text of the paper should begin from the third page.
- **Headings:** should be clearly defined, and numbered.
- **Footnotes:** should be used only when absolutely necessary and must be identified in the text by consecutive numbers placed as superscript.
- **Text:** The main text should be readable. The ideas proposed should preferably be supported by real life case examples from business situations.
- **Tables and Figures:** All tables and figures should be numbered consecutively using Arabic numerals. Each table should have a brief Title written on the top of the table, and each figure should have a brief caption written on the bottom of the figure.
- **References:** References to other publications must be in standard style. That is shown within the text as the author's name followed by a comma and year of publication, all in round brackets, e.g. (Nonaka and Ahmed, 2005).

The journal follows a double-blind peer review process. Each paper is reviewed by the editorial team and if it is judged relevant for publication, it is then sent to referees for double blind peer review. The papers are reviewed for relevance; focus on Global Business and Competitiveness, innovation, practical considerations, and quality of evidence, contribution, methodology, readability, and organisation. Based on the recommendations of the referees, the editorial team will then decide whether the paper should be accepted as it is, to be revised or rejected.

Emerald Publishing

- Cases that wish to apply for the Emerald Publishing & FLAME Best Emerging Market Case award should follow the author resources available at http://emeraldgroupublishing.com/products/case_studies/authors.htm. This includes the specific author guidelines available at http://emeraldgroupublishing.com/products/new/pdf/author_guidelines.pdf and submitting their case study, teaching note, and consent to publish release form at <https://mc.manuscriptcentral.com/eemcs>. Submitted cases will be automatically entered in the double-blind peer-review process, for possible publication Emerging Markets Case Studies (ISSN: 2045-0621). By participating in the competition, authors are automatically agreeing to having their case study published in Emerging Markets Case Studies, if accepted after peer-review. Submitted cases must not have been published or submitted to another journal at the time of submission.

- The important dates for the Emerald Publishing & FLAME Best Emerging Market Case award should be as follows:
- 5th June, 2018: Deadline for submission of case study, teaching note, and consent to publish release form at <https://mc.manuscriptcentral.com/eemcs>. Please select FLAME 2018 as the special issue to be considered for the award.

AWARDS AND CERTIFICATION

FLAME in association with ET cases has instituted the following awards:

- 1) ET Cases – FLAME Best Case Writer Award with a cash prize of Rs. 15000.
- 2) ET Cases – FLAME Industry Experience Case Award with a cash prize of Rs. 12000.
- 3) ET Cases – FLAME Pedagogical Innovation Case Award with a cash prize of Rs. 12000.
- 4) Emerald Publishing & FLAME Best Emerging Market Case award, with a cash prize of Rs. 15000.

Further, the cases accepted and presented during the conference will receive a certification of participation from the FLAME University.

NOMINATION

Nomination can be done for this Conference by filling up the attached nomination form sent along with the Conference fee via Crossed DD payable to “FLAME UNIVERSITY PUNE” at Pune. The Demand Draft along with the nomination form has to be mailed to:

Prof. Hoshiar Mal/ /Prof. Niraj Mankad
 Foundation for Liberal And Management Education
 401, Phoenix Commercial Complex, 4th Floor,
 Bund Garden Road, Opp. Residency Club, Pune - 411001
 Contact: fcc@flame.edu.in, Mobile: 9921446323/9765390639

In case you want to transfer the registration fees electronically, the relevant account details are as under:-

Name of the Bank : Bank of India, Branch Lavale, Pune 411042
 Name of the Account : FLAME UNIVERSITY PUNE
 Current A/c No : 062020110000581
 Swift Code : BKIDINBBPMB
 RTGS / IFSC Code : BKID0000620

Note: If you do electronic/NEFT transfer of funds, please compulsorily email payment details to verify whether funds have been received at our end or not: fcc@flame.edu.in and to sachin@flame.edu.in

REGISTRATION FEES

a) REGISTRATION FEE FOR THE CONFERENCE

The participants who submit/present their papers in the conference will pay the registration fees as per the given category:

	Delegates from Indian Organisations/Institutions (includes all applicable taxes)	Delegates from Foreign Organisations/Institutions (includes all applicable taxes)
Industry	Rs. 4600/-	USD 150/-
Academicians	Rs. 3500/-	USD 100/-
Students (produce necessary proof)	Rs. 2000/-	USD 75/-

b) Accommodation:

Limited lodging and boarding facility will be provided on twin-sharing basis on FLAME campus on a first-come, first-served basis. For this, an additional fee of Rs. 1000/- per day per person (excluding applicable taxes) will be charged from all those who opt to avail of the on-campus accommodation. The boarding and lodging fee includes breakfast and dinner throughout the programme at the FLAME dining facility.

ADVISORY COUNCIL

- Prof. Devi Singh, Vice Chancellor, FLAME University
- Prof. Hemant Trivedi, Chair, FLAME School of Communication
- Prof. Vinod Vidwans, Chair, FLAME School of Fine and Performing Arts
- Prof. Santosh Kudtarkar, Associate Dean, FLAME School of Liberal Education

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- Dr. Nagendra Chowdary, Head (Academics) and Vice President, ET Cases
- Mr. Sankar Gopalakrishnan, Chief Executive Officer (Reliance Footprint/Payless Shoes) and Board Member of M&S Reliance.
- Dr. Suneel TS, General Manager - Open Innovation, Tata Group

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ABOUT FLAME UNIVERSITY

FLAME University exists to build an **aspirational** destination for students and faculty, to push the **design and nature of studies** and to create a **societal upgradation** phenomenon particularly in the fields of **liberal education and leadership**.

FLAME will be amongst India's most reputed and respected universities. We will be the University of Choice for higher education in India. We will be recognized for the impact our teaching has on our students and the community at large. Further, we will be the leader in creating and disseminating knowledge in the disciplines we offer. With that, we will pioneer the advancement of knowledge in these disciplines.

FLAME is conceptualized with a desire to give something back to society. We believe in sharing of "Gyan" or knowledge since the ultimate goal for all human beings in the accumulation of knowledge. With that dictum, FLAME aims inculcate a habit of lifelong learning and inquiry amongst students, leading to the advancement of their well-being.

FLAME School of Business is rooted in liberal education. The school offers undergraduate (BBA), postgraduate (MBA) and doctoral programs (Ph.D.) that are tailored for the ever evolving, constantly changing globalized business environment of today. Throughout, students will develop the fundamental skills and knowledge that managers need to lead complex organizations. The programs offered by the school will cover all the areas in management sciences such as marketing, finance, accounting, organizational behaviour, business policy and strategy, operations management as well as areas in humanities, social sciences, foreign languages, and creative arts for a well-rounded and holistic development of the students. FLAME School of Business is committed to develop management professionals who are competent in their chosen domain, sensitive to the environment and culture, responsible to the communities, ethical in all doings and global in their outlook and approach. FLAME School of Business will achieve these objectives by having very rigorous academic processes, updated and relevant curriculum, global courses and extensive industry interaction.

FLAME School of Liberal Education offers intensive undergraduate (B.A., B.Sc.), postgraduate (M.A., M.Sc.) and doctoral programs (Ph.D.) in humanities, social sciences, economics and physical and natural sciences. Led by our esteemed faculty, FLAME School of Liberal Education offers courses in disciplines like history, philosophy, art, mathematics, political science, religion, and other interdisciplinary areas.

FLAME School of Communication promotes, nurtures and develops independent thinking, creative, effective and responsible communicators and managers in different media. We do this in an environment that encourages students to explore new ideas in content and form, and to experiment and re-examine ideas on an ongoing basis. FLAME School of Communication meets the long-felt need for providing high quality education in the art and business of communication and media. FLAME School of Communication offers undergraduate (BA, BBA), postgraduate (MBA) and doctoral (Ph.D.) programs tailored towards communication management. The Department of Media & Journalism is part of the FLAME School of Communication.

FLAME School of Fine & Performing Arts has very specific objectives all of which are toward making FLAME a university of excellence in the teaching and promotion of classical, folk and contemporary performing arts, through an interdisciplinary approach. We aim to encourage innovation and opportunities that challenge the existing norms of teaching arts in India. We provide an education in fine & performing arts through a unique pedagogy and interaction with the arts of other countries and collaborations with arts institutions the world over. FLAME School of Fine & Performing Arts offers undergraduate programs in dance, music and theatre and consists of the Department of Fine & Performing Arts.

FLAME CENTRE FOR CASE DEVELOPMENT

The Case method of teaching has gained popularity in the disciplines of Education, Law, Medicine, Management, Psychology, and Sociology among other. There are several popular case repositories like HBS Educator, Ivy Publishing, ECCH, Science Case Network, ET Cases, Asian IT Cases Series etc. from where instructors can source teaching cases for their courses. At FLAME, case Method of teaching is practiced across all its schools. Many of the FLAME faculty members use the case method of teaching in their courses and have prior exposure to the craft of case writing and research. The Center's mission is to "Emerge as a well-known repository of quality cases by 2025 in all such professional disciplines which are taught at FLAME and where case method of teaching can be successfully deployed."

ET CASES

ET Cases – an initiative of Times Centre for Learning Limited (The Times of India Group, India’s oldest and biggest media conglomerate) – mission is to enable an effective and efficient classroom delivery. The driving force and practiced advocacy at ET CASES is co-creation – creating value for the management fraternity – faculty from business schools, practicing managers from a wide spectrum of companies and industries, or aspiring managers – through seamless collaboration and value sharing, to enable efficient and effective decision making.

ET Cases aims at innovating pedagogical platforms and bring these to the classrooms to bridge the gap between the academia and business life.

EMERALD PUBLISHING & THE EMERGING MARKETS CASE STUDIES COLLECTION

As part of Emerald Publishing’s portfolio of nearly 300 journals, more than 2,500 books and over 1,500 teaching cases, the Emerging Markets Case Studies collection (ISSN: 2045-0621) has published over 650 quality cases. Emerging Markets Case Studies provides well-researched, instructive, and multi-media online cases, about the most interesting companies in complex emerging market contexts, to professors developing effective managers globally. In 2017, our case studies and associated teaching notes were downloaded over 60,000 times by instructors in a range of countries, including Australia, Malaysia, India, South Africa, China, Mexico, and the UK.

INTERNATIONAL JOURNAL OF GLOBAL BUSINESS AND COMPETITIVENESS

International Journal of Global Business and Competitiveness (IJGBC), a niche peer review journal, focuses on subjects including practices, theory and models of competitiveness; particularly current management thinking in competitive firms and industries. Key goal of the journal is to be a place of balanced perspectives for leadership in industry, academia and government on deep thinking about competitiveness, international business and related aspects of strategy, organisation and management of human resources, innovation, technology or knowledge. Being nurtured by a unique team of the professional society, the Global Institute of Flexible Systems Management (GIFT, www.giftsociety.org), cooperating institutes and professionals from industry and academia across several countries, the journal also aims to evolve a community of researchers, entrepreneurs, business leaders and policy-makers. The cooperating institutes include leading universities in India, as well as universities in Canada, EU, Germany, Japan, Korea and the USA.

IJGBC has been steadily evolving on several fronts, including paper development workshop (PDW) at quality international conferences. It is also included in listings of journals such as Australian Business Dean’s Council (ABDC). IJGBC plans to improve and break-out to next level, as members of growing Group on Competitiveness (GoC) and GIFT develop abilities to contribute more through quality.

GET IN TOUCH

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