



IIMC CASE RESEARCH CENTER (IIMCCRC)

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NAVIGATING THE TRANSITION TO ONLINE TEACHING IN HIGHER EDUCATION INSTITUTIONS AMIDST COVID- 19: *THE IIMC EXPERIENCE*

Sometime in May 2020, Professor Peeyush Mehta, the MBA Chairperson (April 2020 to May 2021) at the Indian Institute of Management Calcutta (IIMC), a leading business school in India, was facing a dilemma. He was responsible for overseeing the delivery of the Institute's flagship MBA program. Unlike earlier years, in 2020, it was difficult for him to convene the academic session (the fifty-seventh session of the MBA program at IIMC) due to the Covid-19-induced lockdown. The program, which until then had been delivered on-campus in classrooms had to continue; but the Institute, which was a pioneer in India in online executive education did not necessarily have all the required infrastructure in place to launch the upcoming MBA session online.

IIMC in the Indian Educational Context

Established in 1961, the Indian Institute of Management Calcutta (IIMC) was the first higher education institute of eminence set up in post-independent India. The Government of India established IIMC with the collaboration of Alfred P. Sloan School of Management (MIT), the Government of West Bengal, and the Ford Foundation. It was the first national institute for

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postgraduate studies in India that was set up for undertaking teaching and research in areas of Management. From its very inception IIMC provided high quality management education in India, which transformed it into a distinguished institution of repute, globally. Being an autonomous body, IIMC had a vision to emerge as an international center of excellence in all facets of management education. For smooth functioning of its academic programs, the institute formed several committees. Each committee consisted of representatives from each of the academic groups at the Institute, headed by a chairperson, selected for a period of two years at a time. Professor Peeyush Mehta was the MBA Chairperson (April 2020 to May 2021) during the inception of Covid-19. **Exhibit 1** shows the organizational chart of IIMC.

The Institute offered high quality management education through its postgraduate and doctoral level programs, executive training programs, as well as research and consulting activities. Over time, the Institute received triple accreditations by AACSB (Association to Advance Collegiate Schools of Business), AMBA (Association of MBAs) and EQUIS (EFMD Quality Improvement System). IIMC had been the only business school in India to be a part of the prestigious Global Alliance in Management Education or CEMS.² In the Financial Times Global MBA Rankings for 2023, the institute ranked 4th in India and 76th globally.³

In 2020, the Union Cabinet of India approved the National Education Policy (NEP) that proposed modifications to all aspects of the country's educational system. This included setting up of regulatory and governance procedures from institutional to state levels.⁴ The NEP embraced greater use of technology in the teaching-learning process. It marked the beginning of a new and futuristic education system in India, and was in line with the rapid changes in the educational landscape globally. IIMC, as one of the key education sector stakeholders, was expected to take the higher education goals of improving access and quality forward in line with the NEP principles. The pandemic further enabled the digitization of teaching and learning processes. With the policy shift and the technological momentum spurred by the pandemic, it became essential for the Institute to align itself with the changing landscape.

² The Global Alliance in Management Education or CEMS (formerly the Community of European Management Schools and International Companies) is an international cooperation of leading business schools and universities with multinational companies and NGOs

³ <https://rankings.ft.com/rankings/2909/mba-2023%0A>

⁴ Details on the National Education Policy 2020 : <https://www.education.gov.in/nep/about-nep>