

Faculty Development Program
“ENHANCING THE RESEARCH PRODUCTIVITY”
July 3 – 7, 2023
Organized by Welingkar Research Centre (WRC)
Prin. L. N. Welingkar Institute of Management, Development and Research

REPORT

Program Overview

An important component of higher education is scholarly research. It increases the vigor and life of an educational institution and broadens the body of knowledge. It is impossible to ignore the crucial role that academic research plays in educating practitioners on critical findings. As a result, the creation and sharing of ideas and viewpoints across disciplinary boundaries aims to connect theory and practice and is well suited to foster the growth of future leaders who can contribute to both business and society.

Against this backdrop, the Centre for Research at WeSchool organized a Faculty Development Program (FDP) for the faculty members at WeSchool under the theme – “ENHANCING THE RESEARCH PRODUCTIVITY”. The FDP educated, informed, and updated WeSchool faculty on the academic research framework through talks by eminent speakers. The main objective of this FDP was to encourage faculty at WeSchool to publish more academically.

Program Purpose

This FDP was specifically created for WeSchool faculty members, especially early- and mid-career researchers, who are seeking strategies to build a robust research routine and steer clear of frequent errors made when planning and carrying out a research project. This FDP drew attention to several important factors involved in the growth of research concepts and the pursuit of them to prospective publication venues.

The topics presented in this FDP can be seen as “guideposts” and “warning flags” that will be useful to scholars. In this way, the FDP offered a well-rounded method for creating original research ideas that can lead to scholarly research publications in the management area.

Program Outcomes

The outcomes of this FDP were as follows:

1. Learn about the research tools and methodologies from the specialists.
2. Recognize the challenges and possibilities when creating the research framework.
3. Engage in a constructive dialogue among colleagues who are actively engaged in research with the goal of generating new research ideas and methods for carrying them out.
4. Receive constructive criticism from the invited speakers, who are authorities in conducting and publishing influential research works.

Program Objective

The core objective of the workshop was to equip participants with appropriate methods and approaches of research that would facilitate them to undertake effective research in management and social science. Moreover, the FDP was designed to help faculty members convert their ongoing research into publishable material of high quality in the form of articles, journals, and books. This workshop was designed to offer an in-depth understanding of the research process as a whole and direct the participants through all the stages of research from identifying a research problem to the submission of a dissertation, report writing, and research article. The main objectives of this FDP are:

1. To educate, inform, and update WeSchool faculty on the various components of the academic research framework.
2. To guide and inform WeSchool faculty on their ongoing research projects.
3. To encourage WeSchool faculty to identify and develop research ideas that can evolve into journal publications.
4. To inculcate a 'research culture' at WeSchool that recognizes and encourages research acumen among faculty members.
5. To create a friendly research ecosystem among We School faculty members that fosters collegiality and research collaborations.

Structure of the FDP

The FDP was a half-day session conducted from 9:00 am to 1:30 pm for five days between July 3 and July 7, 2023. The following key aspects of this FDP were instrumental in the design of this FDP:

1. Invited speakers: On each day, renowned researchers/practitioners offered a session related to academic research. The invited speakers were identified based on their research acumen

and research publication track record. They were asked to speak on key research topics that are of critical importance to researchers, with a special emphasis on helping in the preparation of effective manuscripts leading up to publication.

2. **Research Interchange:** WeSchool faculty members received the chance to share their ongoing research initiatives with faculty peers and invited speakers as part of the Research Interchange session on specific days (see the schedule for details). The purpose of this was to assist WeSchool instructors in obtaining critical input from the WeSchool community on prospective areas for the research study's development. In addition to encouraging a fruitful exchange of ideas, such feedback sessions were also expected to usher in collegiality and collaboration among WeSchool professors in presenting their current research.

FDP Day 1 Session

The schedule for Day 1 was as follows:

9:00 am – 10:45 am	Invited Talk on “ Statistical Discovery ” Mr. Muralidhara Anandamurthy Academic Program JMP (Statistical Discovery from SAS)
10:45 am – 11:00 am	Inauguration of the “ Faculty Development Program ” Inaugural Note: Prof. Dr. Uday Salunkhe Group Director, WeSchool
11:00 am – 11:15 am	Break
11:15 am – 01:00 pm	Invited Talk on “ Statistical Discovery ” Mr. Muralidhara Anandamurthy Academic Program JMP (Statistical Discovery from SAS)

Session on “Statistical Discovery”



Mr. Muralidhara Anandamurthy
Academic Program JMP
(Statistical Discovery from SAS)

Day 1 began with **Mr. Muralidhara Anandamurthy**, introducing the JMP software – a powerful statistical software designed for scientists and engineers to solve problems with data. It offers tools for data preparation, analysis, and graphing, making it ideal for organizations. The problem-solving approach should be credible, cost-effective, rational, collaborative, and use problem-solving tricks. The most used probability distribution is Normal Distribution, with nature analysis indicating normal temperatures, dissolutions, and time. Visualization is crucial, and data scraping involves importing data from websites into files or spreadsheets. He stated how statistical thinking goes with the frequency of problems and complexity of problems.

He further briefed that the JMP software focuses on exploratory data analysis and visualization, allowing users to explore and learn unexpected facts from data. It links statistical data to graphics, allowing users to drill down or up to explore data and various visual representations. And JMP is primarily used for designed experiments and industrial process analysis. It can be used in conjunction with R and Python open-source programming languages to access features not available in JMP itself.

He mentioned that the software helps take research to the next level with the statistical tool of choice for scientists, engineers, and data explorers of all disciplines. For faculty, the software has features such as spending more time teaching statistical concepts and less time teaching software. He further discussed inferential statistics and bivariate analysis. He concluded with a hands-on demonstration of the software and a practical explanation of its usage by using an example of a secondary drug manufacturing process.

Inaugural Note



Prof. Dr. Uday Salunkhe
Group Director, We School, Mumbai

In his Inaugural Note, the **Group Director** provided a general overview of the prerequisites for such programs for WeSchool faculty. He encouraged faculty members to publish academic research in all areas of management and other closely connected fields, which were recognized for the benefit of interested participants. He further emphasized that as faculty members work on their research publications, the participants should learn from the professionals about the research tools and methodologies.

He also noted that faculty members must be aware of the challenges and possibilities while creating the research framework. He also emphasized the need to have a good dialogue among colleagues who are engaged in research in order to foster the emergence of fresh research concepts and methods for carrying them out. He also highlighted the importance of getting constructive criticism. Finally, he instructed the participants to make use of such opportunities provided by WeSchool and concentrate on high-quality publications from the Institute. He praised the number of enhancements in faculty presentations and insisted on making research agenda and developing the research base of the organization.

FDP Day 2 Session

The schedule for Day 2 was as follows:

9:00 am – 11:00 am	Invited Talk on “ Productivity in Research ” Prof. Sundar Balakrishnan Professor, University of Washington, Bothell
11:00 am – 11:15 am	Break
11:15 am – 1:15 pm	Invited Talk on “ Approach for Conducting Management Research ” Prof. Bharath Rajan Associate Dean – Research, We School, Mumbai

Session on “Productivity in Research”



Prof. Sundar Balakrishnan
Professor, University of Washington, Bothell, USA

Prof. Sundar Balakrishnan is a renowned faculty at the University of Washington, Bothell, USA. In his session, he discussed that productivity is the quintessential indicator of efficiency in any production system. It has become a norm in bibliometrics to define research productivity as the number of publications per researcher, distinguishing it from impact. Productivity in research is enhanced through high motivation and the main purpose of writing and publishing is to disseminate research findings and to share new knowledge with other researchers in their respective fields. He talked about the various research productivity stages and the factors affecting productivity such as mental & physical well-being, cultural diversity, distractions, and technology.

He further stated four categories as levels of motivation: High motivation-high ability; High motivation-low ability; Low motivation-high ability; Low motivation-low ability. The most important product that should be highlighted is that the results of research should benefit the community. He mentioned effective time management tips such as tracking your time, working when you are most productive, and organizing your workspace. Tools & Resources for research

productivity were stated as task management tools, data analysis tools, and reference management. He emphasized prioritizing research, providing resources & support, and tracking through data analysis, journals, and collaborative projects.

Session on “Approach for Conducting Management Research”



Prof. Bharath Rajan

Associate Dean of Research, We School, Mumbai

Prof. Bharath Rajan started the session with a discussion on Me, Myself & Management Research. He talked about the evolution of management research. He discussed an example of the Titanic submarine and linked it with research phases including opening, role, methodology, findings, and implications. He then explained the history of the iceberg that hit the Titanic and an explanation of how it became an unintended hero. He then emphasized using "ME" as the subject and "I" as the reflexive pronoun. He also mentioned that the challenges itself has value. He stated, there are differences between conducting research and producing research and that the study must lead to subsequent problems, hence research must serve a larger purpose.

He also included experimentation with ideas and mentioned first come, first served when it comes to great research along with research visibility and the empowering power of thought. He mentioned that constant reading is essential for problem-solving and must be focused on content analysis and description analysis. He further stated that a researcher should know how to sell research work and understand metamorphosis, along with change. He stated that the value is in the struggle, more than in the result! He ended his talk with a story of a chicken and a pig to illustrate the difference between contribution and commitment to research.

FDP Day 3 Session

The schedule for Day 3 was as follows:

9:00 am – 11:00 am	Invited Talk on “ Building an Academic Career ” Dr. Janat Shah Former Director, Indian Institute of Management, Udaipur
11:00 am – 11:15 am	Break
11:15 am – 1:15 pm	Talk on “ Data Science Applications in Management Research ” Mr. Venu Gorti CEO & Co-founder, Cogitaas, Mumbai

Session on “Building an Academic Career”



Dr. Janat Shah

Former Director, Indian Institute of Management, Udaipur

Dr. Janat Shah delivered a talk on how to build an academic career. He approached his talk based on his academic journey. He discussed how he chose academics by accident as a career option, through his movement from IRMA to IIMB and then to IIMU. He further explained IIMU’s approach to being a high-performance institution. Stated some key areas adopted as to have differentiation like strong reputation as a research institution, transformational post-graduate course, claim rankings globally, and ensuring faculty development in research & training.

His talk included a faculty life cycle explanation: First 8 years – focus on research excellence (through mentoring & collaboration); next 8 years – ensure research productivity through doctoral students and develop application expertise; next 8 years of career – focus on publications in research journals & practitioner-oriented journals and books. He then discussed a research agenda that included green initiatives in the supply chain context explaining points such as reputation and cost reduction. He elaborated on what makes a good research question.

He also stated one should build personal academic agenda i.e., to figure out what works for oneself. He discussed seven habits by covey for building an academic career. Along with this, he also held discussions on publication criteria regarding the choice of topic, paper execution in terms

of assumptions and approaches, the writing quality of the paper, the incremental aspect of the result/analysis in the paper, and errors if present in the analysis. He concluded the session by having a brief discussion with WeSchool faculty members on developing good research papers and building an impactful academic career.

Session 2 on “Data Science Applications in Management Research”



Mr. Venu Gorti
CEO & Co-founder, Cogitaas, Mumbai

Mr. Venu Gorti spoke about analytics for solving business problems. In his talk, he referred to companies such as HUL that promote industry engagements, and mentioned that it involves university-business interactions, fostering productive collaborations, knowledge exchange, and technology enhancement through knowledge exchange and ideas exchange. Also mentioned three reasons which make data analytics difficult to implement are a slow process, no clear brief/instructions, and no standard/fixed methods.

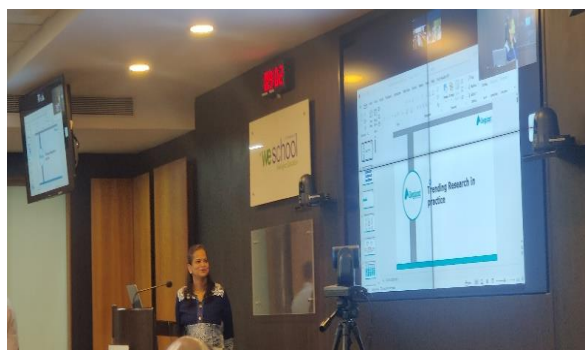
He explained the concept of dynamic linear modeling analysis based on fresh data. He also talked about customer retention, which is crucial for an organization’s success, starting with the first contact and continuing throughout a relationship. Successful retention efforts consider the entire lifecycle, including product or service quality, customer service, perceived value, and reputation within and across the marketplace. These efforts can help identify root causes and adjust product offerings, ensuring a positive customer experience. He also discussed real-life business problems regarding very high discounts considering discount depth, maximizing revenue, or minimizing cost. He also offered perspectives on product-level pricing analysis, business modeling, effective communication, and demand forecasting. He concluded the presentation with a Q&A session related to reducing prices and brand positioning.

FDP Day 4 Session

The schedule for Day 4 was as follows:

9:00 am – 11:00 am	Invited Talk on “ Trending Research in Practice ” Ms. Jyoti Katke Founder and Managing Director Allegiant Market Research Service & Consultancy Pvt.Ltd.
11:00 am – 11:15 am	Break
11:15 am – 1:15 pm	Faculty Presentations

Session on “Trending Research in Practice”



Ms. Jyoti Katke
Founder and Managing Director
Allegiant Market Research Service &
Consultancy Pvt.Ltd.

Ms. Jyoti Katke’s talk focused on “Trending research in practice”. She stated that research is a fundamental step in the plans of an organization. She focused on understanding competitors, in order to provide market research solutions by following the phases of Development-Introduction-Growth-Maturity-Decline. She gave the example of TATA motors and the agriculture industry in India. In her discussion, she talked about primary research and secondary research techniques. Here, she extensively spoke about designing and developing surveys, in-depth interviews, developing focus groups, managing projective techniques, ethnography, and observation. She also discussed online surveys, Computer Assisted Telephone Interviewing (CATI) replacing traditional telephone interviews with computers, transforming face-to-face fieldwork & CAPI. She explained the eye tracker program, which is used to measure eye positions and movement, used in visual system research, psychology, psycholinguistics, marketing, human-computer interaction, and product design, and also explained communication. She also gave examples from ethnographic research on baby oil and cooking oil, clinical testing of facewash, and mentioned many sectors that regularly perform market research.

Subsequently, faculty presentations were held.

FDP Day 5 Session

The schedule for Day 5 was as follows:

9:00 am – 11:00 am	Invited Talk on “ Translating Industry Collaboration into Academic Articles ” Dr. Sreelata Jonnalagedda Professor – Marketing. IIM, Bangalore
11:00 am – 11:15 am	Break
11:15 am – 1:15 pm	Faculty Presentations

Session 1 on “Translating Industry Collaboration into Academic Articles”



Dr. Sreelata Jonnalagedda
Professor – Marketing. IIM, Bangalore

Dr. Sreelata Jonnalagedda’s talk focused on academic writing that originated from industry collaborations. She emphasized on reasons for poor writing and organization which involves insight management that goes with understanding a company’s information needs and managing information flow to drive positive change. It includes providing the right information to the right people, at the right time, and in the right format, ensuring that the right information is delivered to drive change, and having such inadequacy to understand managerial insights leads to poor writing and organization.

She referred to 8 stages of outcomes – consultancy reports or notes, with an example of Zopnote: A case of hyperlocal commerce (stage 1); one slide in a session, with an example of HUL-a field visit to Siliguri (stage 2); student projects, with an example of retail & farmer collaboration strategies for 24 Mantra (stage 3); a white paper (stage 4); a newspaper article (stage 5); a case study (stage 6); a practitioner article (stage 7); and a journal article (stage 8). Further, she stated what journals like about your research and to conclude whether there is a meeting point of objectives and goals mentioned.

Subsequently, faculty presentations were held.