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Personality Traits in Organisational Citizenship Behaviour and the Mediating Effect of Workplace Spirituality among Employees

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Abstract

Integrating psychological insights into management practices has become not only relevant, but crucial in a time when organisations are increasingly characterised by their agility, empathy, and purpose. Human-centric and values-driven frameworks are being used to reevaluate traditional models of organisational behaviour, which are frequently based on transactional paradigms (Ashkanasy et.al, 2011). By investigating how individual personality traits impact Organisational Citizenship Behaviour (OCB) and how workplace spirituality mediates this relationship to promote greater engagement and ethical commitment among employees, this paper adds to the developing conversation.

Long acknowledged as a key component of organisational effectiveness, OCB is defined by discretionary actions that surpass official job requirements (Organ, 1988; Podsakoff et al., 2000). However, the causes of this kind of behaviour—specifically, the interaction between stable personality traits and the workplace's spiritual culture—remain little studied in the literature on modern management. This study connects psychological theory with contemporary management practice by drawing on the Five-Factor Model of personality (Costa & McCrae, 1992) and new theories of workplace spirituality (Ashmos et.al, 2000; Petchsawan et.al, 2009). It provides a nuanced understanding of how existential meaning and intrinsic traits combine to shape prosocial behaviour at work.

The paper also addresses the need for culturally relevant management models that respect both individual agency and group purpose by placing this investigation within the Indian organisational context (Krishnan, 2008). The results have consequences for organisational culture design, HRD tactics, and leadership development, particularly in settings that aim to strike a balance between purpose and performance. By doing this, the study reimagines the workplace as a place for moral behaviour, individual development, and shared meaning in addition to fusing contemporary theories with practice.

Reimagining Productivity: Human Centric Approaches in a Digitally Skilled Workforce

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Abstract

The transition from Industry 4.0 to Industry 5.0 marks a paradigm shift in how organizations perceive and pursue productivity. While Industry 4.0 emphasized automation, efficiency, and output driven performance, Industry 5.0 highlights human centric approaches that balance technological advancements with employee well being, creativity, and inclusivity. This paper explores how digital skilling, as a critical enabler of workforce readiness, integrates with human centric productivity practices to redefine sustainable organizational growth. Drawing upon theoretical underpinnings such as Taylor's Scientific Management, the Human Relations School, and emerging human centric productivity models, the study investigates the dual role of digital skills and human empowerment in shaping modern productivity frameworks. Using descriptive and inferential analyses—including regression, correlation, and structural equation modeling (SEM)—the research examines demographic influences, effectiveness levels, and the interplay between digital adoption and employee centric factors. Findings reveal that digital skilling enhances efficiency and adaptability, but its transformative impact is realized only when combined with psychological safety, autonomy, and meaningful engagement. The study proposes an integrative framework that positions productivity as digitally enabled yet human centered, urging academia, industry, and policymakers to collaboratively design inclusive, future ready ecosystems. This redefined approach shifts productivity from a narrow metric of output to a holistic construct encompassing innovation, resilience, and sustainable human development.

Keywords: Digital skilling, human centric productivity, Industry 5.0, workforce transformation, sustainable productivity, employee engagement, well being, adaptability, inclusivity, psychological safety, future of work, organizational resilience, digital transformation, automation, creativity, innovation, structural equation modeling (SEM), regression analysis, correlation analysis, sustainable growth

GIT25/23

Marketing Indigenous Innovations: A Consumer-Centric Pathway to Ecological Well-Being in India

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Abstract

Indigenous innovations rooted in traditional knowledge systems, cultural identity, and eco-friendly practices have emerged as vital drivers of sustainable development in India. However, despite their ecological and social relevance, many indigenous products and practices remain underutilized in mainstream markets due to limited visibility, lack of structured marketing strategies, and consumer unawareness. The paper adopts a mixed-method approach, drawing on secondary literature and case examples of Indian indigenous practices such as millet-based foods, bamboo crafts, ayurvedic wellness products, khadi textiles, and eco-friendly housing materials. Findings suggest that consumer trust and ecological consciousness can be significantly enhanced when indigenous products are communicated through transparent narratives, authenticity signals, and digital engagement. Furthermore, the integration of indigenous innovations into modern value chains not only reduces waste and conserves natural resources but also strengthens local economies and preserves cultural heritage. This research contributes to the domains of sustainable marketing, consumer behavior, and indigenous knowledge by offering a conceptual framework that demonstrates how consumer-centric marketing of indigenous innovations can lead to ecological well-being outcomes. The study also identifies gaps such as limited consumer awareness, inadequate policy support, and the need for scalable marketing models.

Keywords: Indigenous Innovations, Consumer Behavior, Ecological Well-being, Sustainable Marketing, India

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Invisible Labour, Visible Precarity: A Sociological Study of Gig Worker's Welfare Policies in Karnataka.

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Abstract

The gig economy is reshaping India's labour market, adding new insecurities to a workforce already marked by informality. Karnataka has taken the lead in addressing these challenges with the Gig Workers Insurance Scheme (2023–24) and the Platform-Based Gig Workers (Social Security and Welfare) Act (2025). This paper examines these policies through the Globalizing Indian Thought (GIT 2025) themes of Work, Women and Worldview. Drawing on sociological ideas of precarity, social protection, feminist political economy, labour process and intersectionality the paper argues that Karnataka's initiatives though pioneering, remain incomplete. They provide basic protection against accidents and risks but do not resolve deeper problems such as unstable incomes, algorithmic control or the lack of bargaining power. Gender-neutral measures overlook women's specific needs, while caste, migration and religion combine with gender to create layered disadvantages for Dalit men, migrant workers and Muslim women. By placing Karnataka in the wider global debates on platform labour, the paper highlights both the opportunities and limits of such welfare reforms. It concludes that recognition without redistribution risks making precarity a permanent condition rather than reducing it.

Keywords: Gig economy; Precarity; Social Protection; Gender and Work; Intersectionality; Karnataka

Rethinking Responsible Leadership in Indian regulatory context: Addressing responsibility voids and collective responsibility gaps

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Abstract

The expectation of businesses to cater to the needs of society and environment in addition to generating shareholder value are increasingly being codified through various international and national frameworks. Nevertheless, codification by itself does not ensure its application in daily decision-making. While these frameworks provide what needs to be done for responsible business conduct, there is a gap in understanding who and how it is done, and what kind of leadership enables it. The concept of Responsible Leadership (RL) offers a theoretical lens to understand how businesses can operationalize the various guidelines on responsible business conduct, however, there are three key challenges in doing so (1) the current RL conceptualizations do not fully cover all the responsibilities and stakeholder groups (2) leaders are faced with fragmented and diffused responsibilities in the larger ecosystem presenting responsibility voids and collective responsibility gaps (3) there is lack of competency development and implementation support for leaders beyond policy and regulations. This paper, therefore, develops three interlinked contributions: (1) It conceptualizes RL as a multi-level construct, encompassing not only individual-level virtues, but also systems and frameworks at the organization and ecosystem/ institution level. (2) It extends the concept of responsibility voids and collective responsibility gaps in the context of responsible leadership to better explain the challenges faced by responsible leaders. (3) It demonstrates using public Indian case studies, how responsibility voids and collective responsibility gaps manifest in practice and what forms of leadership are necessary to address them. In doing so, the paper contributes to the theory of responsible leadership and the practical operationalization of the regulatory frameworks, offering guidelines for leaders, organizations, and regulators.

Empowering Artisan Entrepreneurship in Kerala's Traditional Handicrafts

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Abstract

Objective: This study aims to explore and empower artisan entrepreneurship in Kerala's traditional handicraft sectors by applying a novel sustainability-focused framework, adapted from the SWOT-based methodology used in India's Dhokra artisan analysis. The goal is to identify critical enablers and barriers to artisan-driven enterprise in Kerala and propose strategic interventions for long-term viability.

Methodology: The research adopts a mixed-methods approach combining qualitative and quantitative techniques. A comprehensive SWOT analysis was conducted among traditional handicraft artisan clusters in Thiruvananthapuram, Thrissur, and Alleppey (Alappuzha) districts of Kerala. The study incorporated structured interviews, focus group discussions (FGDs), and survey questionnaires. A total sample size of 200 artisans (100 male, 100 female), spanning coir, screw pine, bell-metal, and mural arts, was selected using stratified random sampling.

Findings: The analysis revealed that Kerala's artisans possess rich cultural capital and intergenerational skills, supported by eco-friendly raw materials and growing tourism markets. However, significant challenges persist, including limited access to institutional finance, outdated production tools, middlemen exploitation, and declining youth participation. Opportunities lie in digital marketing, design innovation, government schemes, and global artisan branding.

Originality/value: This study introduces a localized adaptation of a sustainability-anchored SWOT framework, in Dhokra sector, tailored for Kerala's unique artisan ecosystem. The proposed "ART-Empower Model" (Artisan Resilience and Transformation Model) offers an actionable roadmap for empowering grassroots entrepreneurship in the traditional handicrafts sector through capacity-building, digital inclusion, and cooperative networks.

Keywords: Traditional handicrafts, artisan entrepreneurship, Kerala, sustainability, SWOT analysis, empowerment, ART-Empower Model

Understanding contextual and agentic predictors of Spiritual employability: A career discourse on Triguna-framework

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Abstract

Employee spiritual orientation at work and the development of workplace spirituality are not new topics in management literature. Scholars have enriched this evolving field of knowledge by drawing from diverse worldviews and philosophies (Wang & Blasco, 2022). However, conversations grounded in Indian/Hindu philosophy remain rare in career and employability literature, particularly with respect to spirituality (Aboobaker et al., 2019). Joshi et al. (2025) introduced the concept of spiritual employability, demonstrating how the Triguna framework can be anchored to understand career orientation and organizational employability. Spiritual employability is a dynamic state which is defined as context-based, organization-specific employability (personal attribute congruence an employee needs to maintain at workplace with respect to job and organisation) resulting from the symbiotic interplay between personal and organizational value systems that enables individuals to display and acknowledge their spiritual orientation or identity (Joshi et al; 2025). Authors conceptualise these three attributes to Sattva, Rajas and Tamas gunas as illustrated by Sāmkhya philosophy. The authors further discuss the different combinations of these gunas and how they can be related to employability and protean career orientation. They also call for more studies to explore the development of spiritual employability at the intersection of contextual and agentic factors. Here we try to delineate how spiritual employability is developed within workplace spirituality (contextual element) and individual spirituality (agentic).

Modern frameworks of career orientation, such as protean career orientation, kaleidoscope careers, and sustainable careers, emphasize factors like self-awareness, personal preferences, and adaptability as key to thriving in the workplace (De Vos et al., 2020; Hall et al., 2018). Equally, the importance of calling and meaningful work has been highlighted in many studies ((Duffy & Dik, 2013)). Extending beyond the notions of calling and meaningful work, some discourse focuses on the transcendence one experiences at the workplace, often conceptualized as workplace spirituality. As Ashmos and Duchon (2000, p. 137) has defined in their work, workplace

spirituality is “the recognition that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community”. Here we try to understand how personal spirituality experiences and workplace spirituality contribute to spiritual employability.

Ethical employability at the intersection of personal spirituality and workplace spirituality:

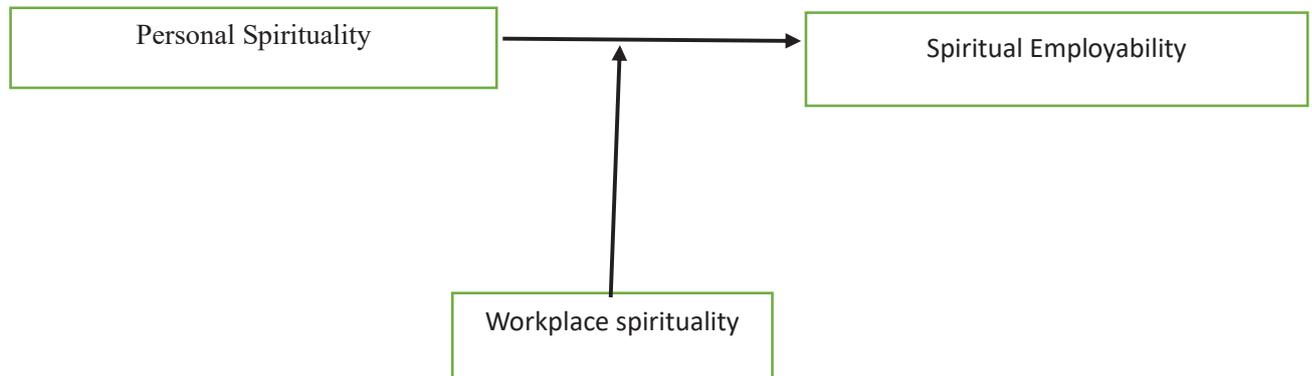
Career researchers have emphasized the importance of sustainability by incorporating dimensions such as health, happiness, and productivity (De Vos et al.). Beatrice and De Vos (2015) position sustainable careers as “sequences of career experiences reflected through a variety of patterns of continuity over time, thereby crossing several social spaces, characterized by individual agency, herewith providing meaning to the individual” (p. 7). Defining the meaning aspect of career or work experiences aligns closely with spirituality. As a dynamic concept, spirituality underscores the journey toward a sustainable, authentic, meaningful, holistic, and profound understanding of the existential self and its interconnectedness with the transcendent. Karakas (2010) highlights that spirituality fosters individual well-being, quality of life, a sense of purpose, meaning at work, and connectedness to the community. Similarly, sustainable careers adopt a systemic approach to understanding how careers unfold within their developmental contexts. In this light, we emphasize the role of workplace spirituality in fostering spiritual employability. Viewing careers through the lens of spirituality is not new. For instance here, Joshi et al. (2025) explore spiritual employability through Indian philosophical roots, particularly Samkhya philosophy, by differentiating career orientations based on the three gunas—sattva, rajas, and tamas.

As discussed before workplace spirituality is the nourishment of inner self of employee through meaningful work within the organisation. This is reflected in the definition by Giacalone and Jurkiewicz (2003a, p. 13), where they look for organisational support in the form of culture that allows employee experience of transcendence through the work process. So we propose a combination of workplace spirituality and personal spirituality as important antecedent factors for spiritual employability. Based on this we propose,

Proposition – workplace spirituality moderates the relationship between personal spirituality and spiritual employability.

Conclusion and Future scope:

In this work, the authors attempt to explain spiritual employability from a sustainable career perspective and explore its antecedent factors. Drawing on the Triguna framework, the authors call for further studies to operationalize the construct and develop a framework for its empirical assessment. Additionally, we encourage future research to identify more antecedents and outcomes of spiritual employability.



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Legacy Meets Innovation: Family Enterprises at the Crossroads of Sustainable practices

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Abstract

In today's world, it is all the more important for businesses to focus on growth with a future-oriented vision. Businesses can produce and meet requirement of the future. Responsible business practices are part of innovation generation, growth achievement, and overall improvement of business standards. This perspective directly connects to family business themes, entrepreneur themes, and sustainable models of business, pinpointing how businesses can adapt sustainably while looking ahead to future achievement. This area is ideal for exploring how family businesses, entrepreneurship, and sustainable business models intersect to create new theoretical insights and frameworks. Family businesses, with their emphasis on legacy, values, and long-term orientation, provide a fertile ground for examining how entrepreneurship can drive renewal, innovation, and adaptability across generations. At the same time, sustainable business models introduce a forward-looking perspective, ensuring that economic growth is balanced with social responsibility and environmental stewardship. By integrating these three concepts, scholars can develop emerging theories on how family-based enterprises evolve through entrepreneurial activity while embedding sustainability at their core. Such frameworks can highlight the dynamic role of family influence in shaping entrepreneurial strategies, the challenges of succession and governance, and the potential of sustainability to enhance resilience and long-term competitiveness.

This note aims turning family business into sustainable business. Hence, the Spreading the business has increasingly become more thrilling with technology usage, with explosive growth of applications of AI across industries. With that growth, the world has progressively changed, and AI engagement has increased and become integral to business operation and growth. Entrepreneurship, in such a sense, allows innovation, flexibility, and risk-taking, empowering businesses to grow and remain ahead of their international counterparts. Sustainable business models further ensure that such growth remains sustainable, blending economic success with social and ecological responsibility.

Development, testing, and validation of a questionnaire for measuring economic sustainability of agribusiness and its antecedents

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Abstract

Economic sustainability (ECS) has become a cornerstone for agribusiness, integrating profitability, resilience, and environmental responsibility. Despite its importance, ECS lacks standardized measurement tools, particularly in developing economies such as India. This study addresses this gap by developing, testing, and validating a structured questionnaire designed to measure ECS and its antecedents. Drawing on established scales, an initial 48-item pool was generated covering resource management, market access, risk management, production practices, human capital development, technology adoption, innovation management, and ECS outcomes. Content validity was assessed through expert review, followed by pilot testing with farmers in coastal Karnataka. Using confirmatory factor analysis (CFA), items with low loadings were removed, resulting in a 32-item refined instrument. Reliability analysis confirmed internal consistency, while convergent and discriminant validity were established. The validated questionnaire demonstrates strong psychometric properties, making it fit for large-scale empirical research on agribusiness sustainability and its underlying determinants.

Keywords: Economic Sustainability, Agribusiness, Questionnaire Development, Scale Validation, Technology Adoption, Innovation Management.

Social Media's Role in Information Overload, Anxiety, and Decision Making: Implications on Investment Choices among Bank Employees

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Abstract

The pervasive integration of social media into daily life has brought about unprecedented access to information. However, it simultaneously generates significant challenges related to information overload, anxiety, and impaired decision-making, especially in high-stakes financial environments. This study investigates the role of social media in exacerbating information overload among bank employees and its consequent impacts on anxiety levels and investment decision-making processes. Employing an analytical research design with a sample of 120 bank employees, the research explores how excessive and unverifiable digital content influences cognitive load, emotional stress, and investment choices. Grounded in the theoretical frameworks of information processing (Simon, 1971) and decision-making under uncertainty (Kahneman & Tversky, 1979), this paper elucidates the mediating effects of anxiety on decision quality. The study reveals significant correlations between social media-induced information overload and decision paralysis or suboptimal investment decisions.

Furthermore, it proposes a conceptual model integrating social media exposure, cognitive-emotional responses, and investment outcomes. The implications underscore financial institutions' need to develop strategic interventions to mitigate information overload and support employee decision-making efficacy (Shanafelt et al., 2015). This research contributes to the literature on social media's psychological and cognitive impacts in professional financial settings and offers practical insights for enhancing investment decision processes among bank employees.

Keywords: Social media, Information overload, Anxiety, Decision-making, Investment decisions, Bank employees, Financial environments, Cognitive load, Emotional stress

Exploring Factors of Quiet Quitting: A Thematic Analysis of Managerial Perspectives

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Abstract

Purpose: This study explores managerial viewpoints on the phenomenon of quiet quitting in organisations. The study looks at how disengagement affects organisations as a whole their policymaking and organisational resilience, emphasising the value of inclusive, meaningful, and human potential-supporting workplaces, with an emphasis on its implications for ethical leadership and sustainable people management.

Design/methodology/approach: Managers from a variety of organisational contexts participated in semi-structured interviews as part of a qualitative design. To determine the main causes of disengagement and the tactics managers use to mitigate its effects, a thematic analysis was carried out.

Findings: The study emphasises how leadership styles, workplace culture, and organisational support shape quiet quitting behaviours. In order to improve employee engagement, retention, and team performance, managerial strategies including encouraging inclusivity, open communication, and values-driven leadership have been found to.

Originality/value: This study places quiet quitting within the wider discussion on sustainable and responsible management culture and expands our understanding of it beyond employee viewpoints by focusing on managerial insights on the Indian context. It contributes to ongoing efforts to rethink organisational practices in ways that prioritise human well-being, equity, and resilience alongside sustainability and performance outcomes.

Practical implications: The findings provide managers and policymakers with practical suggestions for creating interventions that improve well-being and engagement, assisting morally upright and future-ready businesses that strike a balance between accountability and performance.

Keywords: organisational support, workplace culture, employee well-being, leadership techniques, quiet quitting, and responsible management

Faith at Work: Moderating role of religiosity in the relationship between perceived organizational support and turnover intention in the service-based sector

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Abstract

Employee retention remains a persistent challenge in the fast-paced, high-pressure service-based industries. This study investigated the moderating role of religiosity in the relationship between perceived organizational support (POS) and turnover intention among service sector employees. Grounded in Pargament's Theory of Religious Coping, Affective Events Theory, and Social Exchange Theory, the research explored how employees' religious beliefs might influence their perception of organizational support and their decision to stay or leave. A purposive sample of 201 full-time service sector workers participated in the study. Data was collected using three validated tools: the Survey of Perceived Organizational Support (SPOS), the Turnover Intention Scale (TIS-6), and the Centrality of Religiosity Scale (CRS). A moderation analysis using the GAMLj module in jamovi was performed. Perceived organizational support (POS) was a robust negative predictor of turnover intention in our sample ($\beta = -.285, p < .001$), whereas religiosity (CRS) did not moderate this relationship ($CRS \times POS \beta \approx 0, p = .984$). Rather than treating the non-significant interaction as inconclusive, the study highlights it as an important boundary-condition finding: POS appears to reduce turnover intentions across levels of religiosity in the Indian service sector. The study also discuss practical implications for universal POS-enhancing HR interventions.

Keywords: Perceived Organizational Support, Turnover Intention, Religiosity, Service-Based Sector, Employee Retention

Reimagining Palliative Care in India: Financing, Partnerships, and Ecosystem Strengthening for Scalable Impact

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Executive Summary

“Just ₹3 a day can provide four hours of pain relief to a person living with a lifelimiting illness, four hours of comfort, dignity, and peace.” – Director of a leading palliative centre.

Yet for most Indians, even this basic relief is out of reach. Each year, 7–10 million people require palliative care, but less than 4% receive it. Services remain clustered in urban cancer hospitals and NGO-led programs, leaving rural, tribal, and low-income populations underserved. Children and older adults those most in need are especially neglected. Despite national policies and regulatory reforms, progress is constrained by low awareness, workforce shortages, fragile funding, and inconsistent access to essential medicines.

Palliative care is specialized medical and psychosocial support that begins at the diagnosis of a serious illness. It focuses on pain relief, quality of life, and dignity for patients and families. Unlike hospice, which is often limited to end-of-life, palliative care runs alongside treatment and is relevant across conditions and stages of illness.

The World Health Organization calls for palliative care to be integrated from the point of diagnosis and across all levels of healthcare. Globally, this approach improves dignity, reduces unnecessary hospitalizations, and saves costs. In India, however, care remains fragmented concentrated in NGOs and cancer hospitals leaving rural, tribal, pediatric, and elderly populations behind.

Our research, through surveys, interviews, and stakeholder consultations, highlights 3 systemic gaps that block scale-up, Sustainable financing, Monitoring, Awareness and perception, reframing care beyond end-of-life.

Evidence from Kerala, Tamil Nadu, Telangana, and NGO–CSR collaborations shows progress is possible through partnerships. We propose a Primary Health Centre anchored, livelihood-linked model blending government support, CSR, and philanthropy, with trained community workers and robust evaluation. This can transform fragmented services into resilient, equitable health infrastructure delivering dignity, relief, and high social value to millions.

GIT25/117

Beyond the Job Title: Identity Reconstruction and Meaning-Making in the Transition from Corporate Careers to Entrepreneurship

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Abstract

This study, “Beyond the Job Title: Meaning-Making and Identity Reconstruction in the Transition from Corporate Careers to Entrepreneurship”, explores how former corporate professionals in India navigate the profound shift from stable organizational roles to entrepreneurial identities. Using semi-structured interviews with five entrepreneurs from diverse sectors, the research employed reflexive thematic analysis to decode transition, struggle, and renewal narratives. Findings reveal four dominant themes: (1) motivations rooted in passion, purpose, and disillusionment with corporate monotony; (2) identity reconstruction marked by tension between past professional selves and emergent entrepreneurial identities; (3) coping mechanisms through resilience, spirituality, and social support; and (4) meaning-making shaped by values, autonomy, and community impact. The study highlights entrepreneurship not merely as a career change but as a deeply personal process of self-authorship. It contributes to understanding career transitions in the Indian context while offering insights for leadership, organizational psychology, and entrepreneurial ecosystems.

Experiential Learning For Sustainable Futures: Behavioral Study Of Localized, Ethical Consumption

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Abstract

The hegemonic development of multinational retail capitalism, propelled by a robust neoliberal epistemic framework, systematically marginalizes and undermines healthy local economies. This process leads to three crises that are interconnected: the loss of cultural and knowledge diversity, the loss of economic power for local communities, and the destruction of the environment and public health. This mixed-methods study assesses the effectiveness of a critical experiential learning intervention aimed at fostering critical consciousness and decolonizing consumption patterns among India's developing techno-managerial elite. We developed and implemented an innovative behavioral simulation, the Mela Choice Simulation (MCS), to statistically evaluate the real-time, restricted expenditure behaviors of 100 students. Utilizing a pre-post intervention framework focused on a structured two-week Kullhad EconomyTM course including weekend field immersion in the rural economies of Himachal Pradesh, we observed a significant behavioral transformation. Before the intervention, the data showed a strong neo-colonial consumption bias, with an average spending of only 25.75% on local items. The results after the intervention showed a statistically significant and large-magnitude reversal (Linear Mixed-Effects Model: $\beta = 36.6$, 95% CI [29.8, 43.4], $p < .001$; Cohen's $d = 1.42$), with local spending going up to a majority share of 62.3% while the control group showed minimal change of 31% to 36% in the Local share. This divergence confirms that the large behavioral reallocation observed in the intervention group was attributable to the experiential pedagogy rather than external factors. Thematic analysis revealed socio-ecological reintegration, cognitive dissonance resolution, value reassessment, and ethical agency. Experiential pedagogy enables epistemic decolonization, transforming consumption patterns, advancing UN SDGs (3, 4, 5, 8, 11, 12), and reinforcing the vision of Atmanirbhar Bharat .

Keywords: Critical Pedagogy, Sustainable Consumption, Local Economies, Kullhad Mela, Mixed-Methods Research

GIT25/135

Assessing the Re-engagement Possibilities of Gig Workers in Indian Small IT enterprises: A Case Study Approach

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Abstract:

Technology has changed how and where people work. Each industrial revolution has brought significant changes; the latest is the gig economy. In this economy, jobs are temporary, with short contracts and task-based compensation. Both developed and developing nations have adapted to and been affected by the economy. In India, ride-hailing and delivery services have helped digital platforms grow, leading to an increase in the number of gig workers. Many studies have examined the rise of gig workers, their impact on society, and their behaviour. Less attention has been paid to the human resources processes adopted by organisations and their effectiveness. Our current study examines how effective human resource practices provide opportunities for gig workers to re-engage with the same companies on similar projects. Most research in India has reviewed workers' experiences and feedback on work monitoring in large companies, mainly using quantitative data. This study examines whether gig workers employed on different projects have opportunities to secure similar projects within the same companies. Our study uses a multiple-case study approach and cross-case analysis. The study also examines the human resource practices employed for project-based gig workers. The research was conducted across five small IT firms in India that hire gig workers for various projects, using qualitative interviews to gather information from participants. This research conducted a thematic analysis and identified six main themes related to human resource practices, and revealed that effective performance management helps gig workers have the opportunity to work on similar projects again within the same company in the future.

Digital Platforms as catalysts of Economic Empowerment: An Exploratory Study of Theyyam Artists

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Abstract

Theyyam, a ritual performance tradition of North Kerala, is sustained by practitioners whose livelihoods rely heavily on seasonal patronage despite their central role in creating costumes, ornaments, and musical accompaniments. Although digital platforms have transformed many artisan economies, their implications for ritual-based art forms remain underexplored. This study investigates the role of digital platforms in the economic empowerment of Theyyam practitioners within the broader intersection of traditional knowledge systems and digital economies. Drawing on Sen's Capability Approach and the Resource-Based View (RBV), the study conceptualizes cultural skills as strategic resources and emphasizes the importance of agency in converting these resources into valued outcomes. Adopting an exploratory mixed-method design, data were collected from Theyyam practitioners in North Kerala using purposive sampling. Structural Equation Modeling (SEM) results indicate that neither cultural resources nor individual capabilities significantly predict digital platform usage, highlighting persistent barriers such as digital literacy gaps, structural inequalities, and dependence on intermediaries. Moreover, digital platform usage shows a negative, though statistically insignificant, association with economic empowerment, suggesting that increased digital visibility does not automatically translate into improved livelihoods. The findings underscore that digital platforms alone are insufficient to empower ritual artists; meaningful empowerment requires supportive capabilities, inclusive digital literacy and infrastructures, and equitable value-distribution mechanisms co-developed with performer communities.

Keywords: Theyyam, artistes, digital platforms, cultural heritage, economic empowerment, digital literacy

The 'Save Heritage' Matrix

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Abstract

Cultural heritage enterprises are confronted with a fundamental dilemma: how to balance the preservation of cultural authenticity with the need for modernization to remain economically viable in contemporary markets. Non-governmental organizations (NGOs), social entrepreneurs, and family firms in the heritage sector face additional challenges because they operate at the intersection of cultural sustainability, economic imperatives, and community expectations.

To address this tension, we propose the Save Heritage Matrix—a conceptual framework that integrates strategic management theory with cultural economics. Specifically, the matrix is inspired by Ansoff's (1957) product–market growth strategy logic and Throsby's (2001) cultural value framework, and it is grounded in contingency theory (Donaldson, 2001). The Save Heritage Matrix positions heritage enterprises along two contingency dimensions: Heritage Strategy Orientation (Preservation ↔ Modernization) and Value Capture Orientation (Cultural/Social ↔ Economic/Commercial). These yield four strategic response types: Cultural Preservation, Business Preservation, Cultural Modernization, and Business Modernization. The performance of these responses is evaluated using the Triple Bottom Line (TBL) framework (Elkington, 1997, 2018), which incorporates economic, social, and environmental performance outcomes.

GIT25/149

From Preparedness to Reintegration: Determinants of Employment Outcomes among Return Migrants in Kerala

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Abstract

This study examines the impact of individual preparedness on post-return employment outcomes in Kerala, India, using the Kerala Migration Survey 2018. Based on Cassarino's (2004) framework, individual preparedness is assessed through returnees' skills, resources, and willingness to return. Multinomial logistic regression shows that higher preparedness decreases the likelihood of being in informal wage employment but has no significant effect on self-employment. The results suggest that self-employment among returnees is primarily necessity-driven, stemming from limited formal job opportunities, rather than entrepreneurial intent. This is further supported by the Pearson chi-square test, which links reasons for leaving previous employment (such as job loss or illness) to self-employment. While Cassarino highlights preparedness as key to successful reintegration, this study emphasizes that self-employment is often a fallback strategy for returnees. These findings call for policies that improve access to formal jobs and support self-employment through training and financial resources, enabling returnees to transition from necessity-driven to opportunity-driven ventures, ultimately enhancing their long-term economic integration.

GIT25/150

Power of Pure Silence and Karma Yoga: A Framework for Sustainable Team Collaboration

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Abstract

Team collaboration constitutes a critical competence for organizations in today's dynamic environment. However, rigidity in mental models and resistance to alternative perspectives often impair relationship quality, thereby obstructing effective team collaboration. Cultivating mental simplicity through mindfulness fosters openness, nonjudgment, and relational harmony, enhancing quality of interpersonal interactions within teams. This improved relational quality subsequently translates into higher levels of trust, cohesion, and collaborative functioning. Furthermore, recognition of Pure Silence from which mindfulness originates reveals a deeper dimension of sustainable collaboration. Anchoring workplace conduct in this silent awareness aligns with principles of Karma Yoga, promoting selfless, purpose-driven action that sustains long-term cooperative engagement.

Leveraging OKRs for Innovation: A case study of an EdTech Firm

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Abstract

Objectives and Key Results have emerged as the successor of Management by Objectives. This case study examines how an EdTech company employed the Objectives and Key Results framework to drive innovation alongside its performance. Drawing on qualitative insights from employee and leadership interviews, the case highlights six thematic ways in which OKRs shaped innovation practices. First, OKRs improved communication across teams through innovation-related goals. Second, they encouraged employees to attempt new approaches by framing objectives as achievements. Third, the use of Fibonacci scoring promoted risk-taking and reframed failure as valuable learning. Fourth, employees faced adoption challenges. Fifth, visible leadership support reinforced innovation as a shared organisational priority. Finally, OKRs enhanced engagement, collaboration, and creative problem-solving and strengthened teamwork and collective ownership. These findings suggest that while OKRs can serve as a practical mechanism for embedding innovation into daily work if organisations invest in training, leadership commitment, and a culture that celebrates successes and tolerates failures.

Keywords: Objectives and Key Results; Innovation; Entrepreneurship; Organisational Learning; Case Study

Capital Structure and ESG Dynamics: Evidence from Indian Companies

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Abstract

Purpose: The purpose of this research is to investigate empirically how decisions regarding capital structure impact sustainable practices as a gauge of Environmental, Social, and Governance (ESG) performance among Indian companies which are included in the Nifty 100 ESG index.

Design/methodology/approach: The research examines Indian companies in the Nifty 100 ESG index on the National Stock Exchange. It selects 26 companies with ESG ratings over 40 from the top 100 stocks. The study runs from 2020 to 2024, using data from annual reports for financial ratios and ESG ratings from CRISIL and S&P Global. It uses panel data regression to analyze the connection between capital structure and ESG performance, focusing on ESG scores, their components, long-term debt, and financial leverage ratios.

Findings: The study shows a complex relationship between a company's capital structure and its ESG performance. Total debt negatively affects overall ESG performance, but social and governance pillars positively relate to long-term and short-term debt, respectively. Profitability metrics like Return on Assets and Return on Equity also significantly impact ESG performance, suggesting trade-offs between financial returns and sustainability.

Research limitations/implications: The study has limitations due to data issues, as it could not gather complete sustainability metrics for all businesses and time periods. It focuses on specific benchmarks from different companies, which might limit the results' applicability. Future research could explore long-term effects of financial performance and capital structure. The findings are useful for lawmakers, financial institutions, and business leaders aiming to align financial strategies with environmental goals. Corporate leaders should combine financial planning with environmental objectives to enhance future wealth. Investors need to consider ESG disclosures and performance when assessing a company's value.

Originality/value: The effects of capital structure choices on business performance and sustainability are better understood by this study. It gives useful recommendations for lawmakers, financial organizations, and companies on how to implement successful, long-term financial strategies that promote both economic and environmental gains.

Keywords: Capital Structure, Financial Performance, Capital Structure Theories, Environmental Performance, Social Performance, Governance Performance, ESG Performance.

GIT25/161

Factors Influencing Consumer Adoption of Phygital Technologies

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Abstract

The increasing integration of physical and digital touchpoints has given rise to phygital technologies, fundamentally reshaping consumer experiences in retail and service environments. Technologies such as augmented reality (AR), interactive kiosks, mobile-assisted in-store navigation, and smart mirrors enable seamless, immersive, and personalized interactions. Despite growing organizational investments in phygital solutions, consumer adoption remains inconsistent, highlighting the need to understand the determinants influencing acceptance and usage of such technologies.

This conceptual paper examines the factors influencing consumer adoption of phygital technologies by synthesizing insights from the Technology Acceptance Model (TAM), the Unified Theory of Acceptance and Use of Technology (UTAUT), and the Consumption Value Theory (CVT). Drawing from TAM and UTAUT, the study emphasizes technological determinants such as perceived usefulness, perceived ease of use, performance expectancy, effort expectancy, and social influence as key drivers of adoption intention. Complementing these perspectives, CVT introduces experiential and psychological dimensions, including hedonic and emotional value, which are particularly relevant in immersive and interactive phygital environments.

The proposed conceptual framework suggests that while functional efficiency and usability are foundational to adoption, experiential values significantly enhance consumer engagement and intention to adopt. Furthermore, the framework incorporates critical moderating and contextual variables. Technology readiness is proposed to strengthen the effects of technological and experiential factors, whereas personalization enhances perceived relevance and value. Conversely, perceived security and privacy risks are identified as major barriers that negatively influence adoption intentions.

By integrating technological, experiential, and contextual perspectives, this paper contributes to the evolving literature on phygital consumer behavior and offers a comprehensive framework for future empirical research. Managerially, the study provides strategic insights for designing phygital experiences that balance efficiency, emotional engagement, and trust, thereby enabling organizations to maximize the value of phygital transformation.

GIT25/169

Work-Life Balance and Trade-offs in the Gig Economy: An HR Perspective on India's Invisible Workforce

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Abstract

This short conceptual study examines how systemic trade-offs and work-life balance (WLB) interact in India's gig economy, which is expected to employ close to 12 million people by 2025. Although digital platforms are advertised as providing flexibility, this study contends that this independence is often a "illusion of autonomy" made possible by algorithmic control. The study finds a major WLB failure caused by three crucial trade-offs: algorithmic oversight versus time control, unstable income versus mandatory overwork, and a lack of social security versus increased health risks. It does this by examining the structural gap where current labor laws protect less than 35% of the workforce.

The study suggests a two-pronged structure that combines external regulatory standards with internal HR methods to overcome these issues. In order to promote long-lasting, interpersonal relationships, it first promotes the Freelancer Value Proposition (FVP), a strategic HR change that emphasizes social, economic, and developmental value. In order to create a legally enforceable floor for fair compensation, conditions, contracts, management, and representation, it also suggests that the Fairwork Framework be mandated. In order to provide dignity, rights, and a sustainable WLB for India's invisible workforce, the paper integrates these two pillars and offers a path for policy proposals, such as algorithmic due process and mandated Fairwork scores.

Keywords: Gig Economy, Work-Life Balance, Algorithmic Control, Freelancer Value Proposition, Fairwork Framework

GIT25/180

Blockchain for Smart City Governance: Designing an Integrated Public Management Framework

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Abstract

Blockchain is gaining acknowledgment as a potential game changer or ‘disruptive technology’ for smart city governance with the promise of increasing transparency, accountability, and citizen trust among stakeholders. Yet, as the technology matures and is adopted, the design and implementation of blockchain-enabled governance has been mostly piecemeal and ad hoc. This paper utilizes Public Management Theory to illuminate the principles and dimensions of governance pertinent for the adoption of blockchain in smart cities, emphasizing important themes of efficiency, accountability, collaboration, and public value. Through a concept-centric literature review (CCLR) which also incorporated morphological analysis, we map governance principles and components of blockchain into a holistic conceptual framework. Then we anchored the framework through a selection of practical contributions of blockchain to urban governance. We note the implementation of blockchain has relevance and applicability for existing governance practice. However, we also argue governments can better engage citizens, improve inclusiveness, and can enhance accountability by aligning the distinctive features of blockchain with public management principles during a phase-wise smart city design process. Overall, this paper provides a new configuration for the systematic design, implementation, and integration of blockchain technology to smart city governance and it highlights implications for both theory and practice for policymakers and urban planners.

Strategic Communication and Language Cues in Sustainability Crowdfunding: Insights from Psycholinguistic Analysis

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Abstract

Crowdfunding narratives offer a persuasive means of communicating sustainability initiatives, linking linguistic strategies to meaningful engagement with backers. This study explores how linguistic strategies shape persuasion and funding outcomes in sustainability-oriented crowdfunding campaigns. The Elaboration Likelihood Model (ELM) and Language Mediation Theory (LMT) design captures both structural and behavioral insights. First, a Grey-based Decision-Making Trial and Evaluation Laboratory (Grey-DEMATEL) analysis, conducted in collaboration with domain experts, reveals the causal hierarchy among nine key psycholinguistic dimensions. Following, an LIWC-based linguistic analysis of 800 Indian sustainability campaigns assesses narrative features in relation to commercial communication benchmarks. The findings reveal that analytic thinking, cognitive processes, authenticity, and moral framing serve as drivers of persuasive effectiveness, while emotional and social elements such as tone, allure, and personalization function as dependent effects. Sustainability campaigns tend to emphasize analytical reasoning but often underutilize personalization, collective framing, and an aspirational tone, thereby limiting emotional resonance and engagement.

From Crisis to Core: How Climate Change Reframes Management Theories of Demand and Strategy

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Abstract

The climate crisis is no longer a distant forecast but an immediate reality, reshaping not only ecosystems and societies but also the very foundations of consumption and business strategy [4]. As temperatures rise, air quality declines, and natural resources become scarcer, consumer behavior is shifting toward products that address urgent human needs for safety, comfort, and survival. This study examines a distinct phenomenon: the rise of products whose demand grows intrinsically as a direct response to climate conditions.

We observe that air conditioners, sunscreens, air purifiers, water purifiers, and even categories such as immunity boosters, cooling wearables, and plant-based foods are experiencing rising sales trajectories without policy interventions [1][2]. These products thrive because they are tied to the most imperative requirements of daily life—clean air, safe water, temperature control, and health preservation. As climate constraints intensify, such categories will evolve from being discretionary purchases to non-negotiable essentials, comparable to food and shelter [9].

This paper explores three central questions: Which products are most likely to flourish under worsening climate conditions? What business models are best suited for companies operating in this emergent climate-driven economy? And what strategic positioning and consumer policies can firms adopt to foster intrinsic demand?

GIT25/207

A behavioural study of Regime Choices: Tax Policy and Financial Decision making among Middle Income Households in Chennai

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Abstract

The study examines how Chennai's middle-income households respond to India's dual income tax system, focusing on cognitive and perceptual factors influencing Financial Well-Being (FWB). Using a quantitative analytical approach, it analyses the mediating role of Mental Accounting (MA) and the moderating role of Perceived Permanence (PP) in shaping subjective fiscal outcomes. Findings reveal no significant difference in FWB between regimes, suggesting that structural reforms alone do not alter perceived financial outcomes.

However, Mental Accounting significantly mediates the relationship, indicating that the mental framing and allocation of financial benefits play a central role in FWB. The absence of moderation by PP suggests that the 2025 reform's scale and immediacy overshadow permanence concerns. Overall, the integration of MA and PP into tax policy analysis extends behavioural economic theory, demonstrating that effective fiscal design aligns economic structure with behavioural realities and considers how individuals experience financial change.

Keywords: Tax Regimes (TR), Mental Accounting (MA), Perceived Permanence (PP), Financial Well-Being/Aspirational Shifts (FWB), Behavioural Finance

GIT25/217

The Dual Disruption: Zomato's Impact on IPO Valuation and Business Models in India

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Abstract

In the context of India's evolving capital markets, this study investigates the shift from traditional profit-based valuation models to growth-oriented frameworks, with Zomato's 2021 IPO serving as a pivotal case. Using secondary data from four digital-first firms-Zomato, Nykaa, Paytm, and Policybazaar-the study applies both conventional EIC measures and modern venture capital metrics within an OLS regression framework to assess their explanatory power for market capitalization. The results show that while revenue consistently emerges as a significant factor across both approaches, traditional variables such as net profit and free cash flow have limited or negative explanatory impact. In contrast, growth-oriented measures, particularly revenue growth and scalability indicators, provide stronger alignment with market valuations. The findings underscore the inadequacy of conventional frameworks in valuing high-growth startups and highlight the need for hybrid models that integrate financial fundamentals with growth-centric indicators.

Keywords: (Valuation, IPO, New-age Startups, Modern Valuation Methods, Zomato)

GIT25/240

Artificial Intelligence and Customer Value Co-Creation: A Socio-Technical Systems Perspective

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Abstract

In the age of Artificial Intelligence (AI), the domain of customer value co-creation is rapidly evolving. Theoretical lenses used in the past, such as Service Dominant Logic, process theory, social exchange theory, and stakeholder theory, to explain and predict value co-creation, fail to take into account the active role of AI in co-creation, rather than treating it as a passive tool. This paper argues for the use of Socio-Technical Systems (STS) theory to study the AI-customer co-creation. STS theory advocates for the joint optimization between social and technical sub-systems for value co-creation, and any misalignment between them will lead to value co-destruction. Theoretical and managerial implications of the STS theoretical lens are discussed.

“Write It Out”: Mitigating the Impact of Customer Mistreatment through Expressive Writing

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Abstract

This conceptual paper examines how expressive writing can mitigate the emotional exhaustion experienced by frontline service employees who face customer mistreatment. Customer mistreatment triggers negative emotions that frontline employees must suppress in order to comply with organizational display rules, leading them to rely heavily on surface acting. Drawing on ego-depletion theory, we argue that the suppression of genuine emotions and the fabrication of positive displays deplete employees' self-control resources, ultimately increasing emotional exhaustion. We integrate Pennebaker's inhibition–confrontation framework to propose expressive writing as a low-cost, scalable intervention that allows employees to disclose and process the negative emotions they are required to inhibit during service encounters. By confronting the mistreatment experience through writing, employees can reduce the physiological and psychological demands associated with inhibition. The paper outlines the theoretical mechanisms connecting expressive writing to reduced emotional exhaustion and offers a foundation for future empirical research on embedding expressive writing within organizational well-being practices.

To whom are We Responsible in Responsible Innovation? A Holistic Framework Based on Well-being

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Abstract

Innovation is increasingly recognized as the key driver of economic growth, national competitiveness, and sustainable development. Traditional paradigms focused narrowly on science and technology, but global challenges and the Sustainable Development Goals (SDGs) demand a broader, ethically grounded approach. Post-2008, there's growing emphasis on well-being and happiness as development metrics, prompting a shift toward holistic, strategic innovation. Responsible Innovation (RI) is traditionally defined as “taking care of the future through collective stewardship of science and innovation in the present”. In recent years, Responsible Research and Innovation (RRI) has become a prominent framework for science policy in Europe, aiming to bring technological breakthroughs and research into line with wider societal ideals. Most of the literature on RI has focussed on Responsibility to Society and Environment. This paper explores RI from the perspective of well-being. Blending spiritual knowledge with emerging technologies such as Artificial Intelligence (AI) might solve emerging ethical challenges and produce AI systems that efficiently and morally serve humanity. This paper explores how some of the traditional philosophical approaches based on well-being can be applied for RI and then proposes a framework for RI considering responsibility as a spiritual value. Innovation could be considered as an action (karma) by the by the spirit and analyses how the value responsibility changes with the changes in the stage of the souls in the cycle of time. Based on the analysis, it concludes that the soul has responsibility towards the self, environment, society and the God.

ONDC at the Crossroads

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Abstract

This case study places students in the role of Vibhor Jain, the interim CEO of India's Open Network for Digital Commerce (ONDC) in May 2025. ONDC, a government-backed "Digital Public Infrastructure" (DPI) designed to unbundle e-commerce and challenge the "walled garden" duopoly of Amazon and Flipkart, faces an existential crisis. Its flagship retail sector has collapsed (30% order drop, -18 NPS) after vital incentive subsidies were cut. This failure reveals a "Triad of Failure": an "Accountability Vacuum," "Trust Deficit," and "Capability Chasm". This disaster contrasts starkly with the thriving "Mobility Miracle" segment, creating a powerful diagnostic puzzle.

Learning Objectives: Students will deconstruct and evaluate the "Walled Garden" versus the "Unbundled Protocol" platform models. They will diagnose platform failure by analyzing why unbundling succeeds in simple, high-fee transactions (mobility) but fails in complex, service-heavy domains (retail).

Core Themes: This case is ideal for strategic management courses covering platform competition, business model innovation, and network effects. It explores the limits of strategic analogies (copying the successful UPI payments model) and the critical role of governance in decentralized systems.

Managerial Implications: Students gain a critical insight: a platform's sustainable value proposition often lies not just in connection (the protocol) but in trust, accountability, and capability- building the very moats of incumbents. Students must analyze and defend one of three high-stakes strategic paths: patient infrastructure-building, a pivot to niche excellence, or pragmatic "selective centralization". This forces a classic strategic trade-off between ideological purity and market survival.

Emerging Market family firm OFDI- Role of CEO Structural Power and Institutional Transition

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Abstract

We extend the debate on the impact of pro-market reforms on the domestic firms strategies and outcomes. For firms operating in emergent markets, OFDI is a critical response. However, family firm CEOs armed with greater structural power, prevent OFDI out of concern for the erosion of family wealth, the loss of control, and risk aversion. We further examine how this relationship is altered under the contingent role of institutional transitions. As institutions transition from closed to open systems, market based transactions, policy support and increased competition encourage firms to undertake OFDI. Hence, the negative impact of family firm CEO structural power on OFDI is weakened as institutions evolve. We test the hypothesis on 206 Indian listed family firms between 2005 and 2019, totalling 2224 firm year observations. We find support for a negative impact of the CEO's structural power on OFDI and a positive moderation of the negative relationship by institutional reforms. We hence add to the behavioural agency theory by considering the impact of institutional transition as an important boundary condition.

GIT25/34

Women Entrepreneurs and the Governance Imperative: An A³ Framework for Viksit Bharat 2047

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Abstract

India's aspiration of becoming a \$30 trillion economy by 2047, Viksit Bharat is inseparable from the participation of women entrepreneurs. However, despite multiple policy interventions, women-led enterprises remain marginal in the startup ecosystem. This concept note argues that India's current policy framework, though abundant in schemes lacks the structural integration required to transition women entrepreneurs from token presence to systemic influence. It introduces the Access–Autonomy–Acceleration (A³) framework as a pathway to move beyond tokenism, enabling women to exercise agency, secure resources, and scale ventures in high-growth sectors. The findings emphasize that the pursuit of Viksit Bharat will succeed only if women entrepreneurs transition from peripheral participation to structural leadership in shaping India's innovation and growth trajectory.

Keywords

Women-led Startups, Gender Inclusive Governance, Entrepreneurial Policy Framework, Viksit Bharat 2047

GIT25/52

A study on Women on Boards as a Mechanism to improve Carbon Emission Disclosure and Firm Value

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Abstract

This research meticulously examines the function of female representation on corporate boards as a mechanism to improve carbon emission disclosure, serving as a mediating variable influencing organizational value. The study's population encompasses top 500 entities listed on the National Stock Exchange from the years 2019 to 2024. The findings derived from path analysis indicate that female board members exert a positive and statistically significant impact on carbon emission disclosure, a positive yet statistically insignificant effect on firm value, while carbon emission disclosure plays a crucial role in mediating the relationship between female board representation and firm value. This investigation offers valuable insights that advocate for companies to foster relationships with stakeholders by adopting environmental consciousness and engaging in transparency through sustainability reporting. Carbon emission disclosure, as an integral component of sustainability reporting, constitutes an exemplary corporate initiative aimed at preserving the ecological equilibrium of terrestrial life systems.

Keywords: Female board representation, carbon emissions disclosure, organizational value

Human Milk Donation as Unpaid Care: Evidence from Kerala

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Abstract

Human Milk Donation (HMD) is a form of specialized unpaid care within broader maternal responsibilities. This study examined maternal attitudes toward human milk banking in Kerala, India, focusing on Time & Emotional Burden, Inequalities in Care Work, and Social Norms & Stigma. Data from 420 mothers were analyzed using descriptive statistics, t-tests, Pearson correlations, and multiple regression. Results indicate that Inequalities in Care Work and Social Norms & Stigma are the main determinants of maternal participation, while Time & Emotional Burden has a moderate effect. Inequalities in Care Work emerged as the strongest barrier: employed mothers reported higher burden and limited access, and regression confirmed it as the strongest negative predictor. Social Norms & Stigma consistently reduced propensity to donate or receive milk, whereas Time & Emotional Burden showed weak correlations and was not a significant predictor. Employment status further differentiated experiences, with employed mothers facing practical challenges and unemployed mothers more influenced by socio-cultural expectations. The findings highlight how these three themes intersect to shape maternal engagement, emphasizing practical interventions: improving milk bank accessibility, streamlining donation procedures, providing workplace support, implementing community education, and reducing stigma. Framing HMD as unpaid care underscores women's often unrecognized contributions to child health and community well-being. Future research could examine longitudinal participation, evaluate interventions, and include qualitative insights to guide policy and practice. Supporting maternal contributions is essential for a resilient, equitable, and effective Human Milk Supply Chain.

Keywords: Human Milk Donation, Unpaid Care, Maternal Attitudes, Human Milk Banking, Time & Emotional Burden, Inequalities in Care Work, Social Norms & Stigma.

GIT25/76

Sustainability and Grassroots Entrepreneurship: A Comparative Case Study of Bio Basics, Kadambari and Ray's Naturals in Relation to the UN SDGs

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Abstract

Grassroots entrepreneurship in India has evolved to integrate sustainability, social empowerment, and ecological responsibility into core missions. This paper explores three distinct models—Bio Basics, a mission-driven for-profit in Coimbatore focusing on safe food and biodiversity; Kadambari, a women-led NGO in Thrissur emphasizing zero-waste living and women's empowerment; and Ray's Naturals, a women-led for-profit in Thiruvananthapuram offering natural, biodegradable personal care products. Using qualitative case studies and content analysis of founder interviews, the study links their practices to the United Nations Sustainable Development Goals (SDGs). Findings highlight contributions to SDG 2 (Zero Hunger), SDG 3 (Good Health and Well-Being), SDG 5 (Gender Equality), SDG 12 (Responsible Consumption and Production), and SDG 13 (Climate Action), while discussing challenges in scale, pricing, awareness, and adoption of sustainable products.

Keywords: Ecological Responsibility; Social Empowerment; Sustainability

GIT25/78

The Need for Gender-neutral Adoption Legislation in India: An Analysis

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Abstract

India, as a developing country, has implemented various socio-political, socio-economic, and socio-legal reforms, yet the gender gap, particularly concerning sexual and gender minorities, remains often omitted or ignored. This paper examines the need for gender-neutral adoption legislation in India, highlighting the deliberate exclusion of sexual minorities from various family law provisions. The legal framework itself perpetuates gender-binary stereotypes within social institutions such as family and marriage. While the Indian Constitution explicitly guarantees the right to equality, non-discrimination, and life through Articles 14, 15, and 21, and international instruments like the ICCPR provide additional support, these protections remain inadequately extended to adoption rights. This primarily doctrinal study critically analyses three key legislations governing adoption in India: the Guardians and Wards Act of 1890, the Hindu Adoptions and Maintenance Act of 1956, and the Juvenile Justice (Care and Protection of Children) Act of 2015. These statutes employ explicitly gender-binary terminology, effectively denying adoption rights to sexual and gender minorities. While certain judicial decisions have attempted to recognize the rights of sexual and gender minorities, the *Supriyo Chakraborty* case notably restricts their ability to exercise social rights, including marriage and adoption. This study demonstrates the inherent bias in India's national legal instruments while contrasting this with international recognition of Sexual Orientation and Gender Identity (SOGI) rights. The Yogyakarta Principles, alongside other international human rights instruments, provide comprehensive frameworks for SOGI individuals. Through this comparative analysis, the paper reveals India's outdated and conservative legislative landscape. Ultimately, this research proposes comprehensive amendments to both the Constitution and relevant statutes to ensure inclusive adoption rights.

GIT25/81

From the Margins to the Forefront: Indigenous Women Leading Aralam’s Task Force

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Abstract

Aralam Farm, spread over 7,500 acres in Kerala’s Western Ghats and home to 1,717 tribal families, has become the center of attention due to constant human–wildlife conflict. Since 2014, at least 20 people have lost their lives. Responding to the High Court of Kerala’s directive, residents came together to form the Aralam Task Force (ATF), consisting of tribals, local panchayat members, Kudumbashree members, and families battling wildlife incursions. Initially, leadership rested with community elders, mostly men. But slowly women from the margins started speaking up and assumed leadership roles. This article describes the journeys of three women – Mini, Rajamma, Sruthi – into leadership at ATF. It highlights the barriers they faced and the creative solutions they came up with. In so doing, it reflects on women’s leadership more broadly, and the place of care and community therein.

GIT25/84

Leveraging AI to Visualize and Value Unpaid Care Work: A Feminist Ethical Framework

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Abstract

Care work, mostly done by women, forms the basis of social reproduction and economic stability on an international scale, yet it goes unnoticed in the economic theory and policy, which continues to reinforce gender inequalities and impediments to women participation. This concept note offers a feminist ethical model based on the AI4SG (artificial intelligence) to visualize, measure, and value this labour, which is based on the weaknesses of the more traditional approach, which is replacement and opportunity cost approaches, which do not consider the relational, emotional, and intergenerational aspects. Comprising childcare, eldercare, housework, and ill-care, the invisibility of unpaid care, as feminist scholars propose, is disastrous to both social justice and sustainable development due to the poor time- use surveys. The opportunities of mapping care patterns, quantifying disparities, and informing interventions with the help of AI technologies, such as natural language processing, causal inference, and fairness-conscious algorithms, are based on success in healthcare and climate monitoring and apply community-specific values through participatory approaches, such as PACT. The framework is based on the principles of relationality, intersectionality, inclusivity, and justice, rejecting AI biases founded on patriarchy, capitalism, and colonialism by prioritizing models such as IMPACTS to ethical and scalable application. This body of research has been brought together in the research agenda that gives rise to policy-relevant AI systems that focus on unpaid care as a central area, ensuring fair growth, gender justice, and transformative sustainability.

GIT25/85

Beyond Compliance: Women's Representation and Tokenism in Indian Corporate Governance

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Abstract

Even though legal mandates under the Companies Act, 2013 and Securities and Exchange Board of India (SEBI) regulations require at least one-woman director on corporate boards to promote gender diversity and strengthen corporate governance, women's participation in India remains limited and largely symbolic. This study seeks to examine whether such regulatory frameworks have led to the substantive inclusion of women in corporate decision-making processes or whether compliance continues to remain largely tokenistic. Adopting a doctrinal research methodology, the paper analyses statutory provisions, theoretical perspectives such as tokenism and critical mass theory, as well as recent government data on board composition. The findings reveal that women's representation, currently standing at 18.67% in listed companies, is primarily numerical in nature, achieved to satisfy the legal mandate rather than to genuinely enhance governance outcomes. No significant improvement in meaningful participation or influence has yet been observed. By contrast, the European Union provides a useful example, demonstrating that robust quota systems, when coupled with accountability mechanisms, can lead to substantive outcomes, strengthen investor confidence, and improve overall governance. The study therefore concludes that genuine gender diversity in India requires further reforms, such as mandating a minimum of two women directors on boards, ensuring merit-based appointments rather than family-based selections, and introducing structured mentorship and leadership development programmes to strengthen the pipeline of women leaders. Only by addressing these structural barriers can gender diversity move beyond formal compliance and evolve into a transformative force within Indian corporate governance.

Keywords: Women Board Directors, Gender Diversity, Board Representation, Tokenism, Regulatory Compliances, Good Corporate Governance.

GIT25/97

Women-led Entrepreneurship: Perspectives and Insights from India's Startup Ecosystem

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Abstract

Women-led entrepreneurship has emerged as a vital component of global innovation ecosystems, yet structural barriers continue to constrain access to finance, scaling trajectories, and exit opportunities. This paper examines India's women-led startup ecosystem within a comparative global framework. Drawing on two complementary reports from a leading venture-capital database, the study benchmarks India against international peers while providing longitudinal evidence on scale, funding, and progression dynamics. The analysis reveals that India hosts more than 7,000 active women-founded startups, of which approximately 2,900 have attracted equity financing totaling USD 26.4 billion. Annual funding peaked in 2021 at USD 6.3 billion, before contracting amid global market headwinds.

Despite India ranking among the top ecosystems worldwide in absolute funding to women-led startups, attrition across financing stages remains steep: only 12.2% of funded companies progress to Series A+ and fewer than 3% reach Series C+. Sectoral allocations show a strong consumer orientation, with retail and education technology comprising half of cumulative funding, though enterprise applications and health-related ventures are gaining ground. Funding is geographically concentrated in Bengaluru, Delhi-NCR, and Mumbai, mirroring broader ecosystem patterns. Benchmarking against global indicators highlights both achievements and structural frictions: India is positioned among the top three to four ecosystems by funding volumes, yet conversion to late-stage scaling lags international comparators. The paper concludes by outlining a pragmatic agenda to strengthen women's entrepreneurship in India, focusing on targeted bridge instruments, gender-smart late-stage vehicles, sector diversification, procurement catalysts, and institutional scorecards.

Keywords: women's entrepreneurship; venture capital; India; startup ecosystems

Gender and Governance: The Role of Women Administrators in India — Contemporary Case Studies

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Abstract

India has witnessed a gradual but significant shift in the participation and visibility of women in public administration. While the Indian administrative system has historically been male-dominated, recent trends reflect increasing gender inclusivity, both at the grassroots and elite levels of governance. This paper explores the evolving role of women administrators in India by analysing contemporary case studies from the last ten years during the period 2014–2024, offering insights into their leadership styles, challenges faced, and contributions to administrative machinery and governance reform. This research study adopts a qualitative case study approach to examine four high-impact examples: Sujata Saunik’s appointment as the first woman Chief Secretary of Maharashtra in 2024; the Palash Initiative in Jharkhand that empowered over 3 million rural women through self-help group (SHG)–led branding and entrepreneurship; the leadership of women officers heading five critical departments within South Central Railway; and the urban governance achievements of Shalini Agarwal as Municipal Commissioner of Surat. These cases represent diverse levels of administration—state, rural, sectoral, and urban—and collectively illustrate how women are shaping policy, institutional behavior, and public service delivery in modern India. The analysis reveals that women administrators bring unique strengths to governance, including collaborative leadership styles, enhanced community engagement, and an emphasis on transparency and inclusivity. For instance, Sujata Saunik’s push for digitization and paperless governance in Maharashtra marks a step toward greater administrative efficiency. The Palash model in Jharkhand exemplifies how women-led rural governance can lead to sustainable economic empowerment. Meanwhile, the appointment of women leaders in South Central Railway challenges traditional gender roles in technical and operational domains of administration. In Surat, Shalini Agarwal’s leadership catalysed smart city innovations and sanitation reforms, earning national and international recognition.

The paper concludes with policy recommendations aimed at enhancing gender parity in governance structures, such as gender-sensitive recruitment, leadership training, mentorship programs, and accountability mechanisms. These interventions are critical to ensuring that the gains made by individual women administrators evolve into systemic progress for future generations.

From Self-Help Groups to Corporate Entities: Legal Pathways and Governance Dimensions of Women's Entrepreneurship in India

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Abstract

Women's entrepreneurship in India has historically thrived within the framework of Self-Help Groups (SHGs), which serve as collective mechanisms for financial inclusion, capacity-building, and community empowerment. Despite extensive research on SHGs' role in microfinance and rural livelihoods, limited scholarship examines how legal and governance mechanisms enable these collectives to evolve into sustainable corporate entities. This paper addresses this gap by analyzing statutory, regulatory, and institutional pathways that facilitate SHGs' corporatization and the governance structures that support their long-term sustainability. The study is guided by three core research questions: (1) What legal and institutional mechanisms enable SHGs to transition into partnerships, producer companies, private limited firms, and Section 8 entities? (2) How do governance challenges, including board representation, compliance, financial transparency, and accountability, affect their sustainability? (3) How do gender-sensitive interventions, such as CSR mandates, SEBI diversity requirements, and MSME facilitation schemes, strengthen inclusive governance? Methodologically, the paper adopts a doctrinal and policy analysis approach, complemented by case illustrations. Initiatives such as the Lakhpati Didi Yojana in Odisha and Uttar Pradesh, which have enabled over 34 lakh SHG members to achieve annual incomes exceeding ₹1 lakh, and financial sector interventions providing ₹1,000+ crore in credit to SHGs in Tamil Nadu, demonstrate the practical impact of these legal and institutional frameworks. The analysis is informed by feminist legal theory and inclusive development frameworks, emphasizing how governance norms can strike a balance between regulatory compliance and women's empowerment. Findings indicate that while policy innovations, financial instruments, and institutional collaborations support formalization and market integration, persistent gaps remain in institutional capacity, access to capital, and the implementation of gender-sensitive corporate governance. Comparative insights from Bangladesh's Grameen cooperatives highlight lessons for scaling women-led enterprises through structured legal and governance interventions. The study provides actionable guidance for policymakers, regulators, and financial institutions seeking to foster inclusive, sustainable, and gender-equitable corporate growth.

Keywords: Women's Entrepreneurship, Self-Help Groups, Corporate Law, Governance, Companies Act 2013, CSR, Gender Empowerment, MSMEs, Inclusive Development

A Study on Women's Employment in the Economics Department of Premier Institutes in India

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Abstract

Economics is a subject renowned for its rigorous analysis, significant influence on policy, and practical applicability in daily life. However, a significant imbalance exists in the representation of women across academic and professional roles in economics. Globally, women hold around only 25% of senior-level positions in economics departments at universities and Business schools. Women receiving bachelor's degrees in economics are closer to parity with men, but the number of women receiving PhD in economics is lower, i.e. roughly 30-35%. It shows a potential leak in the pipeline as women progress through their academic careers, not only globally but also in India. This paper explores the challenges and potential reasons for fewer women employees in economics academia. We employed secondary data from recent AISHE reports and from websites of higher educational institutions in India to analyse gender composition among faculty members. Primary data is collected with a qualitative survey among the economics women faculty members, PhD scholars, and master's students to understand the gender gap in terms of opportunity and career growth in economics. Data implies that there are fewer women in economics compared to other social science subjects. The paper investigates the factors nudging this underrepresentation. This study can prompt research about many prominent women economists who remain less known in the economics academic sphere, about the lower research completion rate for women scholars compared to their enrollment rates, etc. Our study reveals that while male and female enrolments in economics programs in India are similar, a significant gender gap emerges in PhD completion and faculty recruitment, with women facing increasing disparities in academia as they progress in their careers. We intend to promote gender diversity and inclusivity in economics academia and suggest strategies for addressing these challenges.

Keywords: Women in leadership roles in economics, underrepresentation, gender gap, labour underutilization, higher education, women in economics, academic careers

Labour Force Participation of Widowed Women in India: Evidence from PLFS Data

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Abstract

Women's labour force participation (FLFP) in India has been persistently low, standing in stark contrast to the country's rapid economic growth and improvements in female education. According to the latest Periodic Labour Force Survey (PLFS 2024), the female labour force participation rate remains at just over 30%, well below the global average and significantly lower than most emerging economies. Much of the existing research has examined the role of education, household income, and marriage in shaping women's participation. Yet widowhood, which constitutes a major demographic reality in India due to gendered differences in life expectancy and marriage patterns, has received little systematic attention in the economics literature. Widows face unique social and economic challenges: they are often socially marginalized and simultaneously compelled to provide for themselves and their dependents. This duality makes them a critical yet overlooked group in labour market research.

This paper investigates the labour force participation of widowed women in India using nationally representative PLFS microdata for 2024. Restricting the analysis to women aged 15–59, we compare the participation of widowed women with that of currently married, never married, and divorced/separated women. We employ descriptive analysis to examine participation rates across marital status, education levels, and age groups, followed by logistic regression models to estimate the odds of labour force participation while controlling for education and age. By integrating both descriptive and econometric approaches, the study provides a comprehensive profile of widowed women's economic engagement.

The findings reveal that widowed women exhibit significantly higher participation rates (57.6%) compared to currently married (37.1%) and never married (23.2%) women. This pattern persists across educational categories, highlighting that widowhood acts as a powerful driver of labour market engagement independent of formal schooling. Regression results further confirm that widowed women are almost twice as likely to be in the labour force as currently married women, even after adjusting for age and education. These results suggest that widowhood pushes women into the labour market out of economic necessity rather than empowerment.

The study contributes to ongoing debates on women's employment in India by centering widowhood as an overlooked but crucial dimension of female labour supply. The results underline the importance of designing labour market and social security policies that recognize the specific vulnerabilities of widowed women. Expanding pension schemes, improving access to decent work, and tailoring skills programs to this group can play a critical role in reducing their dependence on precarious employment. By placing widowed women at the forefront, this study offers new insights into both the structural constraints and survival strategies that define women's labour participation in India.

Keywords: Widowhood, Female labour force participation, PLFS, India, Employment, Education

Exploring the Motivations and Perceived Benefits of Fintech Adoption among Women-Led SMES for Financial and Business Operations

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Abstract

The study explores the motivations, perceived benefits, and challenges influencing the adoption of Financial Technology (FinTech) among women-led small and medium enterprises (SMEs) in Coimbatore District, Tamil Nadu. FinTech is increasingly viewed as a transformative force enhancing financial inclusion, particularly for women entrepreneurs who face systemic barriers in traditional banking. The research adopts a quantitative and descriptive design, utilizing structured questionnaires from 120 women entrepreneurs to gather data on their experiences with FinTech platforms such as mobile banking, e-wallets, peer-to-peer lending, and crowdfunding. Statistical tools including Chi-square, Correlation, and Multiple Regression were applied for analysis. The findings revealed a significant relationship between years of experience and accessibility of financial services, indicating that more experienced entrepreneurs perceive greater ease in accessing finance. Correlation results showed a positive relationship between the extent of FinTech usage and financial performance improvement, confirming that FinTech adoption contributes to better business outcomes. Regression analysis identified cybersecurity as the most influential factor affecting effective utilization of FinTech, underscoring that trust and security are essential for successful adoption. Other factors such as digital literacy, internet access, and training support, though important, were not statistically significant. The study concludes that enhancing cybersecurity measures, improving digital literacy, and promoting awareness can foster greater adoption of FinTech among women-led SMEs. These findings have strong implications for policymakers, FinTech providers, and entrepreneurs in promoting inclusive digital finance and women's economic empowerment.

Keywords: FinTech Adoption, Financial Inclusion, Digital Literacy, Business Empowerment

Fayedi Ki Ghanti: Bridging the Gender Digital Divide in Rural India

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Executive Summary

When Chandrayan landed on the moon in 2023, women in Lalitpur were glued to their phones. They were following the moon virtually not for breaking their fast but because their nation had sent a ‘spacecraft to the moon’. Five years back, the scenario was different. In year 2020, we at the Society for Development Alternatives were forced to stop all our capacity building operations running in rural and periurban India, for youth and women owing to COVID restrictions. Like many development organizations we too hit a roadblock, figuring how to continue working with communities we had been working with. Be it for imparting vocational training to young job aspirants or imparting basic literacy & numeracy classes or for post literacy handholding to rural women, all interventions were impacted. Undoubtedly, technology acted as a great equalizer by helping us transcend the geographical barriers. It was easier for young people to quickly learn and shift to online learning, but our neo-literates felt helpless. Not having access and not having the knowledge of operating mobile phones did put them in a seclusion zone. In Marshal McLuhan’s ‘glocal world’ these women were almost pushed to the periphery of identity crisis for lack of digital know-how. As development professionals working with and for them, we felt restless. We were looking for solutions to help them walk with dynamic virtual reality. Like us, there were many feeling the same itch. At this time USAID India Reliance Women Connect Challenge.1.0 was announced. We applied and got the grant to implement our solution ‘TARA WE ADD’ i.e. Technology & Rural Advancement for Women Empowerment through Annihilating Gender Digital Divide. The persistent gender digital divide in rural India constrains women’s access to livelihoods, public services, and self-development. TARA WE ADD, was initiated by Development Alternatives with support from Reliance Foundation and USAID, aimed to bridge this gap in Uttar Pradesh’s Lalitpur district, targeting 838 neo-literate women across 16 villages. The program combined digital literacy, entrepreneurial training, and a well-thought of Social Behaviour Change Communication (SBCC) strategy, achieving remarkable advances in skills, incomes, agency, and social norms.

Ripple Effects of Empowerment: How Women Leaders in Kerala Foster Collective Growth in Community-Based Organizations.

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Abstract

This study investigates the ripple effects of women's leadership in community-based organizations (CBOs) in Kerala, India, examining how empowerment at the individual leadership level fosters collective growth and resilience. Women leaders in self-help groups, cooperatives, and neighborhood networks serve as catalysts for socio-economic transformation, influencing membership growth, collective action, and household income improvement. Drawing on both primary survey data from 350 CBOs and secondary literature, the paper employs quantitative tools such as ANOVA and regression, alongside qualitative insights from interviews and focus groups. Findings reveal that empowered leaders significantly enhance the performance of CBOs, with strong evidence of increased collective action and income growth under high-empowerment leadership. The study highlights the need for sustained institutional support, leadership training, and inclusive governance frameworks to maximize the impact of women-led organizations in local development.

Keywords: Women Empowerment, Community-Based Organizations, Kerala

Women's Entrepreneurship and Indigenous Skills: Pathways to Empowerment and Sustainable Tourism in Assam

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Abstract

India, being one of the ancient civilizations in the world, boasts of a diverse spectrum of indigenous skills and traditional knowledge in agriculture, health, handicrafts, and performing arts. Handlooms, crafts, folk music, and traditional dance function as vessels of communal memory and cultural history. Examples can be cited from the 'Kantha' art of Bengal, 'Madhubani' paintings of Bihar, and 'Warli' art from Maharashtra, each embodying storylines pertaining to communal existence and spiritual convictions. In the current digital era, it is imperative to safeguard, rejuvenate, and include indigenous knowledge into modern development dialogues. The Ministry of Textile, 2020, asserts that Assam has the highest number of handloom weavers among the states of Northeast India. This article examines the experiences of women entrepreneurs, weavers, and craftsmen from a lesser-known region of India, sometimes termed 'Invisible India' by metropolitan dwellers of Indian metropolises, notably Assam. This research investigates the obstacles faced by women entrepreneurs, the role of weavers in sustaining the socio-cultural framework, and the methods through which empowered women assist weavers and their families in attaining sustainable income. It also explores the potential connections between the indigenous textile and crafts industry and the tourism sector in Northeast India.

This research is associated with Sustainable Development Goals 5 and 8.

Keywords: Indigenous Skills, Women Entrepreneurs of Assam, Assamese Handloom, Weavers, Craftsmen

CORD- A model for Sustainable Empowerment

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Abstract

India is home to 6.65 lakh villages. About 63% of India's population lives in these villages. Socio-economic and gender disparities, lack of access to amenities and a predominantly top-down approach to rural development in villages reveal a major lacuna in empowerment and sustainable growth. For a long time, women hailing from Indian villages have been unrepresented, oppressed and prevented from governance, leadership, entrepreneurship and equal opportunities. Between 1985 and 2003, a women-first approach to change was initiated in Sidhbari village in Himachal Pradesh. Starting from healthcare, nutrition and sanitation, this project soon expanded to microfinance, livelihood, natural resource management and upliftment of the physically challenged, among others CORD (Chinmaya Organization for Rural Development) was established in 2003 nationally to further expand work initiated in Himachal Pradesh. CORD reveals the success story of a spiritually rooted service organization which empowered rural women at the grass-roots level, and involved them in a bottom-up change model that complemented the Gram Panchayat format, resulting in a sustainable and scalable model for rural development. This paper traces the evolution, vision, operations and potential of CORD with special emphasis on Mahila Mandals at its core; and its synergy with Self Help Groups towards financial empowerment, demonstrating consistency and success across forty years of its labour of love.

Keywords: Women Empowerment, Self Help Groups, Rural Development.

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Academic Roots, Entrepreneurial Wings: The Malabar Kombucha Journey

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Abstract

Academic entrepreneurship has become an important bridge between scientific research and social impact. This case study examines the journey of a biotechnology faculty team at Kannur University, Kerala, that transformed their fermentation expertise into Malabar Kombucha, a probiotic beverage brand. Their story embodies the theme Work, Woman, Worldview — reimagining research as marketable innovation, challenging gendered barriers, and expanding perspectives from academia to entrepreneurship.

Through narrative reconstruction and thematic analysis, the study highlights the supportive ecosystem of Kannur University’s incubation foundation (KUIIF), Kerala Startup Mission (KSUM), and DST’s e-YUVA Centre. The case underscores the motivations, challenges, and social commitment behind the venture. It concludes with reflective questions for discussion and proposes a roadmap for strengthening faculty-led, women-driven innovation ecosystems.

Women Entrepreneurs Turning Waste into Wealth: A Factor Analysis of Sustainable Business Models in India

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Abstract

This paper explores how women entrepreneurs in India convert discarded and underutilized resources into enterprises that link ecological sustainability with social inclusion. Three cases ground the study: Savvy's Store in Hyderabad (sustainable footwear from fabric scraps), Vaksana Farms in Rettanai, Tamil Nadu (agri-tourism and organic farming), and Thenga Coco in Palakkad, Kerala (coconut shell upcycling). These ventures represent contrasting trajectories a post-retirement initiative, a family-led revival, and a corporate-to-social entrepreneurship shift. The research addresses a neglected area: the structural factors shaping women-led sustainable start-ups. It asks three questions: What drives the success of such enterprises? How do drivers vary across urban retail, rural tourism, and artisan-based industries? And what insights can guide policymakers and practitioners as India pursues sustainable growth towards 2047? Using a mixed-methods design, the study integrates entrepreneurial narratives with quantitative validation. Exploratory Factor Analysis (EFA) of responses from 120 stakeholders identifies ecological stewardship and community integration as the most consistent drivers of sustainability, with financial resilience and consumer perception functioning as secondary enablers. Findings highlight the paradox women entrepreneurs face—scaling without losing authenticity, balancing purpose with profit. By combining case narratives with statistical analysis, the paper contributes to scholarship in feminist economics, sustainable business models, and inclusive innovation.

Keywords: Women entrepreneurs, Sustainability, Factor analysis, Circular economy, Inclusive innovation, India@2047

GIT25/235

Strengthening Viksit Bharat through Rural and Urban Women Entrepreneurship and Empowerment in the Cauvery Delta Districts of Tamil Nadu

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Abstract

Women entrepreneurship plays a vital role in achieving inclusive and sustainable development in India's vision of Viksit Bharat 2047. In Tamil Nadu, women entrepreneurs have increasingly emerged as key contributors to economic growth by moving beyond traditional domestic roles and actively participating in rural and urban enterprises. This study examines the role of women in rural and urban entrepreneurship development in Tamil Nadu, with particular reference to the Cauvery Delta districts, a region endowed with rich agricultural and allied resources. The research adopts an exploratory, descriptive, and qualitative research design, supported by both primary and secondary data. Primary data were collected through structured questionnaires, interviews, discussions with women entrepreneurs, meetings with government officials, NGOs, academicians, and key stakeholders, along with field visits to business units and institutions. Secondary data were sourced from journals, books, government reports, policy documents, institutional records, and previous studies. A convenience sampling technique was employed due to the unavailability of an accurate population frame of women entrepreneurs in the state. Both qualitative and quantitative tools were used for data analysis. The study highlights how women-led enterprises contribute to employment generation, resource utilization, social empowerment, and local economic development. It concludes that strengthening women entrepreneurship in rural and urban Tamil Nadu is essential for fostering self-reliance, reducing regional disparities, and accelerating India's progress towards becoming a developed nation by 2047.

GIT25/242

Navigating the “Indian” feminine identity through clothing

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Abstract

Using the lens of intersectionality, we examine accounts in existing documents, media representations and historical records to trace the evolution of clothing as a marker of “Indian” feminine identity. Social identities like gender, socio-economic status, caste, age, marital status, ethnicity and religion interact with cultural narratives to shape the notions of ideal femininity while shaping the ideas of appropriate dressing for women. Individual Indian women across diverse contexts, through their clothing, continually negotiate their position at such an intersection. Our findings suggest that the emergence of intersectionality is inevitable, given the blending of cultural discourses with homogenization projects against the backdrop of a diverse society.

Keywords: Intersectionality, Social identity structures, Indian Femininity

Reimagining the Relationship between Motherhood and Professional Work

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Abstract

Motherhood is still viewed as a professional hurdle, especially in professional roles, despite women becoming increasingly prevalent in the workforce. The literature at the intersection of motherhood and professional work remains fragmented and underdeveloped. To address this gap, we conducted a qualitative review of existing research, organizing our findings around three key themes: barriers to work, reimagining motherhood, and policy considerations. The first theme explores how motherhood is frequently viewed as a hindrance to career advancement, reinforcing workplace biases and limiting women's leadership opportunities. The second theme offers a contrasting perspective, highlighting the often-overlooked benefits of motherhood—such as the development of emotional intelligence, time management, adaptability, and resilience—and how these skills can be effectively transferred to the workplace. The third theme examines policy efforts aimed at promoting fairness and support for working mothers. By challenging deficit-based narratives, this study positions motherhood as a potential source of professional strength. Our findings provide practical insights for building inclusive organizational cultures and designing policies that recognize and support the dual roles of working mothers.

Keywords: Motherhood, Guilt, Parental benefits

Gender, Hiring, and Performance: A Case from India's Manufacturing Sector

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Abstract

Gender diversity and inclusion (GDI) has become a critical element of organizational success as it encourages innovation, improves decision-making skills, and ensures long-term sustainability. According to the various studies conducted in the past, organizations with diverse teams are more likely to outperform their homogeneous counterparts because diverse perspectives increase problem-solving ability, employee engagement, and ultimately, financial gains (McKinsey, 2024; Bourke & Dillon, 2018). Despite these advantages, the manufacturing sector remains a male-dominated field, with limited integration of women into technical and leadership roles. The gender imbalance does not only limit potential talent pools but also slows down the pace of the industry toward inclusion and equitable workplace practices. India Inc understands the need for a diverse workforce to create ecosystems of support and transparency to contribute towards making India a significant global economic player. In order to support the domestic manufacturing environment, the government has outlined a grand vision called "Make In India". This sector provides employment to close to 63 million people, which roughly amounts to 15% contribution made towards Indian GDP (World Bank 2021). However, the statistical figures showcasing the number of women workers employed in this sector is only 26% of all the workers employed in this sector (Department of Economic Affairs, 2022). These low numbers definitely present the facts that for nation's corporate sector to grow, it actively needs participation from a large pool of workforce capabilities rests with women and we need more diverse and inclusive work practices (Chakraborty and Chatterjee, 2020).

It is evident from the review of literature that there has been sparse research conducted in this field to comprehend women's experiences in male-dominant fields like manufacturing, which encompasses sectors like dairy, construction, mining, power and many others (Datta and Shah, 2022). This gap motivated us to explore this research question in this study: How does HR policies align gender diversity goals with the organization's broader strategic objectives?

We carried out qualitative research at one of the largest dairy product companies in India to explore these issues in-depth and to look deeper into the areas of gender diversity and inclusion.

Our study contributes to the ongoing debate on gender diversity, specifically in the context of Indian manufacturing sector. Our study supports the evidence that gender diversity improves team dynamics, innovation, and financial performance. Challenges like bias, absence of mentorship, and workplace culture continue to pose challenges in manufacturing. This study can help to understand the ground realities in Indian manufacturing firms and might be useful as an effective foundation upon which Indian manufacturing firms may develop and build strength for their DEI strategy.

Keywords: Gender-based hiring, inclusivity, organizational performance, manufacturing sector, Diverse workforce

GIT25/079

Weaving Futures: Women's Agency in India's Solar Silk Revolution

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Abstract

This practice case examines how Resham Sutra Private Limited (RSPL), a Delhi-based social enterprise, integrates sustainable technological innovation and community trust to redefine women's work in the Indian silk sector. Historically, women in Indian sericulture villages, like Assam and Odisha, practised thigh-reeling, where silk was manually reeled on bare thighs, an unethical and exploitative form of work. Through case studies, impact reports, and feminist economic frameworks, the paper examines how RSPL's interventions have increased women's income, autonomy, and livelihood opportunities. It further reflects the tensions of scale that arise between guidance and independence, profit and purpose. Ultimately, the case argues through RSPL's story that meaningful empowerment grows not from machines alone, but from the networks of care and collaboration that sustain them.

GIT25/9

Digital Financial Inclusion and Economic Growth: An Analysis of BRICS and ASEAN Countries

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Abstract

This study investigates the nexus between Digital Financial Inclusion (DFI) and economic growth (proxied by the natural logarithm of per capita income, LnPCI) in a panel of BRICS and ASEAN countries. Utilizing a composite Digital Financial Inclusion Index (DFII) derived from Global Findex data, the research employs a panel data regression model. The Hausman test identified the Fixed Effects (FE) model as the most appropriate estimation strategy, controlling for unobserved, time-invariant country-specific heterogeneity. The findings confirm a robust positive correlation between DFII and economic growth, suggesting that deepening digital financial penetration is associated with accelerated economic expansion. Recognizing the potential for endogeneity in the DFI variable, this paper outlines a rigorous Instrumental Variable (IV) strategy using Panel Two-Stage Least Squares (2SLS) to establish a more credible causal link. The study highlights the need for policymakers to prioritize digital financial infrastructure and literacy initiatives to realize their inclusive development goals.

Performance Shortfalls, Learning-by-Doing, and Organizational Slack:

Implications for Exporting Behavior

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Abstract

Our study attempts to understand the exporting behavior of the firm through the elements of the Behavioral Theory of the Firm. We argue that the exporting behavior of the firm is positively associated to “problemistic search”, “learning-by-doing” and “slack search”. Drawing from the Behavioral Theory perspective, we develop a theoretical model linking the firm’s export intensity to performance shortfall, slack resources and prior experience in exporting. Using the panel data of 454 Indian textile manufacturing between 2008 and 2014, we test the hypothesized model and find that the curvilinear relationship between organizational slack and exporting activities is enhanced by prior export experience or “learning-by-doing.”

GIT25/35

Practice Case: Kerala's Community-Based Palliative Care Model from Ravi's Home to a Statewide System

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Abstract

End-of-life care discourse has been dominated by Global North frameworks, reflecting a longstanding hegemony in the field. Yet, when more than 96% of people in India experience unaddressed suffering and complex distress at the end of life - often resulting in an undignified death models devised for vastly different socio-cultural and economic contexts cannot suffice. A meaningful response to this fundamental aspect of quality of life requires solutions rooted in local realities. The Kerala model of palliative care represents such a paradigm shift. Originating within communities and later integrated into formal systems, it is anchored in India's own social fabric. By mobilising neighbourhood volunteers, local governments, and civil society, the model distributes responsibility for care. This paper outlines its scope, achievements, gaps, and replication guidelines. By treating caregiving as a life skill and nurturing compassionate communities, the model goes beyond immediate health outcomes to advance the collective vision of Viksit Bharat.

GIT25/63-34

Unique pedagogies, cultural values and social purpose in Indian Management Education

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Abstract

The paper explores how traditional Indian guru-centric pedagogy, with its emphasis on Hitham (what is beneficial), Dharma, Karma, and value-based, story-led learning, can inform contemporary management education by aligning students' aspirations with the rigor needed for distinction. Using a 36-question Google Forms survey of 531 respondents across age groups, it examines how passion, proclivity, perseverance, regimen, discipline, and external inputs interact in shaping prodigy-like outcomes, finding that while over 90% report passion, only about 4% display a fully robust combination of effort, organization, and distinction. The analysis shows that self-motivation, openness to guidance, and enthusiasm are necessary but often under-structured, and that respondents strongly seek nudges in areas like career planning, wealth management, and upskilling, yet show relatively low risk appetite for entrepreneurship. Historical and scriptural narratives are used to argue that pedagogy must democratize knowledge, remain practical and experiential, and mirror the close, demanding guru–shishya relationship through case-based, integrative, and ethically grounded teaching. The authors conclude that Indian management pedagogy should consciously embed cultural values and social purpose—servant leadership, community development, sustainability, inclusive growth, and ethical practice—while using rigorous, value-based feedback and experiential methods to bridge the gap between high aspirations and the disciplined effort required to excel.

GIT25/68

Influence of External Factors on Inflation Expectations: Linear and Non-linear Evidence from a Developing Country

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Abstract

In this paper, we examine the effect of external factors on inflation expectations in India. We apply Autoregressive Distributed Lag (ARDL) and Non-linear Autoregressive Distributed Lag (NARDL) and use data spanning over 2012Q1-2021Q4. We find, in linear estimation using ARDL, negative effect of exchange rate and oil price on inflation expectations and positive impact of commodity price on inflation expectations. The non-linear estimation applying NARDL shows that positive changes in exchange rate and commodity price have negative effects on inflation expectations. The response of positive change in oil price shows a positive effect on inflation expectations. We do not observe statistically significant effects of negative changes in the external factors on inflation expectations.

Keywords

Inflation Expectations, Exchange Rate, Oil Price, Commodity Price, Autoregressive Distributed Lag.

JEL Classification

E0, E3, F0, F3, F6

Minimalism in India: Cultural Roots and Contemporary Revivals

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Executive Summary

Amid escalating global crises of environment and health, minimalism has emerged as a sustainable consumption philosophy that emphasize at wilful reduction or consumption and long-term meaningfulness. While existing research on consumer minimalism is largely dominated by Western contexts—where it is framed as voluntary simplicity and a conscious lifestyle choice—scholarship on culturally rooted forms of minimalism remains limited. This study addresses this gap by examining minimalist practices among Indian millennials to understand how contemporary consumption behaviours are shaped by indigenous knowledge traditions. Using qualitative methods, the study employs reflexive thematic analysis of data collected through in-depth interviews from diverse regions of India. The findings reveal that minimalist practices in India are not merely imported Western trends, but rather a rediscovery of deeply embedded knowledge traditions transmitted through diverse cultural practices. These practices are grounded in Indian philosophical worldviews that integrate consumption aspirations, health, and ecological balance within a shared ethical framework. Minimalist choices among Indian millennials are shaped by guidance from spiritual texts such as the Bhagavad Gita, reverence for nature and material objects, practices of reuse and repurposing, eco-pedagogy within families and educational settings, and indigenous aesthetic traditions. The findings further demonstrate how Indian minimalists are redefining self-expression and well-being by prioritizing durability, moderation, spiritual balance, and ecological responsibility over conspicuous consumption and disposability. Rather than rejecting modernity, Indian minimalists selectively integrate contemporary choices with inherited cultural ethics. This study contributes to consumer behaviour and sustainability scholarship by positioning Indian minimalism as a culturally grounded model of sustainable living. It calls for future research that foregrounds indigenous perspectives to develop culturally integrated and globally relevant theories of minimalism for advancing sustainable consumption. (*This work is supported by a project sponsored by ICSSR, New Delhi.*)

Fiduciary Duties and Macroeconomic Resilience: Strengthening Indian Corporate Governance for Climate Risk Mitigation

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“Climate-related risks are a source of financial risk. It is therefore within the mandates of central banks and supervisors to ensure the financial system is resilient to these risks.”

- NGFS, ‘A Call for Action: Climate Change as a Source of Financial Risk’ (April 2019).

Abstract

Climate change has emerged as a systemic financial risk with profound implications for corporate governance and macroeconomic stability. India’s experience with escalating climate disasters underscores the urgent need to integrate environmental resilience into fiduciary oversight. This study examines how directors’ fiduciary duties under the Companies Act, 2013 and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 can be interpreted and operationalized to address climate-related financial and governance risks. Using doctrinal and comparative legal analysis, it explores the evolution of fiduciary obligations care, loyalty, and disclosure in the context of climate governance and situates India’s approach against global frameworks in the UK, EU, and Australia. The research demonstrates that fiduciary duties can serve as a governance mechanism linking firm-level accountability with national economic resilience. Empirical and policy evidence reveals that integrating climate risk management into corporate governance enhances transparency, reduces systemic vulnerabilities, and aligns private decision-making with public stability objectives. However, enforcement deficits, board-level capacity gaps, and greenwashing practices continue to undermine effective implementation. The paper proposes a reform framework emphasizing director training, liability for misleading ESG disclosures, climate-linked executive remuneration, and the expansion of enforcement standing to include community stakeholders. Strengthening fiduciary duties in this manner transforms them from symbolic legal obligations into strategic instruments for climate resilience bridging corporate responsibility with macroeconomic security in India’s transition to a sustainable economy.

Keywords: Fiduciary Duties, Corporate Governance, Macroeconomic Resilience, Climate Risk Mitigation, Climate Change.

Concept Note

Tantric Embodiment in Indian Dance Pedagogy: War Principles, Life Force, and the Pedagogical Potential of Movement Awareness

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Abstract

Both Classical Indian dance and Tantric philosophy have a deep concern with change, energy, and consciousness. This research examines how such intersections may be helpful in shaping progressive professional dance training through a pedagogy drawn from Tantra, where movement as a vehicle of self-knowledge, somatic wisdom, and creative transformation occurs. Drawing on sculpted motifs in the temples like; Khajuraho, Brihadeeswarar (Thanjavur), and Chidambaram, ancient dance pose is deciphered as incarnation of Kundalinī Śakti, the animating life energy that is the preoccupation of Tantric philosophy.

The work places the dancing body as an interior negotiating space, a space similar to the war of Kurukshetra in the Mahābhārata—a metaphoric battlefield where psychic and biological energies constantly dialogue, as red and white corpuscles ensure life. In this metaphysical context, aphorisms such as Abhedam Satyam (truth is non-dual) are interpreted in conjunction with Einstein's theory of relativity, placing Indian metaphysical philosophy in conversation with contemporary physics. Embodied perception, consciousness, and movement are utilized as conflict resolution means of conflicts of ontological and temporal sorts so that the dancers are capable of converting struggle into artistry and into harmony.

The research also uncovers Nāṭya Śāstra principles like "Māyā pīṭham smṛtaṃ nṛttam sandhyā kāleṣu nṛtyata"—dancing at sunset—as cosmophysical command codes of energy, light codes, and gravity equilibrium codes. The 108 Karanas and Chāris are deciphered as movement graphs demonstrating the laws of torque, angular momentum, and dynamic equilibrium, demonstrating how ancient practitioners encoded scientific knowledge into sacred dance.

Methodologically, the study re-interprets such movement principles according to Tantra and physics epistemology, mapping embodied practice onto scientific and metaphysical principles. The intended outcome is Pedagogical Manual for Tantric Dance Training which provides professional dancers and teachers with a heuristic model that unifies motion, Tantric metaphysics, and life-value education. In addition to technique, this guide advocates embodied consciousness, creative

flow, and the conservation of India's intangible heritage, dance as a pedagogy of awareness in which philosophy, physics, and spirituality converge in embodied practice.

Keywords: Tantric philosophy; Classical Indian dance; Embodied awareness; Pedagogy of movement

GIT25/113

Viksit Bharat 2047: Synthesizing Wisdom for Modern India-From Ancient Civilization to an Inclusively Developed Nation in the Next 25 Years

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India's aspiration to achieve developed nation status by 2047 presents a unique opportunity to forge an alternative development pathway integrating indigenous knowledge systems with modern scientific innovation. Unlike conventional resource-intensive industrialization models, this research proposes a holistic framework synthesizing ancient wisdom particularly Ayurvedic medicine, Vedantic philosophy, and traditional ecological knowledge with cutting-edge biotechnology, regenerative medicine, and sustainable development practices.

This conceptual research employs qualitative thematic analysis synthesizing policy documents from Indian government ministries, peer-reviewed scholarly literature, international development reports, classical philosophical texts, and verified statistical databases. International case studies from Finland, Bhutan, Japan, Iceland, Rwanda, China, and Kerala inform comparative analysis. The methodology integrates thematic content analysis, comparative framework evaluation, and interdisciplinary synthesis across philosophy, economics, ecology, medicine, and social sciences, with ethical protocols aligned to UNESCO's Bioethics Framework and the Nagoya Protocol.

The research establishes a seven-pillar strategic model for Viksit Bharat 2047: (1) conservation of rare Ayurvedic herbs through molecular tissue culture and community-based networks protecting over 7,000 medicinal species; (2) preservation of indigenous genomic heritage balancing biomedical research with cultural bio-identity protection; (3) elevation of unseen stakeholders informal workers through nutritional security, healthcare, and skill development; (4) early-stage talent development among girls via the Child Skill Genome Framework addressing structural

gender barriers; (5) diversified sustainable tourism integrating Ayurvedic wellness, ecotourism, and emerging longevity tourism; (6) regenerative medicine innovation exploring convergences between Ayurvedic Rasayana therapies and modern stem cell biology; and (7) economic sovereignty through balanced import-export frameworks targeting strategic sectors.

Key findings indicate female labor force participation increased from 22% (2017-18) to 40.3% (2023-24), though qualitative concerns persist. India's \$238 billion trade deficit reflects structural vulnerabilities addressable through strategic positioning. Kerala's wellness tourism model generating ₹45,000 crores annually demonstrates scalability potential.

The framework challenges development economics orthodoxy by demonstrating culturally-contextualized growth trajectories can integrate indigenous wisdom with modern innovation. Implications extend beyond India, offering insights for biodiversity-rich nations across Africa, Southeast Asia, and Latin America seeking sustainable, culturally-rooted development models that balance material prosperity with ecological stewardship and spiritual depth.

Keywords: Viksit Bharat 2047, sustainable development, indigenous knowledge systems, Ayurveda, regenerative medicine, gender equity, biodiversity conservation, genomic heritage, economic sovereignty, longevity tourism

GIT25/128

Digital Dignity in Crisis Response: A WhatsApp-Based Human-Wildlife Conflict Reporting System

A Concept Note for GIT 2025 Conference - World View Track

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Abstract

This concept presents a WhatsApp-based incident reporting system developed by the Kerala Human-Wildlife Conflict Task Force that transforms crisis response through inclusive digital design. By leveraging ubiquitous mobile technology and conversational interfaces, the platform ensures dignified access to emergency services for forest-fringe communities facing daily wildlife encounters.

Will Vasudhaiva Kutumbakam be Re-established Again? Insights from Ancient Wisdom from Bhagavad Gita

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Abstract

The Sanskrit phrase “Vasudhaiva Kutumbakam” meaning “The World Is One Family” emphasizes a broader perspective giving priority to collective well-being over narrow individual or family wellbeing and encourages one to think globally on crucial issues like climate change, sustainability, universal values such as peace and tolerance of differences etc. The re-establishment of Vasudhaiva Kutumbakam could be viewed from the perspective of re-establishment of human values for harmony among human beings and harmonious co-existence of human beings with nature. Today the state of affairs of the world has shifted away from Vasudhaiva Kutumbakam. This could be attributed to drifting of souls from their swadharma, through spiritual interpretation of the Gita. Therefore, Vasudhaiva Kutumbakam can be re-established through re-establishment of Swadharma of souls as mentioned in Srimad Bhagavad Gita. This paper explores the spiritual insights on re-establishment of Vasudhaiva Kutumbakam. The exploration is based on the Rajayoga Wisdom being imparted through the Prajapita Brahma Kumaris Ishwariya Vishwa Vidyalaya and illustrates the evidence of re-establishment of Vasudhaiva Kutumbakam by the God of Gita through Rajayoga. Rajayoga results in self-transformation by giving up vices and inculcating divine virtues by imbibing the Gita Knowledge from the God of Gita. This self-transformation paves the way for the re-establishment of a righteous society which is also described as Heaven, Paradise, or Vaikunt in scriptures.

Keywords: Vasudhaiva Kutumbakam, God of Gita, Spirituality, Rajayoga, Sustainability, Swadharma, World Renewal

The Dharma-Adharma Dichotomy in Leadership: A Comparative Analysis of Rama and Ravana in Contemporary Corporate Governance

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Abstract

The research evaluates the opposing leadership approaches of Rama and Ravana in the Ramayana through a modern corporate governance framework. The research combines textual analysis of Sanskrit verses with systematic incident coding to create two leadership models: Integrative Ethical Leadership (IEL) and Charismatic-Egoist Leadership (CEL). Rama's IEL model bases its foundation on dharma principles, receptive counsel, value-driven alliances and ethical leadership succession, which endures organizational legitimacy. Ravana's CEL style combines his charismatic nature with technical abilities, yet he leads through ego, suppresses counsel and uses coercion to create environments that promote fear and weaken organizational systems. The research evidence supports both qualitative interpretation and statistical content evaluation, which demonstrates substantial variations between Rama's and Ravana's approach to stakeholders, and their impact on organizational systems. Through Decision Motives: Rama (Duty 16, Strategic 7, Emotional 2, Egoistic 0); Ravana (0, 5, 2, 13), χ^2 (df = 3, n = 45) = 29.14, $p \approx 2.09 \times 10^{-6}$ and Systemic Outcomes: Rama (Positive 22, Neutral 3, Negative 0); Ravana (0, 2, 18), χ^2 (df = 2, n = 45) = 40.14, $p \approx 1.92 \times 10^{-9}$, the study reveals that IEL decisions resulted in both organizational stability and public trust, but CEL decisions produced organizational breakdowns, which demonstrates that ethical conduct forms the essential core of governance systems rather than being an optional feature. The Ramayana offers organizations facing crises of trust and sustainability with both cultural wisdom and a robust analytical framework to address their challenges.

Keywords: Ramayana, Ethical Leadership, Counsel Receptivity, Organizational Legitimacy

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GIT25/147

Gandhian Ethics for Responsible AI - Conceptual Research Paper

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Abstract

Artificial Intelligence (AI) plays a crucial role in the modern world by transforming industries, enhancing productivity, and reshaping daily life. However, at the same time, AI poses numerous ethical challenges. AI's ethical challenges revolve around concerns about bias, transparency, and accountability. Gandhian ethics offer a timeless framework for moral conduct in personal and societal life. They emphasize the importance of integrity, justice, and the welfare of all, values that remain crucial in addressing modern global challenges like inequality, climate change, and social division. Gandhi's focus on ethical action over mere adherence to rules inspires individuals and institutions to prioritize humanity over self-interest. In an increasingly complex world, Gandhian ethics can provide an ethical compass for guiding AI development and use. In this paper, we specifically draw from his idea of social sins and vows. First, the paper relates the concept of seven social sins to identify issues with the current state of AI. Thereafter, it draws from the idea of vows that may be incorporated into AI development and deployment. In so doing, we demonstrate that Gandhi's ideas are timeless and may be applied across varied contexts.

Keywords: Gandhi, Ethics, AI, Sins, Vows

Ancient Wisdom for Modern Economics: Hindu Saints' Perspectives on Ethical Finance and Sustainable Development

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Abstract

Today neoliberal economic models are facing repeating setbacks emanating from disparity, ethical oversights, and environmental degradation, highlighting the need for frameworks that stabilises wealth creation with moral and sustainable duty. Economic philosophies of India of older times — rooted in ethical conduct, spiritual growth, social harmony, and ecological responsiveness—offer a cooperative construct that addresses these modern-day impediments. The economic teachings of 48 Hindu saints across 17 Indian states were examined in this exercise, selected to ensure regional disparity, covering older periods to this day, and presenting major schools of Hindu thought covering Vedanta, Bhakti, Yoga, and Tantra. Their teachings, preserved through scriptures, commentaries, biographies, and cultural traditions, provide a demanding and moralistic base for righteous economic inquiry.

Drawing from principles such as Purushartha, which combines dharma with wealth creation (Artha), the research emphasizes how fundamentals of detached action, self-discipline, and responsible consumption confer to psychologically stable and ethically grounded economic behaviour. Scriptural wisdom from the Rigveda, Bhagavad Gita, Mahabharata, and Artha Shastra further establish themes of just taxation, honest labour, ecological administration, and social welfare. Teachings of Bhakti saints—including Basaveshwara, Dnyaneshwar, Jalaram Bapa, Kabir Dasa, Narsi Mehta, Rohidas, Tukaram and Vivekananda —substantiate practical models of righteous earning, labour dignity, charitable institutions, and community empowerment.

The exercise links ancient concepts such as aparigraha (non-hoarding), dana (charity), and sacrifice to modern challenges like financial ventures, social injustice, and unsustainable consumption. The study states that these values strongly parallel emerging global architecture such as stakeholder capitalism, ESG principles, responsible regulation, and inclusive development. Saints wisdom correspond closely with the Viksit Bharat idea, promoting equitable prosperity, environmental care, and cultural conservation.

Today's economic institutions combined with older wisdom, the research suggests a comprehensive model of moral finance that serves wealth as a social trust, supports developed policies, and encourages dharma-based governance. This interdisciplinary exploration

substantiates how India's spiritual-economic heritage can inform sustainable, just, and culturally rooted economic systems for the future.

GIT25/163

Reliability and Factorial Validity of Emotional Intelligence Scale in Indian Context

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Abstract

Emotional intelligence (EI) is a highly demanded skill in corporate and other professions wherein emotions of human resources play an important role. This concept was initially propounded by Daniel Goleman in 1995 and since then many researchers have tried to comprehend its applicability in corporate context and human resource management. However, there is a dearth of empirical studies which can shed light on the reliability and factorial validity of the mentioned concept (emotional intelligence) in different cultural and geographical contexts. With this backdrop, the present study examined the reliability and factorial validity of emotional intelligence scale (https://www.drugsandalcohol.ie/26776/1/Emotional_intelligence_questionnaire). By applying appropriate statistical techniques with the help of SPSS (version 25), it has been found that there are five dimensions of emotional intelligence which are universally accepted. Implications and conclusion have been discussed which can encourage future researchers and corporate executives to contribute in the contextual literature and professional practice.

Keywords: Emotional Intelligence, Reliability, Factorial Validity, Corporate, Leadership

GIT25/164

Exploring Integrated Ayurveda and Yoga for Addressing Public Health's "ICU"

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Abstract

Globally public health is facing challenges on multiple fronts. Post-pandemic reviewing of the preparedness of mankind for facing increasingly larger healthcare issues is giving rise to many issues and concerns. The current paradigm of Allopathy centered health approach may not sufficiently address issues, including the universality. It may also create socio-economic inequity based non-uniform access conditions. As an alternative, the Integrated Ayurveda and Yoga needs to be explored to offer the much-needed public health available, accessible, and affordable to entire mankind. Global collaborative action with the sole aim of cooperating to make this sustainable solution for the betterment of mankind conditions and situations shall prove to be the game-changer. Availability, costs, and affordability related challenges shall get addressed with this integrated approach.

Why did COVID-19 Facilitate an Increase in Energy Consumption Inequality?

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Abstract

We assess the impact of COVID-19 induced restrictions on electricity consumption inequality in India. Our theoretical framework demonstrates that restricting consumption of other goods increases inequality in electricity consumption. Our empirical analysis using a panel data of 100,000 consumers from the state of Maharashtra during April 2018 to March 2023, confirms that complete lockdown had a delayed impact on increasing electricity consumption inequality for households, while partial lockdown raised inequality immediately. Electricity consumption inequality decreased for rural households during lockdowns, likely due to governmental food transfers. Partial lockdown increased inequality among commercial consumers in semi-urban areas, with no significant impact on agricultural consumers.

Keywords: Energy Inequality, Consumption inequality, Electricity consumption, COVID-19, Household consumption, Indian electricity consumption

JEL Codes: Q41, D63, I14, C23

Ethnostrategy: The Missing Piece in Strategy – Sustainability Conversations

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Abstract

Current climate science underscores that a target of limiting warming to 1.5°C cannot be achieved solely by technology. The Sixth Assessment Report published by the IPCC underscores that there are profound interlinkages between industrialization, climate change, and inequalities within society. At the same time, prevailing perspectives on sustainability continue to gravitate toward techno-fixes that view the natural world as a resource to be managed and controlled, not as a system that cohesively involves human society. The debate on sustainability is also largely driven by perspectives from and within the Global North, conceiving of environmental accountability as a problem of “the” Global South.

This paper turns the spotlight on the Global South, examining the celebration of Onam in Kerala, in India, as an operational model of sustainability in action. What this paper contends is that the celebration of Onam in Kerala bears out an example of an ethnostrategy, that is, a framework inscribed within the cultural framework of the group, to balance nature and society, and commerce, in such a way that they are coordinated. This paper explores through various texts, including academic and other, how this cultural tradition of Onam combines all the elements of sustainability.

Although existing studies acknowledge ethnic and indigenous knowledge as important to sustainable development, there is a gap in understanding why this is not represented as strategy and policy. We propose ethnostrategy as a meso-level conceptual framework between institutions and organizational behavior, and illuminates the role of sustainability in action. Using constructivist/interpretivist framework, and abductive reasoning, this paper demonstrates the role of ethnostrategy in integrating climate, commerce, and culture effectively to build a sustainable society. We engage in abductive theorization (Mantere & Ketokivi, 2013) and integrate ideas from scholarly literature on Onam, sustainability, and strategic management to develop the construct of ethnostrategy. Ethnostrategy describes ethnic practices that shape societal survival by governing commercial, social, and ecological domains of human life. We use the interpretivist-constructivist paradigm (Mir & Watson, 2000; Rabetino et al., 2021)

GIT25/199

Embedding Sustainable Development Goals in Indian Management Education: Knowledge Management for Unique Pedagogies and Responsible Leadership

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Abstract

This study looks at how Knowledge Management (KM) and the Sustainable Development Goals (SDGs) work together in Indian B-schools. The study suggests that these institutions might better prepare upcoming managers and entrepreneurs by methodically organising and sharing knowledge about global sustainability targets. It examines how the current industry-readiness gap might be addressed by integrating SDG-centric frameworks into existing curricula. Strategic curriculum development that not only teaches technical and management skills but also instils a profound knowledge of environmental and social responsibility is desperately needed, according to this research. The results demonstrate how KM and SDGs work together to produce a potent educational paradigm that fosters sustainable innovation and advances the larger objectives of a knowledge-based, responsible economy.

Keywords: Sustainable Development Goals, Knowledge Management, Knowledge Economy

Transforming Silence into Substance: A Philosophical Lens for Re-Envisioning Internal Audit Effectiveness

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Abstract

Internal auditing has become increasingly vital in the face of recurring governance failures and corporate scandals, yet its effectiveness remains contested when silence, fear, and cultural pressures undermine formal safeguards. This paper re-envisioning audit effectiveness through the Multi-Theory Philosophical Lens Framework (MTPLF), a conceptual synthesis that integrates six established governance theories such as Agency, Positive Accounting, Transaction Cost Economics, Institutional, Stakeholder, and Legitimacy—with a philosophical lens emphasizing truth, conscience, silence, and psychological safety. Rather than adopting an empirical design, the study employs a theoretical methodology, drawing on validated prior research to build an interpretive framework that links technical structures with human conditions. The analysis shows that while traditional theories explain why audit mechanisms exist, their effectiveness in practice depends on whether auditors feel safe and empowered to voice uncomfortable truths. MTPLF demonstrates that audit effectiveness is as much about courage and conscience as about contracts and controls, transforming the role of auditing from procedural assurance to organizational truth telling. The contribution is both theoretical and practical: Advance accounting scholarship by extending governance theories with philosophical depth, and guide practice by urging organizations, regulators, and audit committees to recognize psychological safety as a prerequisite for substantive audit outcomes. In the Indian context, where family-run enterprises and state-led social audits coexist with global firms, this framework illuminates how cultural dynamics of loyalty and silence shape the meaning of audit effectiveness.

Keywords: Internal Audit, Psychological Factors, Multi-Theory Framework, Governance, Philosophy

Reaching out to Invisible India: Enabling the digital ecosystem in the Indian Insurance sector

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Introduction

As per latest annual report by Insurance Regulatory and Development Authority of India (IRDAI), India's insurance penetration (life and non-life) declined to 3.7% in FY 2023-24 from 4% in the previous year. This is significantly low than the global average of 7% (IRDAI, 2025a). IRDAI is responsible for the development of the insurance sector and also acts as a regulator for supervision of the entities operating under the sector. Recent years have seen the regulator emphasize not only compliance but also consumer education, transparency, and access, compelling insurance companies to reimagine their engagement models.

In response, businesses in the Indian insurance sector have increasingly turned to technological innovation and customer-centric approaches to extend outreach to underserved and digitally savvy segments. Coverfox Insurance Broking Pvt. Ltd. exemplifies this trend, leveraging digital platforms, user experience design, and data-driven personalization to streamline the traditionally complex process of buying and managing insurance policies.

At the same time, India's insurance density—measured as per capita premium—rose modestly from USD 92 in FY 2022–23 to USD 95 in FY 2023–24, though it still lags significantly behind the global average of USD 889 (Mukherjee, 2024). These figures highlight the dual challenge and opportunity: while the industry is undergoing transformation, it remains far from achieving parity with global benchmarks.

This paper aims to examine the ongoing changes in the Indian insurance sector, with a focus on how digital platforms like Coverfox are reshaping information behaviours, decision-making processes, and consumer trust in a sector where inclusion, accessibility, and user empowerment have become central to future growth.

Background

Insurance subscription in India especially for the Tier 2, Tier 3 and rural markets have been restricted due to various factors. A recent survey of Tier 2 and Tier 3 cities in India it was found that only 30% of the population in these cities owned insurance policies (“Vehicle insurance, pension coverage up in India's rural households,” 2024). Similarly, rural India—home to nearly 65% of the national population—contributes less than one-third of total insurance premiums (Bajaj, 2025).

Various factors can be attributed to such a gap including the low literacy levels, lower disposable income, high cost of living and limited savings, unaffordable health care expenses, unemployment and poverty. Additionally, the absence of an effective universal insurance policy tailored to the unique needs of rural consumers' further limits penetration. To address these challenges, microinsurance products were introduced in 2005 to provide affordable, low-premium schemes targeted at low-income groups. About 30% of microinsurance products, launched in 2005, were specifically intended for the low-income people with affordable insurance schemes to help them cope with and recover from financial losses. These schemes make use of intermediaries such as SHGs and cooperatives that work at the grassroots level leveraging on their connected networks and understanding of the intended target audiences. However, enrolment in these schemes has remained modest (IRDAI, 2025b).

Despite these challenges, the microinsurance market in India was valued at USD 428.4 million in 2024. This growth has been contributed to a combination of factors, including greater awareness of insurance benefits, rising levels of financial literacy, increasing adoption of digital technologies, and the availability of customized, need-based products. Together, these dynamics point to a slowly evolving but still underdeveloped insurance landscape where information access, consumer trust, and product relevance remain central barriers to inclusion.

IRDAI has set an ambitious goal of achieving universal insurance coverage for all Indian citizens by 2047. To advance this vision, efforts are being directed toward creating solutions that account for diverse customer segments, their preferences, accessibility constraints, and affordability needs. One key regulatory step has been to allow corporate agents to expand the number of tie-ups with insurers across life, general, and health insurance lines of business, thereby broadening the range of choices available to consumers.

Progress in rural insurance penetration has been notable. According to a NABARD report on rural financial inclusion, the proportion of households with at least one insured member rose sharply from 25.5% in 2016–17 to 80.3% in 2021–22 (“Vehicle insurance, pension coverage up in India’s rural households,” 2024). This expansion reflects both policy interventions and a gradual shift in consumer attitudes toward risk protection.

At the same time, the rural insurance landscape is being reshaped by the growing adoption of digital technology. Rural India now accounts for 53% of the country’s total digital user base, surpassing urban areas (IAMA, 2024). However out of these only a meagre 17% use technology for online financial transaction, suggesting that digital literacy and trust remain barriers to deeper financial inclusion. Encouragingly, there has been a marked increase in preference for Unified Payments Interface (UPI) transactions, with 38% of rural and semi-urban consumers adopting UPI as a payment mode (EY India & CII, 2024). This trend points to a rising comfort with digital financial tools, which could serve as an enabler for insurance adoption.

Nevertheless, significant challenges persist. A major barrier for rural populations is the complex and often opaque documentation process required for enrolling in insurance schemes (Roychoudhury et al., 2021). Streamlining these processes, coupled with leveraging trusted intermediaries and digital innovations, is essential to translating awareness into sustained participation.

Repositioning on the 3 pillars: Accessibility, Affordability and Simplicity

The Insurance Regulatory and Development Authority of India (IRDAI) has created an enabling environment for firms like Coverfox to align their strategy around three critical pillars: Accessibility, Affordability, and Simplicity. Repositioning on these three pillars enabled Coverfox to not only address the concerns of the Indian insurance market but also to conceptualize and deliver new products and services which can further add value for the end user. What follows is an account of how Coverfox build its strategy on these three pillars.

Accessibility

With digital technology and increasing digital penetration in India that was further enhanced by the pandemic, more and more people onboarded to digital use with 886 million users in 2024 resulting from a 8% YoY growth of which 55% are from rural India (BestMediaInfo Bureau, 2025). This was an opportunity for a digital outreach to users from remote areas.

Traditionally insurance sector was driven by a feet-on-street model with an agent strength of 30.34 lakhs agents as of January 2025 with LIC having the largest agent network of 14.46 lakhs (CafeMutual Bureau. 2025). Surveys continue to suggest that offline agents remain a trusted channel, even as digital penetration increases (InsuranceDekho / LiveMint, 2022). (InsuranceDekho / LiveMint, 2022). This reinforced the need for a phygital approach, where in-person interactions are complemented by digital platforms, exemplified by the Point of Sales Person (PoSP) model (Sarin, 2024).

Coverfox's first use of technology was in 2017 with their B2B2C app called Coverdrive that enabled agents to become micro-entrepreneurs (Coverager, 2017). By digitizing traditionally paper-intensive processes, Coverdrive streamlined policy issuance, provided multi-insurer options in one place, and extended accessibility beyond urban markets. Coverfox also tapped into Self-Help Groups (SHGs) and cooperatives as last-mile intermediaries to reach rural communities. Partnerships with grassroots networks such as young women and men from the same geographies called *Bima Fauj* further enhanced this local presence.

Affordability

Affordability has long been a barrier in the Indian insurance market, particularly for low-income and rural households. Uniform, high-premium products often excluded large population segments. Coverfox tries to address this problem by creating innovative, low cost products enabled by end-to-end control of its digital platform.

As a third party to the insurers platform Coverfox was limited to earning commissions on transactions routed through insurers systems. Regulatory changes, however, allowed brokers to own their distribution networks and data, enabling Coverfox to design customized solutions and track inflows/outflows of customer transactions. This data-driven approach made it possible to introduce low-cost insurance products priced as low as ₹499, significantly undercutting traditional offerings that was suitable for the insurer, broker and the end-user.

The partnerships with the distributors such as Satin also enabled them to create affordable insurance schemes for the borrowers of Tier 3 cities and rural markets, especially those taking

unsecure loans. These schemes were unbundled to suit the requirements of prospective customers (e.g., risks of snake bites, mosquito borne diseases or cancer), allowing customers to select coverage aligned with their life stage, needs, and budget. This modular approach enhanced both relevance and affordability.

Simplicity

Complex and jargon-heavy processes remain a deterrent for first-time insurance buyers, particularly in rural areas. Coverfox addressed this by simplifying onboarding, claims, and servicing processes through digital platforms and local partnerships.

By collaborating with distributors like Satin, Coverfox ensured that even borrowers with limited financial literacy could access simple online processes, better services, and necessary regulatory cover. Importantly, Coverfox also leveraged local support networks—often fresh graduates, many of them women—who regularly visited borrowers, offered guidance, and provided hands-on assistance during claims.

Simplicity was also reflected in product design. For example, while life insurance claims are relatively straightforward, health insurance claims require cashless settlements that can take 4-5 hours. Coverfox's local support reduced friction in such scenarios, while its monitoring systems helped insurers curb fraudulent claims. As a result, both end-users and insurers benefitted—customers received timely service, while insurers reduced operational and claims costs. Additionally, Coverfox also could increase reach in places that had presence of Grameen banks.

Despite these gains, there is more that can be done if Coverfox could access to the knowledge base of the insurer which would result in further streamlining of services and acceleration of innovation.

Conclusion

Insurance sector is being shaped by regulations that seek to realize the vision of *Insurance for All* by 2047. Coverfox, instead of viewing regulatory shifts as constraints, positioned them as opportunities for growth. By centering its strategy on accessibility, affordability, and simplicity, the company developed a customer-centric model that leveraged digital technology, grassroots networks, and data-driven insights. The outcome was a win-win ecosystem based on wider reach, affordable and customized products, improved services, and simplified processes—creating value for customers, distributors, and insurers alike.

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GIT25/218

Improving government efficiency through technology adoption in governance:

The recent Indian Experience

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Abstract

The art of governance has become a challenge for governments worldwide due to the complexity of the public policy issues to be addressed, growing aspirations of the citizens, a plethora of government programmes, government resource constraints, bureaucratic inefficiency, corruption, and international pressures. Delivering the intended benefits of the government policies and programmes to the citizens most efficiently is thus of paramount importance. Several technology-led solutions to public policy problems have recently been introduced across many countries, including India. However, a proper documentation of policy innovations using technology and their outcomes has been absent in India. In this context, this paper examines the transformative government efficiency reforms launched by India in recent years using technology. It is revealed that implementing technology-driven solutions to various public policy problems in India has produced several significant, favourable policy outcomes.

Renewing Temple-Centric Performing Art Traditions of Bhārat: Sound, Rhythm and Geometry for Contemporary Well-being.

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Abstract

Ancient treatises such as the Nāṭyaśāstra and Saṅgītaratnākara, and recent acoustic studies reveal a sophisticated interplay of rhythm, geometry, and sound within the performing arts. The sanctified spaces of the Garbha Gṛha (sanctum-sanctoram) and Mandapa (pillar pavillion) within Hindu-Temples of Bhārat were deliberately configured to optimize reverberation, resonance, and intelligibility, thereby creating ritual soundscapes that shaped both individual and collective experience. This research examines Indian temple-originated performing arts, focusing on Sangīta, the integrated practice of music (Gītam), instruments (Vādyam), and dance (Nṛtyam), and how performing them in acoustically tuned environments can positively affect mood, reduce stress, and strengthen social bonds. The inquiry emphasizes psycho-physiological outcomes, with subjective measures (mood, stress, and focus inventories) and objective indicators (basic physiological metrics and social cohesion). By stating temple acoustics as a model of intentional design that unites art, science, and spirituality, the project positions temple arts as living systems that foster resilience, collective well-being, and community engagement. This research highlights the contemporary relevance of India's ancient temple traditions as frameworks for centers for learning, and shared cultural wisdom.

Acute Effect of Single-Session Pranayama and Yog Nidra Intervention for Autonomic Nervous System Regulation among Healthy Young Adults: A Pilot Study

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Abstract

Background: Mind-body therapies are increasingly becoming more recognized for their ability to influence autonomic nervous system (ANS) function. However, the immediate physiological effects of combined pranayama and deep relaxation techniques have not been fully explored. This study intended to evaluate the acute, immediate effects of a single, structured session with Nadi Shodhan, Bhramari and Yog Nidra on autonomic nervous system balance in healthy individuals. A total of fifty-seven healthy people (aged 25 to 35) were divided into two groups- Experimental (n=29) and Control Group (n=28). Participants in the experimental group received a 50-minute yoga session. The treatment included Nadi Shodhan (Alternate Nostril Breathing; 10 minutes), Bhramari pranayama (Humming Bee Breath; 10 minutes), and Yoga Nidra (Yogic Sleep; 25 minutes) in a controlled, quiet setting, maintaining 4-hours of fasting. Heart Rate Variability (HRV) was measured using an earlobe sensor (emWave Pro) in a seated position at baseline and immediately after intervention. Kubios software was used to evaluate the outcomes. Post-intervention analysis showed a significant decrease in the SNS index ($p < 0.001$, $d = 0.846$), significant decrease in Stress Index ($p = 0.045$, $d = 0.389$) and significant increase in Mean RR ($p < 0.001$, $d = -1.20$). However, significant differences were not reported for PNS Index ($p = 0.059$, Rank Biserial Correlation = -0.402), SDNN ($p = 0.062$, Rank Biserial Correlation = -0.398), Mean HR ($p = 0.481$, Rank Biserial Correlation = 0.154), RMSSD ($p = 0.198$, Rank Biserial Correlation = 0.278), and LF/HF Ratio ($p = 0.336$, Rank Biserial Correlation = -0.209). These findings suggest a reduction in sympathetic arousal and cardiovascular relaxation. There is further need to examine the effects of Nadi Shodhan, bhramari and yog nidra when practiced for longer duration.

Keywords: Yoga, Nadi Shodhan, Bhramari, Yog Nidra, HRV, Autonomic Nervous System, Stress

The Globality of Principled Non-violence and Caste: Lessons from M. K. Gandhi and Dr. B. R. Ambedkar

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Abstract

In this paper our attempt is to engage with two foundational ideas/pursuits of two of modern India's most prominent luminaries, M. K. Gandhi and Dr. B. R. Ambedkar. We are inclined towards elaborating on Gandhi's idea of principled non-violence, its complexities, and its global presence as a civilizational project. To substantiate the claim, detailed references to other civil, political and social movements are provided. The second half of the paper is devoted to Ambedkar's lifelong engagement with caste as a rubric of injustice and discrimination. We look at the global presence of caste by referring to recent policy developments in the UK and few states of the US. The UN's acknowledgement of caste as a potential ground for discrimination further testifies its globality. By way of engaging with these significant policy/legal developments in the West we intend to underline the global currency of Ambedkar's piercing scholarship on the matter. The paper's intellectual merit lies in its attempt at bringing together luminaries who are in general considered as adversaries of each other. We go beyond the usual reading of Gandhi and Ambedkar, as fierce opponents of each other, and make a case for a convergence vis-à-vis the globality of their thoughts on principled non-violence and caste.

Keywords: Caste, social justice, non-violence, violence, globality.

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Developing Cultural Agility in Global Virtual Teams: An Experiential Learning Perspective

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Abstract

In today's interconnected world, cultural agility is essential for effective cross-border collaboration. This study explores the role of experiential learning in developing cultural agility through the X-Culture Business Project. Participants engage in global virtual teams to solve business challenges, promoting intercultural cooperation and enhancing key competencies. A pre- and post-project survey was conducted among over 100 participants to measure changes in cultural agility across dimensions such as tolerance for ambiguity, cultural curiosity, perspective-taking, and relationship-building.

Findings indicate a significant improvement in overall cultural agility, with notable growth in cultural curiosity, perspective-taking, resilience, relationship-building, and communication styles (direct/indirect and task/relationship orientation). Additionally, participants demonstrated a shift towards collectivist tendencies and a more adaptable approach to time perception, reflecting increased flexibility in cross-cultural settings. However, aspects such as egalitarianism and cultural humility remained relatively unchanged.

This study highlights the impact of immersive, team-based global projects in strengthening cultural agility, particularly in enhancing adaptability, diverse perspective-taking, and relationship-driven collaboration. It contributes to the discourse on experiential learning and global business education, offering insights into how structured international teamwork fosters essential cross-cultural competencies. Future research could examine the long-term effects of such interventions and compare outcomes across diverse participant groups.