



भारतीय प्रबंध संस्थान कोषिकोड
Indian Institute
of Management
Kozhikode



IIM KOZHIKODE

RESEARCH NEWSLETTER

2020 – 2021 | VOLUME 19



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IIM KOZHIKODE
**RESEARCH
NEWSLETTER**

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MESSAGE *from the* DIRECTOR

The last academic year is very special for our institute – we started our celebration for the 25th year of academic excellence. Our faculty members and the doctoral students contributed to the same with their quest for generating new knowledge. Some of our faculty members produced a record of publishing articles in top A* and A category journals. I am really proud of their commitment and passion for research.

Although the number of publications might have reduced compared to the previous years (which can be attributed to the pandemic to some extent), the quality of publications has an uptick. Some of the research problems addressed are grounded to the reality of our country, but the results and findings may have relevance for countries similar to us. Similarly, some of the research problems are truly international and have global relevance. Despite the pandemic, IIM Kozhikode also continued with the tradition of hosting conferences to create a platform for disseminating and assimilating new knowledge. The 4th International Conference on Marketing Technology & Society was conducted from 7-9 December 2020. This conference witnessed good participation, with over 100+ papers getting presented in 3 days. I am also happy to inform you that the institute will also be conducting the prestigious 8th Pan-IIM World Management Conference and the 2nd International Conclave on Globalizing Indian Thought from 16-18 December 2021.

All these research efforts have been duly rewarded. The European Foundation for Management Development (EFMD) also conferred the EQUIS accreditation for our institute, in which research was one of the critical parameters. The National Institutional Ranking Framework (NIRF 2020), instituted by the Ministry of Education, Government of India, also ranked us as the 4th best in the country under the management domain, climbing up two slots from the previous year. These achievements are not possible without the active support from all the stakeholders of our institute. In particular, let me take this opportunity to congratulate and appreciate my faculty members and the doctoral students, who have been consistent in carrying out relevant research. Let me assure them that the institute will continue to support them and I challenge them to keep pushing up the frontiers of research towards a higher orbit.

With warm regards and best wishes,

Prof. Debashis Chatterjee





MESSAGE *from the* CHAIRPERSON

The 19th edition of the newsletter focuses on the research related achievements of the institute. Although most of the research activities of the faculty members and doctoral students find their way into peer-reviewed journal articles, some of them go without much acknowledgement. Research, as you all know, involves significant time, effort and resources. The outcome of this intensive academic thought process may be presented at a conference or gets documented as a working paper before it results in a formally published output. One cannot rely on the databases and libraries to disseminate and highlight these works. Hence, the research office of IIMK undertakes this ritual of presenting our research accomplishments every year to the broader community in the form of a research newsletter.

This year (Apr 2020 to Mar 2021), our faculty members and doctoral students continued their publishing streak, resulting in 51 peer-reviewed, globally ranked journal publications. They also documented and presented their newer ideas in the form of 14 books and 17 book chapters. The faculty members and doctoral students also ensured their presence in various national and international conferences/seminars by presenting 151 presentations. The IIMK's repository was made richer by 33 more case studies and 96 working papers. Currently, five research projects are ongoing, and another five have been completed. This is a good indicator of the high-quality research being conducted at our institute. The research office with the aim of enabling research, conducted ten research seminars in the last year. Researchers and faculty members from top-notch institutes from abroad and India shared their wisdom and knowledge with our faculty colleagues and doctoral students. All this were made possible with solid support from the institute. The budget for research was not reduced despite the policy to curtail the overall expenditure of the institute.

A summary of all these accomplishments, along with the photographs capturing the beauty of God's own Kampus is presented. As you read through this newsletter, you will find that we abide by the dictum "Globalising Indian Thought" in our research too. You would also have a fair idea about the research areas and interests of our faculty members and doctoral students. Hence, I request you to collaborate with us to enrich knowledge production. Finally, I also invite you to take part in the celebrations marking the 25th year of our academic standing, getting the prestigious EQUIS accreditation and, more importantly, being ranked 4th among the management institutes of India.

With warm regards,

Prof. Anand Gurumurthy

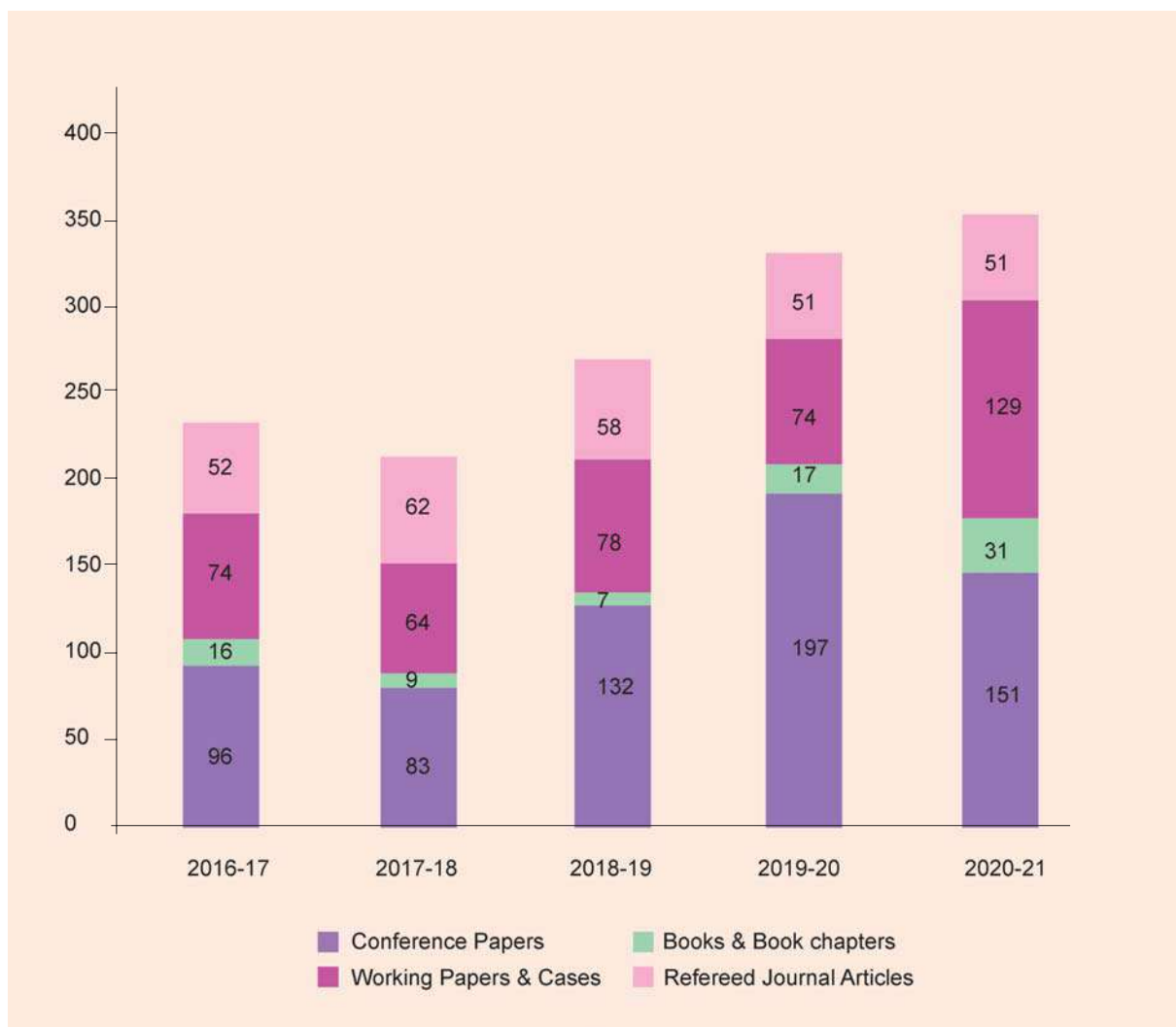




RESEARCH & PUBLICATIONS HIGHLIGHTS

A total of 51 research articles were published in reputed peer reviewed journals and 62 research articles have been accepted for publication and identified as 'forthcoming'. Out of which, 11 are in A* category journals, 34 are in A category journals and 21 are in B category journals. The category of a journal is identified using a ranking scheme combining the well-known ABDC, ABS and Scopus Rankings. 5 Research Projects have been initiated during the current year, and 10 Research Seminars were also conducted.

Research Trends @ IIMK – An Overview (2016-17 to 2020-21)



RESEARCH SEMINARS 2020-2021

SPEAKER	TOPIC	DATE	YEAR
Prof. Pulapre Balakrishnan Professor, Ashoka University and Senior Fellow, IIM Kozhikode.	Understanding the growth process in India	29 June	2020
Prof. Ram Kumar Kakani Professor, Finance, Accounting & Control, IIM Kozhikode.	Recognizing Innate Transformational Traits in Public Administrative Services: Are We Doing Right?	16 July	2020
Dr. Arun Elias Associate Dean (International and Accreditation), Wellington School of Business and Government, Victoria University of Wellington, New Zealand	Systems Thinking: Research Opportunities	29 July	2020
Prof. Siddhartha Bandyopadhyay Professor of Economics at the University of Birmingham, UK.	Evidence based Policy Making: Illustrations from Policing and Criminal Justice Interventions	10 September	2020
Prof. Anjula Gurtoo Professor, Department of Management Studies, Indian Institute of Science	Data Economics and Public Good	04 December	2020
Prof. Johan Fourie Professor, The Department of Economics Stellenbosch University, South Africa	Unequal access to healthcare during a pandemic: lessons from South Africa of 1918	07 January	2021
Prof. Sunil Sahadev Professor of Entrepreneurship Brighton Business School University of Brighton, UK	Exploring the Strength of Online Reviews as Antecedents of Occupancy rate in the Hospitality Sector: A Signalling Theory Perspective	21 January	2021
Prof. Martin Parker Lead for the Bristol Inclusive Economy Initiative School of Management, Bristol University	School for Organizing vs B-School Managerial Capitalism	11 February	2021
Prof. Vimut Vanitcharearnthum Associate Professor, Faculty of Commerce and Accountancy, Chulalongkorn University, Thailand	Macroeconomic Problems vs. Development Concerns: case study of Thailand	18 February	2021
Prof. Marianne Jahre Professor of Logistics, Lund University & BI Norwegian Business Joe Viana Postdoctoral Fellow, BI Norwegian Business School	Short of Drugs? Contributions from Operations and Supply Chain Management Research	25 February	2021

RESEARCH GRANT PROJECTS 2020-2021

PRINCIPAL INVESTIGATOR	TITLE	AREA
Satish Krishnan	Powerlessness, Paranoia, and aggressive behavior: Insights from four experimental studies	Information Systems
Anirban Ghatak	Developing a history-dependent citation analysis metric	Economics
Anubha Shekhar Sinha	Conflicts in Social Enterprises	Strategic Management
Priya Nair Rajeev	Class-divide in evolution of career schemas and occupational mandates in the institutionalization of imported occupations: The case of Stand-up Comedy in India	Organizational Behaviour and Human Resources
Satish Krishnan	Linking Leader Role Self-Compassion with their Helping at Work: Insights from a Field Experiment	Information Systems





ECONOMICS

The Economics Area carries out rigorous empirical and theoretical research on a wide variety of issues. The area members' research interests include Agricultural and Indian Economic Policy, Applied Econometrics, Applied Economics, Development Economics, Economics of Information, Economics of Institutions, Economics of Money, Credit and Banking, Economics of Pension Funds, Energy Economics, Environmental Governance and Management, Financial Markets, Household Finance, International Trade, Labour Economics, Macroeconomics, Public Finance. The area members have published their work in many reputed international journals like Conservation Letters, Economic and Political Weekly, Economics Letters, Economic Modelling, Financial System Review, International Review of Economics and Finance, International VAT Monitor, Journal of Asia Business Studies, Journal of Economic Integration, Journal of Economic Surveys, Journal of Financial Stability, Journal of Policy Modeling, Landscape and Urban Planning, Physica. The area members' research projects have received funding from leading agencies such as Economic and Social Research Council (UK), European Commission (EU), NITI Aayog and Ministry of Commerce & Industry (Government of India).

REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL	YEAR
Sthanu R Nair	Agrarian suicides in India: Myth and reality	<i>Development Policy Review</i>	2021

Nair, S. R. (2021) Agrarian suicides in India: Myth and reality, *Development Policy Review*, Volume 39, Issue 1, Pages 3-21

Motivation - Farmer suicides in India have been intensely debated since the economic reforms of the early 1990s. A closer look at the statistics, however, suggests that singling out farmer suicides may miss the point, because other professions have higher rates of suicide.

Purpose - This article aims to set farmer suicides in context, by comparing rates of these against suicide rates for other occupations and groups, between 1995 and 2015, and across 17 states of India.

Approach and methods - The term “agrarian suicides” is preferred to “farmer suicides,” because the reported data include deaths of agricultural labourers as well as farmers. Commonly quoted statistics on suicide across population groups are not commensurate: agrarian suicides are reported per person employed, while for other professions rates are reported against all people in households with that profession. This article corrects this by reporting rates per person employed.

Findings - One, the rate of suicide among the agrarian group is less than that among several other professions, including self-employed and service (private).

Two, while the rates of suicide have been rising for most other groups since the mid-1990s, the rate for agrarian suicides has been falling since the early 2000s.

Three, a large majority, 87%, of agrarian suicides occur in just eight states, mainly in central and southern India.

Four, problems with farming are not among the most common stated reasons for agrarian suicides; rather, personal, family and other problems dominate.

Policy implications - India needs to encourage responsible reporting of and discussion about agrarian suicides. It would be appropriate to design and implement state- and region-specific suicide prevention strategies. Priority policies should address a public health crisis, rather than pin the blame on agricultural policy, conditions, or technical changes in farming.

FORTHCOMING REFEREED JOURNAL ARTICLES

AUTHOR(S)	TITLE	JOURNAL
Agrawal, A., Lalji, C. & Pakrashi, D.	He Has Gone to a Better Place, but She Has Not: Health Status of Hindu Widows in India	<i>Journal of Development Studies</i>
Frijters, P., Lalji, C. , & Pakrashi, D.	Daily weather only has small effects on wellbeing in the US	<i>Journal of Economic Behavior & Organization</i>
Gangopadhyay, K. & Mondal, D. Tiware, A. K.,	Productivity, relative sectoral prices, and total factor productivity: Theory and evidence	<i>Economic Modelling</i>
Eapen, L. M. & Nair, S. R.	Electricity Consumption and Economic Growth at the State and Sectoral level in India: Evidence using Heterogeneous Panel Data Methods	<i>Energy Economics</i>

BOOKS, BOOK CHAPTERS - PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Agrawal, A., Lalji, C. & Pakrashi, D.	Analyzing the poverty situation in India: Using a multidimensional approach	<i>Contemporary Issues in Sustainable Development, Routledge India</i>	2020	Book Chapter

CONFERENCE PAPERS, PRESENTED & FORTH COMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Eapen, L. M.	Son Preference in India: Is it a cultural bequest?	<i>3rd International Conference on Gender Research, 2-3 July</i>	2020
Jacob, R. T. & Sensarma, R.	Financial Engagement and Financial Capability: A Causal Analysis of Primary Data	<i>2nd Rajagiri Conference on Economics and Finance, 5-6 November</i>	2020
Tabassum, S. & Eapen, L. M.	Nature of Internal Labor Migration in India: Do Education and Digitalization matter?	<i>3rd International Conference, Digitalization of Society, Economy, Management and Education, 11 November</i>	2020
Thomas, A.	Cognition and Wealth accumulation: evidence from India	<i>RCEF, 5-6 November</i>	2020
Ansari, M. G. & Sensarma, R.	Monetary policy, Interbank Liquidity and Lending Behaviour of Banks in India	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Sensarma, S.	Response of Bank Lending To Monetary Policy in India: Does Liquidity Matter?	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Sensarma, S.	Investment Behavior of Rural Households in India-insights from a National Survey	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021

CASE STUDIES - PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Thomas, A.	India's New Impossible Trinity	<i>IIMK/CS/128/ECO/2021/01</i>	2020

Thomas, A. (2020) India's New Impossible Trinity, *IIMK/CS/128/ECO/2021/01*

This case focuses on the recent development in Indian economy resulting in an Impossible trinity. In June 2020, with the fiscal stimulus packages announced across the globe, to combat the fall in growth in the pandemic has resulted in higher inflow of FIIs to Indian subcontinent. The higher appreciation of INR was partially sterilized by RBI, allowing a depreciation to augment exports. The intervention is particularly amusing in the backdrop of falling GDP growth and rising inflation. During Q1 2020-21 the real growth in the economy have plummeted by -23.4% in Q1 2020 and lesser fall of -7.9% was recorded in the Q2 2020.

All the major components of GDP have registered negative growth with an exception to net exports largely due to the fall in imports than the fall in exports. Surprisingly, even with the fall in the demand in the Indian economy, the inflation figures were higher than 6% (exhibit 6 and exhibit 7) largely due to the supply disruptions during the Q1 and Q2 further removing GDP growth from its upward trajectory. The challenges facing the Indian economy left many market analysts and international investors wondering whether the "India growth story" was over. The Reserve Bank of India (RBI) governor, Dr ShaktiKanth Das, faced the difficult task of fighting inflation, when growth had slowed significantly. Additionally, he must control the capital inflows which is making currency appreciation resulting in lesser export competitiveness. Though India faced various episodes of Impossible trinity, the current situation is quite complex. The Expectations were high for an appropriate action from the central bank, while room for policy maneuverability was limited.

NON- REFEREED PUBLICATIONS / PRESENTATIONS				
AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Nair, S. R.	Can the new IR Code be a game-changer?	<i>The Hindu Business Line</i>	2020	Popular Press
Nair, S. R.	The Curious Case of Minimum Support Prices	<i>The New Indian Express</i>	2020	Popular Press
Nair, S. R.	Magnets for manufacturing	<i>The Hindu</i>	2020	Popular Press
Nair, S. R.	Finding a pan-India substitute for palm oil isn't easy	<i>Trade Promotion Council of India's publication</i>	2020	Others
Nair, S. R.	Ashwasam, Swagathargam	<i>Mathrubhumi</i>	2020	Popular Press
Nair, S. R. & Jayanth, R. S. S.	How farmers view the existing Mandi system	<i>The New Indian Express</i>	2020	Popular Press
Nair, S. R. & Deva Prasad, M.	Reinventing India's Federal System	<i>The Hindu Business Line</i>	2020	Popular Press
Sensarma, S.	2021 should be the year of transformative change for the Indian economy	<i>Kozhikode branch of SIRC of ICAI</i>	2020	Others
Sensarma, S.	Reimagining the Economy for Sustainable Development	<i>Mathrubhumi Year Book</i>	2020	Others
Sensarma, S.	RBI's monetary policy mandate is still valid	<i>The Hindu Business Line</i>	2020	Popular Press
Nair, S. R.	Ploughing a new furrow in the agri-regulatory system	<i>The Hindu</i>	2021	Popular Press
Sensarma, S.	Households must scale up financial investing	<i>The Hindu Business Line</i>	2021	Popular Press
Sensarma, S.	Focus on industry competitiveness, not sectoral subsidies, to boost growth	<i>Money Control</i>	2021	Others

WORKING PAPERS			
AUTHOR(S)	TITLE	DETAILS	YEAR
Lalji, C. & Pakrashi, D.	Sleeping patterns and psychological wellbeing: Evidence from young adults in the United States	<i>Global Labor Organization (GLO) Discussion Paper</i>	2020
Ansari, M. G. & Sensarma, R.	Monetary Policy, Interbank Liquidity and Lending Behaviour of Banks in India	<i>IIMK/WPS/442/ECO/2021/06</i>	2021
Ansari, M. G. & Sensarma, R.	Response of Bank Lending to Monetary Policy in India: Does Liquidity Matter?	<i>IIMK/WPS/428/ECO/2021/01</i>	2021
Bandyopadhyay, S., Sarkar, S. & Sensarma, R.	Does Access to Key Household Resources Help in Reducing Violence against Women?	<i>IIMK/WPS/440/ECO/2021/03</i>	2021
Gangopadhyay, K.	Project Indian Nationalism: Synthesis of Indic Civilization and European Governance?	<i>IIMK/WPS/434/ECO/2021/03</i>	2021
Gangopadhyay, K.	A Relook into Bhammikāvya in Search of Indic Governance Model	<i>IIMK/WPS/435/ECO/2021/04</i>	2021
Jacob, R. T., Sensarma, R. & Nair, G.	Is Rural Household Debt Sustainable in a Financially Included Region? Evidence from Three Districts of Kerala, India	<i>IIMK/WPS/430/ECO/2021/02</i>	2021
Srivastav, D., Praveen, P., Sensarma, R. & Gurumurthy, A.	Does salary dispersion affect team performance in cricket? Evidence from the Indian Premier League	<i>IIMK/WPS/441/ECO/2021/05</i>	2021

Lalji, C. & Pakrashi, D. (2020) Sleeping patterns and psychological wellbeing: Evidence from young adults in the United States, *Global Labor Organization (GLO) Discussion Paper*

One in every six U.S. adults suffers from mental health problems. Mental illnesses, as measured in disability-adjusted life years, account for nearly 6.2% of the total disease burden worldwide and are considered to be one of the leading causes of death by injury, second only to road accidents. For the year 2010 alone, the estimated global direct and indirect economic cost of mental illnesses was reported to be US\$2.5 trillion and this is expected to double by 2030. With a “20% increase in service coverage for severe mental disorder”, suggested by the World Health Assembly by the year 2020 for the WHO Member states, examining alternative behavioral changes to reduce mental health problems are worth examining. Using the detailed National Longitudinal Study of Adolescent Health dataset and applying a wide range of econometric techniques we study the causal impact of sleeping pattern on various subjective wellbeing indicators among young U.S. adults. We find robust evidence that individuals who sleep for at least 6 hours have improved mental health and are less likely to have suicidal thoughts. Additionally, our estimates highlight that those who sleep early have better mental health and reduced probability of having suicidal thoughts or going to a counselor. Waking up early is also found to result in better physical health and lower probability of having suicidal thoughts.

Ansari, M. G. & Sensarma, R. (2021) Monetary Policy, Interbank Liquidity and Lending Behaviour of Banks in India, *IIMK/WPS/442/ECO/2021/06*

In this paper we investigate the role of interbank liquidity in monetary policy transmission in India. We employ standard and dynamic panel regression methods to analyze data for 40 commercial banks during the period 1999-2018. We find a significant role of interbank liquidity in easing the negative impact of monetary policy tightening on bank lending. We also find heterogeneous role of interbank liquidity in monetary policy transmission across

public sector and private sector banks. The policy implication for the monetary authority in India is that managing net liquidity positions of banks is necessary to realize the desired effects of monetary policy.

Ansari, M. G. & Sensarma, R. (2021) Response of Bank Lending to Monetary Policy in India: Does Liquidity Matter?, *IIMK/WPS/428/ECO/2021/01*

We examine the role of bank liquidity in monetary policy transmission in India. We apply threshold panel regression with liquid assets of banks as the threshold variable. Using annual data for Indian banks covering the period 2005-2017, we find that there is a negative impact of monetary policy tightening on bank lending. In a low liquidity regime, banks react more strongly to monetary policy as compared to in a high liquidity regime. The reaction of different bank groups (public sector and private sector banks) to monetary policy is heterogenous across the liquidity regimes. Our results suggest that for effective transmission of monetary policy, any abundant liquidity with public sector banks must be neutralized by the monetary authority.

Bandyopadhyay, S., Sarkar, S. & Sensarma, R. (2021) Does Access to Key Household Resources Help in Reducing Violence against Women?, *IIMK/WPS/440/ECO/2021/03*

Violence against women is not only widely recognized as a public health problem but also considered to be a severe violation of their fundamental human rights. Women and girls' vulnerability to both nonpartner violence (NPV) as well as intimate partner violence (IPV) can be exacerbated by lack of access to water, sanitation and hygiene (WASH) resources as well as cooking fuel within households. However, the literature has ignored certain aspects of this linkage such as the impact of WASH resources on IPV or the impact of access to cooking fuel on NPV or IPV. We therefore attempt to quantify the impact of each of these key household resources on women's exposure to NPV when they step out of their homes to access the resources as well as IPV when they are unable to meet their own as well as their families' WASH and fuel needs. Using data from a large-scale survey (NFHS-4) for India and employing propensity score matching and inverse probability weighted regression adjustment techniques, we find that access to each of the household resources leads to lower physical IPV. Emotional IPV gets reduced with access to cooking fuel and toilets while sexual IPV decreases with provision of cooking fuel. Provision of all three key resources reduces physical NPV but there is no effect on sexual NPV.

Gangopadhyay, K. (2021) Project Indian Nationalism: Synthesis of Indic Civilization and European Governance?, *IIMK/WPS/434/ECO/2021/03*

Nation is a Western construct but is a popular one in Indian political parlance. The idea of the nation is not as incontrovertible as we may think. The European origin of this word was lost in the late nineteenth and early twentieth century when Indian leaders attempted to create an Indian nation by claiming equivalence to the Western nations. These leaders, from Aurobindo Ghose to Mahatma Gandhi, were aware of their construct but did as a means for securing respect to the people. The end result is the creation of the Indian Nationalism.

Gangopadhyay, K. (2021) A Relook into Bhammikavya in Search of Indic Governance Model, *IIMK/WPS/435/ECO/2021/04*

Bhammikavya is a Sanskrit-language poem composed during early seventh century CE, by Bhammi. The poem is famous for various applications to Panini's grammar. The poet has imagined the story of Ramayana in his own insight. The twelfth canto of this composition describes the consultation chamber of emperor Ravana. We analyse this canto to develop an understanding of the governance in Indian civilization as we come across in this text. Contrary of popular perception, the text demonstrates existence of a framework for governance in the Indian civilization. The characters of the text referred to that framework.

Jacob, R. T., Sensarma, R. & Nair, G. (2021) Is Rural Household Debt Sustainable in a Financially Included Region? Evidence from Three Districts of Kerala, India, *IIMK/WPS/430/ECO/2021/02*

This paper explores whether an institutional change brought about by financial inclusion has resulted in sustainable debt management by households. Towards this end, we analyse household indebtedness and its various dimensions using primary data collected from 600 households across 3 districts of rural Kerala in India. We find that more than half of the sample households are indebted and this is quite high when compared to the national average. Using two distinct methods (flow and stock analysis), we assess the repayment capacity of households. While the flow analysis based on interest and income comparison shows that debt is sustainable, the stock analysis indicates an alarming debt situation when we consider the illiquid nature of land assets. Both agricultural as well as non-agricultural

households appeared to be in debt trap in this analysis. Our findings suggest that attempts to improve debt literacy could help in improving the rural poor's financial wellbeing.

Srivastav, D., Praveen, P., Sensarma, R. & Gurumurthy, A. (2021) Does salary dispersion affect team performance in cricket? Evidence from the Indian Premier League, *IIMK/WPS/441/ECO/2021/05*

This study examines the relationship between salary dispersion and team performance in cricket, using the Indian Premier League (IPL) data from 2008 – 2019. We employ a dynamic panel regression to test the applicability of the Equity theory and the Tournament theory in explaining team performance. Our results show that higher salary dispersion positively affects team performance, supporting the tournament theory. The study also highlights the effect of relative and overall spending by teams on their performance. The findings could be used for managing players and teams better apart from fine-tuning the strategies during player bidding. This study contributes to the sports management literature by being among the first studies to explore the impact of salary dispersion on team performance in Twenty20 cricket.

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / AD HOC REVIEW

NAME	TITLE	DESIGNATION
Lalji, C.	Vikalpa: The Journal for Decision Makers	Ad Hoc Reviewer
	Journal of Advances in Management Research	Ad Hoc Reviewer
	IIM Kozhikode Society & Management Review	Ad Hoc Reviewer
Sensarma, R.	Journal of Reviews on Global Economics	Member of Editorial Board
	Development Policy Review	Ad Hoc Reviewer
	Indian Economic Journal	Ad Hoc Reviewer
	Journal of Quantitative Economics	Ad Hoc Reviewer
	Review of Development and Change	Ad Hoc Reviewer
	Arthaniti: Journal of Economic Theory and Practice	Ad Hoc Reviewer
	Vision: The Journal of Business Perspective	Ad Hoc Reviewer

FACULTY – ECONOMICS



Anirban Ghatak



Ashok Thomas



Chitwan Lalji



Kausik Gangopadhyay



Kulbhushan Balooni



Leena Mary Eapen



Rudra Sensarma



Shubhasis Dey



Sthanu R Nair



FINANCE, ACCOUNTING & CONTROL

Finance, Accounting and Control area at IIM Kozhikode is a multi-disciplinary area with faculty interests centered on financial markets, risk management, banking, valuation, infrastructure financing, IFRS, behavioral finance, corporate governance and restructuring. The faculty of the area pursue research that is rigorous and empirical in nature resulting in publications in reputed refereed journals.

REFEREED JOURNAL PUBLICATIONS			
AUTHOR(S)	TITLE	JOURNAL	YEAR
Aravind Sampath & Arun Kumar Gopalaswamy	Intraday Variability and Trading Volume: Evidence from National Stock Exchange	<i>Journal of Emerging Market Finance</i>	2020
Balagopal Gopalakrishnan & Sanket Mohapatra	Insolvency regimes and firms' default risk under economic uncertainty and shocks	<i>Economic Modelling</i>	2020
Ekta Sikarwar	Forex interventions and exchange rate exposure: Evidence from emerging market firms	<i>Economic Modelling</i>	2020
Ganesh Sankar, Shankar Ramachandran & Jijo Lukose P J	Dynamics of variance risk premium: Evidence from India	<i>International Review of Economics & Finance</i>	2020
Jagriti Srivastava & Pankaj Kumar Baag	Positive Accounting Theory and Agency Costs: A Critical Perspective	<i>AIMS International Journal of Management</i>	2020
SSS Kumar	Case Analysis II: City Union Bank: Residual Income Approach to Valuation	<i>Vision: The Journal of Business Perspective</i>	2020
Sudarshan Kumar, Tiziana Di Matteo & Anindya S.Chakrabarti	Disentangling shock diffusion on complex networks: identification through graph planarity	<i>Journal of Complex Networks</i>	2020
Ekta Sikarwar	Time-varying foreign currency risk of world tourism industry: effects of COVID-19	<i>Current Issues in Tourism</i>	2021
M. Jayasree & Rachappa Shette	Readability of Annual Reports and Operating Performance of Indian Banking Companies	<i>IIM Kozhikode Society & Management Review</i>	2021

Sampath, A. & Gopalaswamy, A. K. (2020) Intraday Variability and Trading Volume: Evidence from National Stock Exchange, *Journal of Emerging Market Finance*, Volume 19, Issue 3, Pages 271-295

In this article, we investigate patterns in returns, volume and volatility and analyse the volume–return relationship using tick-by-tick data from the Indian equity market. Based on descriptive measures and regression frameworks, we document three important findings. First, we report unusually high volatility, trading volume and number of trades during the opening and closing minutes of the market depicting a ‘U’-shaped curve, implying high market activity during these periods. Second, while accounting for trading volume, we observe that volatility is not significantly different between mid-day period and evening period as compared to the normal ‘U’ curve. Finally,

we document a significant positive relationship between intraday volume and price movements controlling for microstructure effects. The impact of positive returns on trading volume is higher than the impact of negative returns, implying the presence of return–volume asymmetry in the Indian market.

Gopalakrishnan, B. & Mohapatra, S. (2020) Insolvency regimes and firms’ default risk under economic uncertainty and shocks, *Economic Modelling*, Volume 91, September 2020, Pages 180-197

One of the arguments often advanced for implementing a stronger insolvency and bankruptcy framework is that it enhances credit discipline among firms. Using a large cross-country firm-level dataset, we empirically test whether a stronger insolvency regime reduces firms’ likelihood of defaulting on their debt. In particular, we examine whether it reduces default risk during increased economic uncertainty and various external shocks. Our results confirm that a stronger insolvency regime moderates the adverse effects of economic shocks on firms’ default risk. The effects are more pronounced for firms in the top half of the size distribution. We also explore channels through which improved creditor rights influence firms’ default risk, including dependence on external finance, corporate leverage, and managerial ethics. Our main results are robust to an alternative measure of default risk, inclusion of currency and sovereign debt crisis episodes, and alternative estimations.

Sikarwar, E. (2020) Forex interventions and exchange rate exposure: Evidence from emerging market firms, *Economic Modelling*, Volume 93, December 2020, Pages 69-81

Foreign exchange (forex) interventions by central banks have recently become too frequent in emerging markets. The effects of these interventions on exchange rate volatility are widely documented, but their implications for firm-level outcomes have rarely been examined. This study argues that forex interventions should influence the sensitivity of firms’ cash flows to currency movements. Accordingly, I address a novel question regarding the effect of forex interventions on emerging market firms’ exchange rate risk exposure. I find an asymmetric effect, such that the impact of forex purchase interventions differs from that of forex sale interventions. Moreover, the positive effects of forex sale interventions on the magnitude of firms’ exposure are more pronounced during depreciation periods. Study findings imply that firms remain unhedged, given that interventions are perceived as implicit government guarantees against currency fluctuations. Credible communication from policymakers regarding the motives for interventions by central banks would assist in alerting firms to potential currency risks.

Sankar, G., Ramachandran, S. & Lukose, J. P. J. (2020) Dynamics of variance risk premium: Evidence from India, *International Review of Economics & Finance*, Volume 70, Pages 321-334, November 2020

Extant empirical evidence suggests that variance risk might not be priced in markets that witness high retail participation. We examine and reject this hypothesis using data from Indian markets. We employ both model-dependent and model-free approaches in our analysis. Our result is robust to alternate specifications of volatility, sampling frequencies and sample periods. We then examine the dynamics of variance risk premium. Specifically, we split realized variance into its two components: jumps and continuous variance. We find that only past continuous variance is significant in forecasting short-term synthetic variance swap returns; realized jumps do not have any predictive power. These results survive inclusion of classical risk factors. These findings suggest that only the continuous component of realized variance has significant impact on variance risk premium.

Srivastava, J. & Baag, P. K. (2020) Positive Accounting Theory and Agency Costs: A Critical Perspective, *AIMS International Journal of Management*, Volume 14, Issue 2, Pages 529-535

We study the relevance of Positive Accounting Theory (PAT) in today’s dynamic environment. It focuses on firms’ choice of accounting techniques. It also considers the manner in which firms will react to proposed accounting records. Even after its huge contribution to the field of accounting, it is not fully developed. In this view, the agency theory breaks down as a positive theory as it does not cater for the theory of accounting regulatory development. We need to develop affluent theories based on either better rationality assumption or which considers a broader view of organisational behaviour

Kumar, S. S. S. (2020) Case Analysis II: City Union Bank: Residual Income Approach to Valuation, *Vision: The Journal of Business Perspective*, Volume 24 Issue 3, Pages 379-381

The current case study is about valuation of City Union Bank one of the oldest private sector banks, predominantly operating from South India. The stock of CUB is a darling of the investors as it created unprecedented wealth in the past decade. It is one of those stocks that is followed by an army of analysts and brokerages thereby one can say

that lot of information and the bank's operations are under scrutiny and information is in public domain. The protagonist (Avinash Thamada) in the case study is confronted with valuing this stock and the chosen method of valuation is Residual Income (RI) approach.

Kumar, S., Matteo, T. D. & Chakrabarti, A. S. (2020) Disentangling shock diffusion on complex networks: identification through graph planarity, *Journal of Complex Networks*, Volume 8, Issue 3

Large scale networks delineating collective dynamics often exhibit cascading failures across nodes leading to a system-wide collapse. Prominent examples of such phenomena would include collapse on financial and economic networks. Intertwined nature of the dynamics of nodes in such network makes it difficult to disentangle the source and destination of a shock that percolates through the network, a property known as *reflexivity*. In this article, we propose a novel methodology by combining *vector autoregression* with an unique identification restrictions obtained from the topological structure of the network to uniquely characterize cascades. In particular, we show that *planarity* of the network allows us to statistically estimate a dynamical process consistent with the observed network and thereby uniquely identify a path for shock propagation from any chosen epicentre to all other nodes in the network. We analyse the distress propagation mechanism in closed loops giving rise to a detailed picture of the effect of feedback loops in transmitting shocks. We show usefulness and applications of the algorithm in two networks with dynamics at different time-scales: worldwide GDP growth network and stock network. In both cases, we observe that the model predicts the impact of the shocks emanating from the USA would be concentrated within the cluster of developed countries and the developing countries show very muted response, which is consistent with empirical observations over the past decade.

Sikarwar, E. (2021) Time-varying foreign currency risk of world tourism industry: effects of COVID-19, *Current Issues in Tourism*, Volume 24, Issue 7, Pages 887-891

The effect of excessive volatility in world market currencies caused by COVID-19, especially on the tourism industry, is pervasive. This paper examines the foreign currency risk of 131 tourism firms from 19 countries during the period of the COVID-19 pandemic and compares it with the pre-COVID-19 period to analyse the time-variation of firms' exposure. The study provides evidence that firms face significantly higher currency risk during this pandemic, whereby firm-specific variables, such as operational efficiency, leverage and hedging, are significant determinants of firms' currency risk in the tourism industry.

Jayasree, M. & **Shette, R.** (2021) Readability of Annual Reports and Operating Performance of Indian Banking Companies, *IIM Kozhikode Society & Management Review*, Volume 10, Issue 1, Pages 20-30

Existing literature focuses on the evaluation of the readability of annual reports of non-banking companies. However, banking companies' opaque nature and a double motivation to abuse accounting discretion requires a separate study on the readability of banks' annual reports in association with their performance. We, therefore, attempt to explore firm performance and readability of banking firms' annual reports in India. Net interest margin (NIM) and Fog Index are used as performance and readability variables respectively. We find that management discussion and analysis (MD&A) of the Indian banks is difficult to read. However, when we compare it with existing literature, Indian banks' MD&A is difficult but not unreadable. Panel data regression analysis shows that firm performance would have a negative impact on the Fog Index. Further analysis of good and weak performing banking firms shows that the effect of NIM on Fog Index is higher in the case of weak performing banks. Empirical results affirm that firms with weak performance would structure their annual reports to veil adverse information in unfavourable situations. Consistent with the opaque nature of banks and incomplete revelation, managers of banks make MD&A harder to read to cover up the causes of weak performance. Application of readability index in case of banking companies in an emerging economy in association with performance is the contribution of this paper. An assessment of the readability of annual reports is an interesting topic for research to better understand the recent negative developments in Indian banking industry such as high non-performing assets, continuously declining return on assets, sharp increase in banking frauds and poor governance.

FORTHCOMING REFEREED JOURNAL ARTICLES

AUTHOR(S)	TITLE	JOURNAL
Said, K. & Nair, A. S.	An International Comparison of Enablers of Individual Readiness: The Case of Executives working France, GCC & India	Management International

Gopalakrishnan, B., Jacob, J. & Mohapatra, S.	Risk - sensitive Basel regulations and firms' access to credit: Direct and indirect effects	Journal of Banking & Finance
Purayil, P. V. & Lukose J. P. J.	Does cross-border acquisition reduce earnings management of emerging market acquirers? Evidence from India	International Review of Finance
Kumar, S., Bansal, A. & Chakrabarti, A. S.	Ripples on financial networks	The European Journal of Finance
Dayanandan, A., Donker, H., Kuntluru, S. & Nofsinger, J.	Shares Buybacks in India	Research in International Business and Finance

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Balasubramanian, G., Chopra, S. & Kakani, R. K.	Leadership Competencies of Public Administrators in Millennial India. In: Farazmand A. (eds) Global Encyclopedia of Public Administration, Public Policy, and Governance.	<i>Springer</i>	2020	Book Chapters
Marathe, G., Gupta, R. K., Ramachandra, A. S. & Kakani, R. K.	Transformational Leadership: Role of the Public Administration Training Institutes. In: Farazmand A. (eds) Global Encyclopedia of Public Administration, Public Policy, and Governance.	<i>Springer</i>	2020	Book Chapters
Marathe, G., Gupta, R. K., Ramachandra, A. S. & Kakani, R. K.	Global Encyclopedia of Public Administration, Public Policy, and Governance	<i>Springer</i>	2020	Book Chapters
Kumar, S., Shaji, K.V. & Baag, P. K.	Financial Engineering and Quantitative Risk Analytics	<i>SYBGEN Learning</i>	2021	Books
Nayak, A. K. J. R. & Kakani, R. K.	Critical Perspectives on Public Systems Management in India Through the Lens of District Administration	<i>Routledge</i>	2021	Books
Ross, S. A., Westerfield, R. W., Jaffe, J., Jordan, B. D. & Kakani, R. K.	Corporate Finance	<i>McGraw Hill Higher Education</i>	2021	Books
Shette, R.	Accounting Simplified	<i>SAGE Publications Pvt. Ltd.</i>	2021	Books

CONFERENCE PAPERS, PRESENTED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Bansal, A., Gopalakrishnan, B., Jacob, J. & Srivastava, P.	When the Market Went Viral: COVID-19, Stock Returns, and Firm Characteristics	<i>Annual Conference on Asia-Pacific Financial Markets (CAFM)</i>	2020
Kuntluru, S., Dayanandan, A. & Sra, J.	Ownership and Audit Opinion: Evidence from India	<i>Jaipuria International Management Conference, JIMC 2020: Envisioning Business, 17-18 July</i>	2020

Kuntluru, S., Dayanandan, A. & Sra, J.	Factors Influencing Audit Outcomes: An Indian Case	<i>3rd ICDE & 14th ISDSI Annual Conference, 27-29 December</i>	2020
Lukose, J. P. J.	Board characteristics, ownership structure and technological efforts in emerging market firms: The case of India	<i>Virtual WFC conference, 4-6 September</i>	2020
Shette, R.	Accuracy of Analysts' Estimates: An Evidence from India	<i>3rd ICDE & 14th ISDSI Annual Conference, 27-29 December</i>	2020
Shette, R.	Readability of Letter to Shareholders and Corporate Performance	<i>3rd ICDE & 14th ISDSI Annual Conference, 27-29 December</i>	2020
Shette, R.	Discontinuity in Earnings and Market Performance	<i>IIMK Doctoral Symposium, 10-11 December</i>	2020
Sikarwar, E.	Board Structure and Exchange Rate Risk in Emerging Market Firms	<i>British Academy of Management Conference</i>	2020
Sra, J., Dayanandan, A. & Kuntluru, S.	Client factors in Going concern Auditor's report in India	<i>ASAC 2020 Annual Conference, Canada</i>	2020
Abidi, Q.	The Indian Bankruptcy Law Experience	<i>34th Eurasia Business and Economics Society Conference, 6-8 January</i>	2021
Abidi, Q.	BAPCPA and Chapter 11 Outcomes	<i>34th Eurasia Business and Economics Society Conference, 6-8 January</i>	2021
Aneesha, M. A. & Baag, P. K.	Ethicality of Earnings Management Practices	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Baag, P. K.	Corporate Governance Issues in Commercial Bank Loans at Inception Stage	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Baag, S. & Baag, P. K.	Understanding Reverse Piercing of Corporate Veil in Indian Context	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Baag, S. & Baag, P. K. Baur, D. G.,	Corporate Governance in Public Sector Banks and the issue of Growing NPA	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Gopalakrishnan, B. & Mohapatra, S.	Gold Demand Across Countries	<i>IIMA Conference / Webinar Gold & Gold Markets, 5 February</i>	2021
Chacko, K. T. & Baag, P. K.	Synthesizing and Exploring Selected Works on Interpretive Accounting Research	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Karthik, N. & Baag, P. K.	Creative Accounting and Corporate Frauds: An Alternate View	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Kavitha, P. & Baag, P. K.	Bank Monitoring and Delinquency of Micro Business Borrowers	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021

Kavitha. P. & Baag, P. K.	Looking at Crowdfunding Phenomenon through the Eyes of Institutional Theory	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Krishna, G. P. S. V. & Baag, P. K.	Stakeholder Theory Perspective and Family Business	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Kumar, S. & Baag, P. K.	Ethics Erosion in Capital Market: Lehman Brothers' Case Study of Repo 105	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Kumar, S. & Baag, P. K.	Erosion of Ethics in Credit Derivative: A Case Study	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Kuntluru, S. & Swain, A. K.	Accounting Information System and XBRL Filings: An Exploratory Study	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Kuntluru, S. & Swain, A. K.	COVID-19 Impact on Firm Performance: Evidence from India	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Shaji, K. V. & Baag, P. K.	A Relook at the Internal and External Factors of Profitability of Banks in India	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Shaji, K. V. & Baag, P. K.	Case Study – IL&FS Collapse: Audit, Policy and Economics of Reporting Regulation	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Swain, A. K. & Kuntluru, S.	Intelligent Robotic Process Automation to Improve the Efficacy of Audit Process	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Swain, A. K. & Kuntluru, S.	Blockchain Implications on Internal and external auditing processes	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021

CASE STUDIES/ PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Banerjee, A. & Banerjee, A.	Managing Price Risk at Hindalco	<i>IIMC Case Research Centre (IIMCCRC)</i>	2020
Ghatak, A.	The Maharashtra Political Crisis: The Coalition that Mattered	<i>IIMK/CS/119/ECO/2020/01</i>	2020
Ramprasath, L.	Case study on a cancellable option	<i>IIMK/CS/131/FIN/2021/01</i>	2020
Ramprasath, L.	What happens in derivatives that allow two-way shouting?	<i>IIMK/CS/132/FIN/2021/02</i>	2020
Nair, A. S.	Regulatory Pricing Mechanism in the context of privatization of Delhi and Mumbai airports: double down or pivot	<i>IIMK/CS/141/FIN/2021/07</i>	2021
Thomas, S. & Kumar, S. S. S.	Financial Implications of Loan Moratorium: A Case Study	<i>IIMK/CS/136/FIN/2021/06</i>	2021
Thomas, S. & Kumar, S. S. S.	Stocks with class leading Fundamentals. Can they always lead to Alpha Returns?	<i>IIMK/CS/135/FIN/2021/05</i>	2021

Thomas, S. & Kumar, S. S. S.	In the World of MM	<i>IIMK/CS/134/FIN/2021/04</i>	2021
Thomas, S. & Kumar, S. S. S.	Managing market risk with equity derivatives	<i>IIMK/CS/133/FIN/2021/03</i>	2021

Banerjee, A. & **Banerjee, A.** (2020) Managing Price Risk at Hindalco, *IIMC Case Research Centre (IIMCCRC)*

Anil Mathew, the Chief Risk Officer (CRO) at Hindalco, was somewhat relieved. His company had witnessed huge financial problems in the past few years (Exhibit 1) due to stagnating revenues in Financial Year (FY) 2015 and FY2016 and dwindling profits between FY2013 and FY2016. The situation had somewhat improved during the last two financial years (FY2017 and FY2018), mainly due to better price realizations. However, a major concern for Mathew was earnings volatility and, as a risk officer, he had to ensure that Hindalco had an effective and robust risk management framework in place. The company had a moderately high debt as seen in Exhibit 2 and, hence, if the business risks were not managed well, the company would continue to face earnings volatility. While it was carefully monitoring its leverage to reduce financial risks, higher volatility in operating margins would create a dent in the investors' perception about the company's financial resilience. As the CRO, Mathew was fully aware of Hindalco's acceptable level of risk and risk appetite. Following the improvement in the financial parameters in FY2017, the CRO wanted to evaluate the company's risk management framework. On a late evening in April 2018, Mathew met Vikram Sondhi, a General Manager of the Risk Management team, to discuss the risk management framework and explore ways to improve it. Mathew and Sondhi were primarily responsible for designing the company's financial risk management policy. Therefore, they had to ensure that Hindalco's risk management policy was dynamic enough to withstand an uncertain market environment while providing business stability.

Ghatak, A. (2020) The Maharashtra Political Crisis: The Coalition that Mattered, *IIMK/CS/119/ECO/2020/01*

The case talks about the peculiar chain of events involving the formation and re-formation of pre-poll and post-poll alliances in the Indian state of Maharashtra in its Assembly Election of 2019. The pre-poll alliance was not honored by a smaller party, and through careful strategizing, that party came to power despite not being the biggest party. The question is, what allowed them to be so confident throughout the bargaining process? Is there some theoretical concept that, if applied, can explain the superior bargaining power of the smaller party? This case is ideal to be taught over 90 minutes. It is important that the basics of Non-cooperative and Cooperative Game Theory including the ideas of Nash Equilibrium, Shapley Value, & Voting Power are already taught to the students before starting with this case.

Ramprasath, L. (2021) Case study on a cancellable option, *IIMK/CS/131/FIN/2021/01*

Can we design and price an American option where the seller of the option i.e. your client, can also exercise early and exit the contract in order to stop her losses? If yes, then does the optimal exercise strategy for the seller depend on what the buyer is going to do?

Ramprasath, L. (2021) What happens in derivatives that allow two-way shouting?, *IIMK/CS/132/FIN/2021/02*

Is it possible to combine the shout and the cancellation features in a single product? How do the shout strategies for the buyer and the seller interact? How to deal with multiple shout opportunities?

Nair, A. S. (2021) Regulatory Pricing Mechanism in the context of privatization of Delhi and Mumbai airports: double down or pivot, *IIMK/CS/141/FIN/2021/07*

Private investment in public utilities is prone to abuse of market power



resulting from the monopoly that comes naturally in such transactions, thus resulting in higher tariffs and/or poor-quality services. Hence, most states have found the urge to regulate such transactions and later such operations. However, in doing so, such regulations can itself create distortions that are worse than the distortion of market power. Thus, globally, there is a move to adopt light-touch regulations in industries ranging from telecom to Banking to Media among others. While privatizing airports in India, Airport Economic Regulatory Authority preferred the light-touch approach to regulation but with price caps. This case compares and illustrates alternative approaches to price cap regulation: (i) Rate of Return approach, (ii) RPI-X approach, and (iii) Earnings share approach in the context of Mumbai Airport.

Thomas, S. & Kumar, S. S. S. (2021) Financial Implications of Loan Moratorium: A Case Study, *IIMK/CS/136/FIN/2021/06*

The case demonstrates the practical application of the concept of time value of money in general and annuities in particular. The case illustrates that a brief period of loan moratorium could make the mortgage significantly expensive for a borrower irrespective of whether simple interest or compound interest is charged during the moratorium period. The impact will be higher if the moratorium occurs at an earlier period during the tenure of the loan. In order to better understand the impact, four scenarios are created with varying time to maturity. The case empowers a borrower to actually calculate the real financial implication of an event like loan moratorium

Thomas, S. & Kumar, S. S. S. (2021) Stocks with class leading Fundamentals. Can they always lead to Alpha Returns?, *IIMK/CS/135/FIN/2021/05*

The case deals with the intricacies in the stock selection process. The case tries to identify those factors that are responsible for underperformance in spite of having good fundamentals. The points addressed in the case will help to improvise the stock selection process. The case also discusses some critical factors one need consider in the financials of a company while analysing a stock. They are identified by conducting the fundamental analysis of two stocks OFSS and Castrol India which have underperformed in stock market over a sustained period even if they have class leading financials. The case gives insights to the investors in the generation of alpha returns.

Kumar, S. S. S. & Thomas, S. (2021) In the World of MM, *IIMK/CS/134/FIN/2021/04*

This caselet attempts to highlight the common mistakes made by students while grasping the concept of arbitrage associated with Capital Structure. Further, the students will have to show the irrelevance of leverage with a situation involving a gentle increase in the borrowing unlike common text book problems which posits arbitrage between levered and unlevered firms. This caselet is most suitable after discussing Modigliani and Miller's irrelevance theory without corporate taxes. It is recommended to use after discussing the idea of arbitrage.

Kumar, S. S. S. & Thomas, S. (2021) Managing market risk with equity derivatives, *IIMK/CS/133/FIN/2021/03*

This case deals about the market risk associated with a much-awaited IPO, which the protagonist was following from a reasonable period of time and is convinced about its business prospects over the long term. Due to the perceived oversubscription he takes a gamble investing huge amount of money. Immediately after the closure of the IPO the over-all market declined sharply due to heightened uncertainty arising from the sudden onset of a world-wide pandemic. In order to protect from the possibility of losses from the IPO shares he wants to make use of equity derivatives that trade on the NSE. The case participants have to design a hedging strategy and evaluate the outcome the hedging strategy up on listing of the IPO shares. As part of developing the hedging strategy the participants have to estimate the size of the exposure, the appropriate choice of the hedge instrument its expiry date, and position to be adopted while placing the hedge. This case is most suitable after teaching introductory chapters on derivatives like stock index futures. This case can be used as part of courses like Financial Derivatives, Risk Management and Investments.

NON- REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Jacob, J. & Gopalakrishnan, B.	Account aggregators: a game-changer for financial inclusion in India?	<i>The Banker</i>	2021	Others

WORKING PAPERS			
AUTHOR(S)	TITLE	DETAILS	YEAR
Balasubramanian, G. & Kakani, R. K.	Exploring the determinants of Integrity in Public Administration: Evidence from the Indian Administrative Service	<i>IIMK/WPS/380/FIN/2020/06</i>	2020
Bansal, A., Gopalakrishnan, B. , Jacob, J. & Srivastava, P.	When the Market Went Viral: COVID-19, Stock Returns, and Firm Characteristics	<i>SSRN</i>	2020
Baur, D. G., Gopalakrishnan, B. & Mohapatra, S.	Gold Demand Across Countries	<i>SSRN</i>	2020
Chakraborty, S., Ghalke, A. & Kakani, R. K.	Coalition-based Governance: Ramifications of Parliamentary Meetings on Asset Prices	<i>IIMK/WPS/378/FIN/2020/04</i>	2020
Chakraborty, S., Ghalke, A. & Kakani, R. K.	Westminster Parliamentary Legislative Type Phenomenon on asset prices and its contours	<i>IIMK/WPS/377/FIN/2020/03</i>	2020
Das, A & Gopalakrishnan, B.	Profit Efficiency and Corporate Governance of Indian Banks	<i>Misra Centre for Financial Markets and Economy (MCFME)</i>	2020
Ghalke, A. & Kakani, R. K.	The Economic Significance of Political Connections: Evidence from Indian Parliamentary Elections	<i>IIMK/WPS/376/FIN/2020/02</i>	2020
Ghatak, A., Patel, S. S., Bonnerjee, S. & Roy, S.	A Generalized Epidemiological Model for COVID-19 with Dynamic and Asymptomatic Population	<i>Arxiv</i>	2020
Jacob, J., Gupta, N. & Gopalakrishnan, B.	Mutual fund asset allocation during COVID-19	<i>SSRN</i>	2020
Modekurti, K.R.V.S., Ghalke, A. & Kakani, R. K.	New Moon Day Anamoly: Role of Culture and Institutions in India	<i>IIMK/WPS/375/FIN/2020/01</i>	2020
Nair, A. S. & Kalagnanam, S.	The Non-Market Insurance like effect CSR on Media Sentiment	<i>SSRN</i>	2020
Sampath, A. , Chakraborty, S. & Kakani, R. K.	Portfolio Risk and Stress Across Business Cycle	<i>IIMK/WPS/379/FIN/2020/05</i>	2020
Sikarwar, E.	Board Structure and Exchange Rate Risk in Emerging Market Firms	<i>IIMK/WPS/407/FIN/2021/01</i>	2020
Abdulla, M. S. & Ramprasath, L.	BBECT: Bandit -based Ethical Clinical Trials	<i>IIMK/WPS/459/ITS/2021/05</i>	2021
Abidi, Q.	Indian Fintech: An Industry Perspective	<i>SSRN</i>	2021
Abidi, Q.	The Indian Bankruptcy Law Experience	<i>SSRN</i>	2021
Mathews, T. & Nair, A. S.	The Impact of NFRA on Analyst Earnings Forecast	<i>IIMK/WPS/433/FIN/2021/03</i>	2021
Nair, A. S.	Do IPOs price the risk of audit qualification?	<i>IIMK/WPS/432/FIN/2021/02</i>	2021

Sikarwar, E.	Dynamics of Firm-level exchange rate risk around the world: Evidence from COVID-19	IIMK/WPS/408/FIN/2021/02	2021
Srivastava, E.	Consumer Creativity and Consideration Set: A Conceptual Framework and Research Propositions	IIMK/WPS/453/MM/2021/12	2021

Balasubramanian, G. & **Kakani, R. K.** (2020) Exploring the determinants of Integrity in Public Administration: Evidence from the Indian Administrative Service, *IIMK/WPS/380/FIN/2020/06*

Confucius had famously said, “The strength of a nation derives from the integrity of the home.” Adoption of the New Public Management (NPM) system has led to focus on transparency, efficiency and accountability on the part of the government, trickling right down to the citizens. Integrity of a nation’s administrators has been the focus of practitioners and academicians alike because of rampant corruption being reported in public life through incriminating disclosures, such as the Wikileaks. The thesis of this paper is that the integrity of a bureaucrat/administrator is likely to depend on some personal attributes, such as the experience within the department, the geography in which the officer serves and his/her educational background. India is a unique case to explore this thesis on account of the complexity and the ignominy of faring relatively poor on corruption indices. Using data collected from Indian Administrative Service Officers, we try to explore individual level differences in integrity. We found no statistical evidence for prior education, experience within the department or the geography of service to affect the perceptions of integrity. We posit that this might be the result of rigorous training at the academy, coupled with the social contagion effects, and the results of the network effects, which might act as a mechanism to ensure that the integrity levels are maintained at an individual level. We further argue that corruption is often a result of an interconnected network of other stakeholders in which the IAS as a bureaucrat might have limited ability to intervene.

Bansal, A., **Gopalakrishnan, B.**, Jacob, J. & Srivastava, P. (2020) When the Market Went Viral: COVID-19, Stock Returns, and Firm Characteristics, *SSRN*

We examine how the market valuation of firms varies on account of characteristics that make them vulnerable to the COVID-19 pandemic across different stages of the crisis. Using plant location data that uniquely identify the vulnerability of firms to operational disruptions, we find that firms with plants located in zones susceptible to higher infections earn substantially lower returns. Firms unaffiliated to any business group earn lower returns compared to affiliated firms, implying their lower access to shared resources. Affirming the role of liquidity in weathering the crisis, the marginal value of financial flexibility is higher for firms with facilities in vulnerable zones and unaffiliated firms. We also find that firms with higher inflexibility in re-scaling operations earn lower returns. We also document that the signaling value of insider buying increases during the pandemic when information on the firm-level impact is scarce. The paper identifies unique channels through which this pandemic impacts the market value of firms.

Baur, D. G., **Gopalakrishnan, B.** & Mohapatra, S. (2020) Gold Demand Across Countries, *SSRN*

This paper analyzes the demand for jewelry, bars & coins, and gold ETFs across high-income and middle-income countries. We employ a simultaneous equations model that allows a joint determination of the various categories of gold demand and find significant differences across gold demand categories and across countries. Jewelry and bars & coins demand are positively related in middle-income countries but unrelated in high-income countries. Jewelry demand is negatively related to gold prices in middle-income countries but not in high-income countries. Bars and coins demand positively reacts to global risk (VIX) in high-income countries but not in middle-income countries. The findings indicate that not all gold is equal and serves different purposes in different countries. Gold is generally more integrated with financial markets in high-income countries than in middle-income countries and jewelry is the least integrated among the three categories of gold demand.

Chakraborty, S., Ghalke, A. & **Kakani, R. K.** (2020) Coalition-based Governance: Ramifications of Parliamentary Meetings on Asset Prices, *IIMK/WPS/378/FIN/2020/04*

Connecting the dots in developing nations between the ‘political’ powers and formal ‘economic’ performance parameters gains wider importance in periods of ‘coalition’ era political systems’ based democratic parliamentary governance. We explore the inter-linkages between economic performance in terms of ‘asset prices’ and ‘political powers’ using their vital country-level metrics: stock market index, parliament session, ruling party strength and composition of the ruling coalition. By performing modified EGARCH based analysis on a 39-year data (1979-

2018) across 15-different governments from India, we find interesting conclusions that highlight the ‘coalition effect’ on asset prices. Our results show that these effects tend to lower economic returns, induce a spike in terms of the volatility of asset prices, predicting thereby fallouts in governance coupled with allied political risk ramifications thereof. We explore a few key reasons behind the same to make Westminster-parliamentary governed nations more meaningful for the financial world.

Chakraborty, S., Ghalke, A. & **Kakani, R. K.** (2020) Westminster Parliamentary Legislative Type Phenomenon on asset prices and its contours, *IIMK/WPS/377/FIN/2020/03*

Connecting the dots in developing nations between the ‘political’ powers and formal ‘economic’ performance parameters gains wider importance in periods of ‘coalition’ era political systems’ based democratic parliamentary governance. We explore the inter-linkages between economic performance in terms of ‘asset prices’ and ‘political powers’ using their vital country-level metrics: stock market index, parliament session, ruling party strength and composition of the ruling coalition. By performing modified EGARCH based analysis on a 39-year data (1979-2018) across 15-different governments from India, we find interesting conclusions that highlight the ‘coalition effect’ on asset prices. Our results show that these effects tend to lower economic returns, induce a spike in terms of the volatility of asset prices, predicting thereby fallouts in governance coupled with allied political risk ramifications thereof. We explore a few key reasons behind the same to make Westminster-parliamentary governed nations more meaningful for the financial world.

Das, A. & **Gopalakrishnan, B.** (2020) Profit Efficiency and Corporate Governance of Indian Banks, *Misra Centre for Financial Markets and Economy (MCFME)*

Traditionally banks are highly regulated entities given their systemic impact on the real sector. Therefore, understanding their performance is critically important. In this context, this paper examines the impact of board structure on the profit efficiency of Indian banks. After estimating profit efficiency using a directional distance function methodology that account for undesirable output, the study decomposed the profit inefficiency into technical and allocative inefficiency to disentangle the source of the inefficiency over ownership pattern. On an average, it was observed that the performance of public sector banks (state-owned) has been relatively poor due to their high levels of profit inefficiency emanating primarily from allocative inefficiency. While explaining this efficiency differential, it is observed that board composition and structure plays an important role. Indian banks with larger boards and those that pay higher sitting fees to the members exhibit better performance. Among the private sector banks, the key corporate governance variables that improve the performance include higher proportion of female board members and relatively larger proportion of independent board members. This study contributes to the debate on the role of board structure in bank performance.

Ghalke, A. & **Kakani, R. K.** (2020) The Economic Significance of Political Connections: Evidence from Indian Parliamentary Elections, *IIMK/WPS/376/FIN/2020/02*

It is fundamental for a corporate with an agenda of long-term wealth creation to manage political relations in as efficient a manner as possible. This paper creates another measure of political proximity for firms based on their asset price movements around the parliamentary election results. It uses this political connectedness measure over a range of event windows on 54 large firms chosen from Indian stock markets to analyze the process of asset-price adjustment. We find that firms in regulated sectors requiring government interventions witness abnormal returns around the election results day. These abnormal returns persist for a longer period when the elections reveal no clear winner. The nature of the abnormal returns depends on the perceived relationship shared between firm managers and winning political coalition. This paper adds to the existing literature by using a novel methodology and a country context with varying ruling coalitions over a broader range of election event windows to capture the dynamic nature of the firms’ political connectedness. In the process, our understanding of ruling coalition-strength induced business uncertainties for corporates improves. Our results also show that only a select few firms are capable of adapting themselves to changing powers in a vibrant democracy.

Ghatak, A., Patel, S. S., Bonnerjee, S. & **Roy, S.** (2020) A Generalized Epidemiological Model for COVID-19 with Dynamic and Asymptomatic Population, *Arxiv*

In this paper, we develop an extension of standard epidemiological models, suitable for COVID-19. This extension incorporates the transmission due to pre-symptomatic or asymptomatic carriers of the virus. Furthermore, this model also captures the spread of the disease due to the movement of people to/from different administrative

boundaries within a country. The model describes the probabilistic rise in the number of confirmed cases due to the concomitant effects of (incipient) human transmission and multiple compartments. The associated parameters in the model can help architect the public health policy and operational management of the pandemic. For instance, this model demonstrates that increasing the testing for symptomatic patients does not have any major effect on the progression of the pandemic, but testing rate of the asymptomatic population has an extremely crucial role to play. The model is executed using the data obtained for the state of Chhattisgarh in the Republic of India. The model is shown to have significantly better predictive capability than the other epidemiological models. This model can be readily applied to any administrative boundary (state or country). Moreover, this model can be applied for any other epidemic as well.

Jacob, J., Gupta, N. & **Gopalakrishnan, B.** (2020) Mutual fund asset allocation during COVID-19, *SSRN*

The paper examines the investment decisions of equity mutual funds during various stages of the COVID-19 pandemic with monthly portfolio holdings. We find that funds have favored firms with lower risk, higher financial flexibility, and larger asset size during the early months of the pandemic. This preference for relatively less risky firms, which later reverses, suggests a reallocation towards safer assets given the higher uncertainty at the beginning of the crisis. We also find that funds preferred growth firms over value firms as value firms with greater invested capital are likely to be less resilient to the crisis-induced shock. Institutional investors have also favored group-affiliated firms throughout the crisis, reflective of their ability to negotiate through the protracted economic shock. Furthermore, our fund-level analysis reveals that the investment approach of funds strongly varied by the extent of the net fund flows. The paper brings out key firm- and fund-level characteristics that impact the asset allocation of institutional investors during extreme market uncertainty.

Modekurti, K. R. V. S., Ghalke, A. & **Kakani, R. K.** (2020) New Moon Day Anamoly: Role of Culture and Institutions in India, *IIMK/WPS/375/FIN/2020/01*

Supposedly, the socio-cultural ecosystems of a nation tend to be deeply influenced by normative beliefs of a society per se. Thus, there's an expectation that capital-market based trading decision-making processes would also be influenced by such beliefs. On the other hand, crosscountry investments and global flow of foreign capital are guided in their decision-making by rational investment managers along with arbitrage traders who've little dependence on such beliefs. This study, set in an Indian context, looks into the 'new moon day' effect over thirtythree year-period, focusing primarily on two stock exchanges that are driven by different investor profiles. It identifies 'calendar day' returns on stock exchange, driven by native investors; and 'trading day' returns on another stock exchange, driven by big institutional investors. In doing so, we value-add to the existing 'capital market anomalies' literature from both institutional and cultural perspectives.

Nair, A. S. & Kalagnanam, S. (2020) The Non-Market Insurance like effect of CSR on Media Sentiment, *SSRN*

The purpose of this study is to test whether CSR engagement provides insurance like effect even after the firm has faced an integrity questioning event. The impact of this integrity based negative event is measured as the media sentiment while reporting the event. Accordingly, we test whether prior CSR engagement prompts media to give the firm the benefit of doubt when it is accused of 'grand corruption'. The study employs techniques of textual analysis combining various dictionaries and multiple media sources to estimate the sentiment score. Accordingly, we analyse 45,710 media reports, covering firms allegedly involved in 'grand corruption'. The hypothesis are tested following standard panel data analysis techniques. The study finds no evidence of CSR providing an insurance like effect, particularly in the context of integrity-based negative events. Rather, the results suggest that the media may have viewed the CSR activity of sample firms as a public relations exercise and penalized them for being involved in grand corruption.

Sampath, A., Chakraborty, S. & **Kakani, R. K.** (2020), Portfolio Risk and Stress Across Business Cycle, *IIMK/WPS/379/FIN/2020/05*

Past research on market stress limits the scope to the extent of measuring tail loss (CVaR) by looking after joint asset correlations. We probe further the interactions of daily tail risk estimates of thirty market indices representing a broad spectrum of assets from 2003 till 2015 across the USA and other major financial hubs. We study the dependence structure through Conditional Copula augmented Markov-switching transitions. Results show extent of contagion of tail risk, cross-assets and cross-geographies formed during economy wide stress and role played by alternative assets to mitigate overall state wide risk. Our results also show magnitude of tail risk contagion amongst

countries studied. Investment managers allocating capital on cross-border and cross-assets may benefit from the results. Large banks and other international financial institutions may assess potential tail risk awaiting their trade book.

Sikarwar, E. (2020) Board Structure and Exchange Rate Risk in Emerging Market Firms, *IIMK/WPS/407/FIN/2021/01*

The role of strong corporate governance mechanisms in encouraging value-enhancing risk management activities is well documented by literature. However, the research is scant on investigating the effects of corporate governance on firms' exchange rate risk. Drawing on the agency theory, this study argues that a firm's board structure as a firm-level governance mechanism should significantly affect the level of exchange rate risk. Using a sample of 373 firms from 10 emerging markets from Jan 2011-March 2018, this study examines the effects of board attributes such as board size, board composition, board leadership, and board gender diversity on firms' exposure. The findings reveal that the board size, the proportion of independent directors on board, and the presence of women on board are associated with lower exchange rate risk. Additionally, the effect of the presence of women directors on firms' exposure becomes stronger when there's higher board independence.

Abdulla, M. S. & Ramprasath, L. (2021) BBECT: Bandit -based Ethical Clinical Trials, *IIMK/WPS/459/ITS/2021/05*

An aim of Ethico-Optimal clinical trials of drugs in Phase III is to randomly allocate a new drug (ND) to patients in the sample, but with a greater fraction being administered ND if doing so is statistically justified. Such an adaptation is not possible in static trials designed with a sample size N in which approximately half the patients would receive the current drug or standard of care (SOC), despite evidence within the trial that ND is efficacious. We adapt a canonical stochastic multi-armed bandit algorithm named UCB1 to a clinical trials setting and analyse the resulting Type-2 error $\hat{\alpha}$, as also minimum sample size N required by such a trial for a certain $\hat{\alpha}$ level. The difference in our proposal is not just in the allocation rule that applies to patients or volunteers in the trial, but also in the inference rule to decide if null hypothesis can be rejected. We also present simulations to establish that the ethical properties of such a trial are higher, both to verify our analysis and demonstrate an empirical advantage when compared to 2 existing methods. In these simulations, we also propose and demonstrate a device to achieve low or comparable Type-1 error $\hat{\alpha}$ vis-a-vis existing methods.

Abidi, Q. (2021) Indian Fintech: An Industry Perspective, *SSRN*

The Indian financial ecosystem has strong growth potential. Total financial assets in India are only 1.58 times GDP, compared to the same metric being 3.14 and 6.73 for emerging and advanced economies respectively. Importantly, the total financial assets in India have grown at a faster rate of 15.32% for 2005-2019, while the growth rate for emerging and advanced economies has been 14.72% and 4.57% respectively. Fintech is expected to capture large amount of the potential value creation in the financial services sector, as evidenced by VC investments, which is considered an informed indicator of future growth. As of last year, Fintech companies received



39.7% of the VC funding in the financial sector. The amount of VC dollar into Fintech has grown at a rate of 35.6% between 2006-2020, twice the rate of growth in the BFSI sector. Notably, six out of 37 Indian Unicorns are Fintech firms. Within Fintech, Payment is the dominant vertical, receiving 59% of the cumulative 2006-2020 VC flow, and in the process contributing four Unicorns. The Insurance vertical, although modest in terms of total VC flow, has generated the remaining two Fintech Unicorns. Going forward, Fintech is expected to have more diversified growth due to recent regulatory initiatives and the enabling ecosystem for fintech businesses. The non-bank Lending vertical is the potential future star, already accounting for 43% of total Fintech funding rounds between 2015-2020. The creation of Account Aggregators and Open Credit Enhancement Networki, paves the way for strong future growth of the vertical.

Abidi, Q. (2021) The Indian Bankruptcy Law Experience, *SSRN*

The Insolvency and Bankruptcy Code, 2016 (IBC) introduces a unified bankruptcy code in India. Under IBC, the corporate insolvency resolution process aims to improve the efficiency of the bankruptcy code and strengthen creditor protection in an under-developed credit market. In this paper we track evolution of the Indian bankruptcy code and provide an overview of corporate insolvency resolution process under IBC. Subsequently, we conduct a preliminary, empirical examination of the effect of IBC on cost of debt and amount of debt, for BSE and NSE listed firms using panel data regression, controlling for firm financials and macroeconomic covariates. We fail to find evidence of desired effect of improvement of firm credit characteristics with strengthening of creditor rights. Our results are however in line with the liquidation bias observed by Vig (2013) for the SARFESIA reform in India

Mathews, A. T. & Nair, A. S. (2021) The Impact of NFRA on Analyst Earnings Forecast, *IIMK/WPS/433/FIN/2021/03*

This paper attempts to analyse the information content of a qualified audit opinion on the pricing of an IPO. To minimise the effect of selection bias, we match the sample of IPOs with an audit opinion and without, based on their propensity scores. Based on classical underpricing, firms with audit opinion were less underpriced as compared to others. As in prior literature, it is possible that the audit opinion helps investors assess and assume risk in a more informed manner. However, based on initial returns, these firms seem to be overpriced. This indicates that rather than signalling more information to the investor, the auditor's report probably has little information owing to lack of effective and independent oversight by the auditor.

Nair, A. S. (2021) Do IPOs price the risk of audit qualification?, *IIMK/WPS/432/FIN/2021/02*

This paper attempts to analyse the information content of a qualified audit opinion on the pricing of an IPO. To minimise the effect of selection bias, we match the sample of IPOs with an audit opinion and without, based on their propensity scores. Based on classical underpricing, firms with audit opinion were less underpriced as compared to others. As in prior literature, it is possible that the audit opinion helps investors assess and assume risk in a more informed manner. However, based on initial returns, these firms seem to be overpriced. This indicates that rather than signalling more information to the investor, the auditor's report probably has little information owing to lack of effective and independent oversight by the auditor.

Srivastava, E. (2021) Consumer Creativity and Consideration Set: A Conceptual Framework and Research Propositions, *IIMK/WPS/453/MM/2021/12*

This conceptual study aims to discover potential antecedents to consumer creativity and assess the relationship between consumer creativity (vicarious, adoption and use innovativeness) and the size of consideration set. The study identifies a set of variables through focused literature review and integrates them into a conceptual framework and research propositions. The study proposes the moderating role of consumer involvement and situation variables (i.e. constraints) on the manifestation of creativity (vicarious, adoptive and use innovativeness). It is expected that the present study would help establish the notion that the consumer creativity has a positive impact on the size of consideration set.

Sikarwar, E. (2021) Dynamics of Firm-level exchange rate risk around the world: Evidence from COVID-19, *IIMK/WPS/408/FIN/2021/02*

Purpose - The objective of this study is to examine the dynamics of asymmetry and nonlinearity in firms' exchange rate risk during crisis periods.

Design/Methodology/Approach - The study investigates the exchange rate exposure of 1,577 firms across 13 industry sectors in 21 countries around the world using an extended Jorion (1990) model. The analysis covers two time periods? January 2017–November 2019 (preCOVID-19 period) and December 2019–November 2020 (COVID-19 period).

Findings - The results provide evidence of a strong presence and a substantial increase in asymmetric and nonlinear exchange rate exposure of firms during the COVID-19 period.

Practical implications - The results offer notable recommendations for firms regarding risk management for the challenges posed by crisis periods such as COVID-19. Firms should accurately estimate their exchange rate risk by incorporating nonlinear terms and asymmetric exposures so that they can design efficient and sustainable hedging policies to address the COVID-19 pandemic.

Originality - The research question that how would the nonlinear and asymmetrical nature of firms' exposure change over time specifically during crisis periods, has not been previously explored. This study uniquely contributes to the literature by providing a natural experiment to examine the asymmetry and nonlinearity in firms' exposure and analyzes the changes that occur over time? specifically, during the COVID-19 pandemic. The study utilizes a unique dataset that is larger than those of prior studies.

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HUMANITIES & LIBERAL ARTS IN MANAGEMENT

Humanities & Liberal Arts in Management is one of the eight academic areas at the Indian Institute of Management Kozhikode (IIMK). In this area we study human behavior and condition in relation to Business Management. The primary focus of the area is on Human Communication, Law, Social and Political aspects of Indian Societies, Culture, History, and Ethics. The area is expanding its horizon. There would be many more courses in the near future that would inform our students about the philosophy of Humanities & Liberal Arts and how they can be applied in Management Education. We believe that, in addition to typical issues of management education, lessons from Humanities & Liberal Arts would foster imagination of our students further. Unlike empirical approaches of the Natural Sciences, Humanities & Liberal arts primarily use methods to address the issues of human behavior and condition that are primarily analytical, critical and speculative in nature.

REFEREED JOURNAL PUBLICATIONS			
AUTHOR(S)	TITLE	JOURNAL	YEAR
Deva Prasad M. & Suchithra C. Menon	India: Implementing the Nagoya Protocol on Access and Benefit-Sharing: Emerging Legal Challenges	<i>Environmental Policy and Law</i>	2021
Salamah Ansari	Julien Chaisse (ed.), China's International Investment Strategy: Bilateral, Regional, and Global Law and Policy	<i>Decision</i>	2020
Salamah Ansari	Participatory Urban Development in India: A Tale of Two Townships	<i>Environment and Urbanization ASIA</i>	2021

Deva Prasad, M. & Menon, S. C. (2021) India: Implementing the Nagoya Protocol on Access and Benefit-Sharing: Emerging Legal Challenges, *Environmental Policy and Law*, Volume 50, Issue 4-5, Pages 399-404

The Nagoya Protocol on Access and Benefit-Sharing was adopted to help clarify the existing provisions regarding access to biological resources in the Convention on Biological Diversity. India's domestic access and benefit-sharing (ABS) mechanism leaves much to be desired in terms of legislative design and with regard to its adherence to the environmental principles of public participation and equity. This article highlights the emerging legal issues pertaining to these aspects of ABS under India's Biodiversity Act. Its discussion makes a case for revamping the legislative and institutional framework for effective ABS in India.

Ansari, S. (2020) Julien Chaisse (ed.), China's International Investment Strategy: Bilateral, Regional, and Global Law and Policy, *Decision*, Volume 47, Issue 3, Pages 331-333

The phenomenal story of China's 'unprecedented disposition to engage the international legal order' has been primarily told and examined by political scientists and economists. Since China adopted its 'open door' policy in 1978, which altered its development strategy from self-sufficiency to active participation in the world market and aimed at attracting foreign investment to fuel its economic development, the underlying policy for mobilizing inward foreign direct investment (IFDI) remains unchanged to date. With the 1997 launch of the 'Going Global' policy, an outward focus regarding foreign investment has been added, to circumvent trade barriers and improve the competitiveness of Chinese firms, typically its state-owned enterprises (SOEs). In order to accommodate inward and outward FDI, China's participation in the international investment regime has underpinned its efforts to join

multi-lateral investment-related legal instruments and conclude international investment agreements (IIAs). China began by selectively concluding bilateral investment treaties (BITs) with developed countries (major capital exporting states to China at that time), signing its first BIT with Sweden in 1982. Despite being a latecomer, over time China's experience and practice with the international investment regime have allowed it to evolve towards liberalizing its IIAs regime and balancing the duties and benefits associated with IIAs. The book spans a broad spectrum of China's contemporary international investment law and policy: domestic foreign investment law and reforms, tax policy, bilateral investment treaties, free trade agreements, G20 initiatives, the 'One Belt One Road' initiative, international dispute resolution, and inter-regime coordination.

Ansari, S. (2021) Participatory Urban Development in India: A Tale of Two Townships, *Environment and Urbanization ASIA*, Volume 12, Issue 1, Pages 136-147

This paper intends to offer a critical understanding of citizen engagement in the process of city making using two case studies within the Indian context, namely, Magarpatta City in Maharashtra and Auroville in Tamil Nadu. As an initial foray into the issue, it engages with contemporary discourses on the scope and nature of public participation in urban development within the framework of a neoliberal economy. This is followed by a qualitative analysis based on unstructured interviews, which capture the live experiences of the local landowners and residents in each location. The findings indicate that citizen engagement is instrumental in producing socially equitable urbanization. If harnessed well, it offers the possibility for an effective departure from the traditional state-market dynamics, which presently underlie forms of neoliberal urbanism in developing countries. This paper, therefore, makes the case for mainstreaming citizen participation for urban development as an attempt to create a sustainable built environment that caters to the needs of citizens.

FORTHCOMING REFEREED JOURNAL ARTICLES		
AUTHOR(S)	TITLE	JOURNAL
Ansari, S.	North American Free Trade Agreement (NAFTA)	<i>Yearbook of International Environment Law</i>
Deva Prasad, M., Ansari, S. & Narayan, S.	Legislative Design of Director's Responsibility in India: In Search of Clarity	<i>Statute Law Review</i>
Sethi, D. & Arya, V.	Legal implications governing medical negligence in India: creating awareness through six-dimensional framework of effective communication.	<i>International Journal of Law and Management</i>

BOOKS, BOOK CHAPTERS - PUBLISHED & FORTHCOMING				
AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Das, A.	Business Communication: A Problem-Solving Approach	<i>McGraw Hill</i>	2020	Books
Ansari, S.	Foreign State Immunity in India, Encyclopedia of Public International Law Asia	<i>BRILL</i>	2021	Book Chapters
Ansari, S.	Immunities of UN and other International Organizations in India, Encyclopedia of Public International Law Asia	<i>BRILL</i>	2021	Book Chapters
Sethi, D	Impactful Communication; Communicate to Conquer	<i>SAGE Publications Pvt. Ltd.</i>	2021	Books

CONFERENCE PAPERS, PRESENTED & FORTH COMING			
AUTHOR(S)	TITLE	DETAILS	YEAR
Ansari, S.	Protective Security by Online Promotions Paired with Mobile Payments: Evidence from Covid-19 Crisis Relief Fund Collection in India	<i>IFIP WG8.6 Conference</i>	2020
Ansari, S.	Resilience to achieve Urban Transformation: Evidence from Delhi, India	<i>Resilient and Responsible Architecture and Urbanism (RRAU) 3rd Edition</i>	2020
Ansari, S.	Sustainable Development: Limitations of Public – Private Partnerships Model	<i>Future Smart Cities (FSC) 3rd Edition</i>	2020
Ansari, S.	Sustainable Development Goals: Urban Development and National Smart Cities Mission	<i>3rd ICDE & 14th ISDSI Annual Conference, 27-29 December</i>	2020
Ansari, S.	Diluted Sovereignty: The Case of Sovereign Debt Restructuring	<i>3rd ICDE & 14th ISDSI Annual Conference, 27-29 December 2020</i>	2020
Ansari, S.	(Em)Pairing Online Promotion with Mobile Payments for Collection of Crisis Relief Fund	<i>04th International Conference on Marketing, Technology & Society, 7-9 December</i>	2020
Ansari, S. & Narayan, S.	Misleading Advertisement: Consumer Protection Act Amendment 2019	<i>04th International Conference on Marketing, Technology & Society, 7-9 December</i>	2020
Deva Prasad, M.	An Analysis of the Arbitration Process in Indian Context from Business Law and Policy Perspective	<i>Jaipuria International Management Conference, JIMC 2020: Envisioning Business, 17-18 July</i>	2020
Deva Prasad, M.	Legal Education in India During the Health Crisis: An Analysis and Learnings for Future	<i>Directions in Legal Education</i>	2020
Deva Prasad, M.	Future of Environmental Litigation in India: Exploring the Possibility of Climate Change Litigation in Indian Context?	<i>The Future of Environmental Litigation in India, 7-8 August</i>	2020
Deva Prasad, M.	The Curious Case of Trade Secrets Protection in India: Is Statutory Protection a Solution?	<i>Third IP & Innovation Researchers of Asia (IPIRA) Conference, 24-27 March</i>	2020
Deva Prasad, M.	An Analysis of Challenges in Implementing Nagoya Protocol on Access and Benefit Sharing, 2010	<i>17th Asian Law Institute Conference, November</i>	2020
Narayan, S.	Insolvency of Corporate Persons in India: Cases and trajectory	<i>International Conference on Insolvency Law and CISG@40</i>	2020
Sethi, D.	Do You Love Open Kitchen Restaurant? Exploring Visitors' Motivators for Sustainable Growth of Restaurants' Industry	<i>2020 Academy of Marketing Science Annual Conference, 14-19 December</i>	2020

Deva Prasad, M.	Non-Personal Data and Public Interest- Envisaging A Robust Policy Framework	<i>2021 IPPN Annual Conference, March</i>	2021
Deva Prasad, M.	The 'New Space' and Emerging Challenges for the International Space Law Framework	<i>One- Day International Seminar on Privatization of Space Sector in India- Issues and Challenges, 6 February</i>	2021
Narayan, S.	Implementing Cross-Border International Insolvency Law in India	<i>IIIrd International Conference on Business, Economics, Law, Language & Psychology (ICBELLP), 25-26 March</i>	2021

NON- REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Deva Prasad, M.	Proposed Auditor Regulation Reforms In India: An Analysis	<i>Live Law</i>	2020	Others
Deva Prasad, M. & Menon, S. C.	Kerala model of health governance: learnings and way forward	<i>HEaL Institute & IJME Covid-19 Insights</i>	2020	Others
Deva Prasad, M. & Menon, S. C.	Athirapally Hydroelectric Project: Certain Environmental Law Concerns	<i>Kochi Post</i>	2020	Others
Deva Prasad, M. & Menon, S. C.	India's environmental laws require a fundamental shift. Like an independent regulator	<i>The Print</i>	2020	Others
Nair, S. R. & Deva Prasad, M.	Reinventing India's Federal System	<i>The Hindu Business Line</i>	2020	Popular Press

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Narayan, S.	Indian Journal of International Law	Ad Hoc Reviewer

FACULTY - HUMANITIES & LIBERAL ARTS IN MANAGEMENT



A.F. Mathew



Anupam Das



Deepa Sethi



Deva Prasad M



Salamah Ansari



Shannu Narayan



INFORMATION SYSTEMS

The primary focus of the area is on the management of information system development, deployment, and support services. Information management enables executives and managers of organizations to make wiser decisions. The quantity and quality of the information needs of an executive at different management levels are different, with the highest quality requirement at the top level. To take faster and informed decisions, the 21st century business managers should have timely, accurate, and relevant information. Faster decision making enables organizations to become more competitive, agile and to respond quickly to the changes in the business environment and customer interests. The ITS area is very active in research also. The research focus of the Area includes big-data analytics and data science, business intelligence, business value of IT/S, cloud computing, crowdsourcing and crowdfunding, cyberbullying and cyber incivility, digital business transformation, electronic commerce and electronic government, enterprise computing, green IT/S, healthcare informatics, IS leadership, IS security and privacy, IT adoption and diffusion, IT outsourcing, IT project management, knowledge management, negative impact of IT (e.g., technostress), online communities, social and ethical impact of ICTs, social media analytics, sustainable development using ICTs, and inter-disciplinary research.

REFEREED JOURNAL PUBLICATIONS			
AUTHOR(S)	TITLE	JOURNAL	YEAR
Jeffrey P. Kaleta & Lakshman Mahadevan	Examining differences in perceptions of trust, privacy and risk in home and public Wi-Fi internet channels	<i>Journal of Systems and Information Technology</i>	2020
Kim M. Thompson & Anindita Paul	Factors of Digital Inclusion among Women: Revisiting India and Extending to Chile and Australia for Additional Analysis	<i>Library Quarterly: Information, Community, Policy</i>	2020
Jose K. Puthur, A.P. George & Lakshman Mahadevan	Understanding Citizen's Continuance Intention To Use E-Government Services: The Case Of The Indian Railway E-Ticket Booking Site	<i>International Journal of Business Information Systems</i>	2020

Kaleta, J. P. & **Mahadevan, L.** (2020) Examining differences in perceptions of trust, privacy and risk in home and public Wi-Fi internet channels, *Journal of Systems and Information Technology*, Volume 12, Issue 3, Pages. 265-287

Purpose - Research of people's perceptions of trust, privacy and risk on the internet has generally neglected the impact of the variety of channels used to access the internet. People primarily access the internet using internet channels at home, work, public Wi-Fi (hotspots) or through their mobile data network. The technology infrastructure of each of these channels combined with the vulnerabilities of the environment may form different perceptions, as it relates to trust, privacy and risk. The purpose of this study is to understand how people perceive the home and public Wi-Fi channel from a trust, privacy and risk perspective.

Design/methodology/approach - Adapting existing trust, privacy and risk scales, the authors conducted a survey of people's perceptions, as it relates to home and public Wi-Fi internet channels.

Findings - The results of this study suggest significant differences in people's perception of trust and risk depending on an internet channel. However, with regard to privacy, the results of this study provide non-conclusive, yet intriguing, outcomes motivating the need for future studies.

Originality/value - To the best of the authors' knowledge, this is the first study that parses out people's perceptions of trust, privacy and risk, as it pertains to specific internet channels. The authors expect future research to benefit from their findings of how different channel perceptions influence people's online activities.

Thompson, K. M. & **Paul, A.** (2020) Factors of Digital Inclusion among Women: Revisiting India and Extending to Chile and Australia for Additional Analysis. *Library Quarterly: Information, Community, Policy*, Volume 90, Issue 2, Pages 173-188

Digital technology plays an important role in women's everyday lives. Various factors determine adoption, use, and enjoyment of digital technology by women. Our 2016 Library Quarterly article introduced a qualitative look at women's adoption and use of digital technologies. The current article is a continuation of the previous study, wherein we interview women in Chile and Australia to examine factors of women's acceptance of digital technologies for everyday life use identified with the India data. We reflect on the role digital technology plays in women's everyday lives in these three countries and what cultural factors determine adoption, use, and enjoyment of digital technology, including digital literacy factors, everyday life factors, professional use factors, time factors, social networking factors, and privacy and security factors. We add two factors to our existing model of digital inclusion: physical access factors and device dependency factors.

Puthur, J. K., George, A. P. & **Mahadevan, L.** (2020) Understanding Citizen's Continuance Intention To Use E-Government Services: The Case Of The Indian Railway E-Ticket Booking Site, *International Journal of Business Information Systems*, Volume 34, Issue 2, Pages 183 – 203

The emergence and expansion of e-government initiatives has brought interesting facets of e-services on the internet. To sustain such initiatives, it is important to understand the factors that improve the users' intention to reuse such e-services. This research tries to identify the factors that influence the citizens to avail the e-service provided by the Ministry of Railways, Government of India. The result of this study shows that the two major determinants of technology acceptance model (TAM) namely perceived usefulness and perceived ease of use along with trust and computer self-efficacy explain over 70% of the variance in the user's intention to reuse the e-ticket booking site of the Indian railways. The findings show that the e-ticketing website should contain user-friendly, high-quality information content and excellent website quality in order to enhance citizen's intent to reuse their services.

FORTHCOMING REFEREED JOURNAL ARTICLES			
AUTHOR(S)	TITLE	JOURNAL	YEAR
Arayankalam, J., Khan, A. & Krishnan, S.	How to deal with corruption? Examining the roles of e-government maturity, government administrative effectiveness, and virtual social networks diffusion	<i>International Journal of Information Management</i>	2020
De', R., Pandey, N. & Pal, A.	Impact of digital surge during Covid-19 pandemic: A viewpoint on research and practice	<i>International Journal of Information Management</i>	2020
Khan, A. & Krishnan, S.	Virtual social networks diffusion, governance mechanisms, and e-participation implementation: A cross-country investigation	<i>e-Service Journal</i>	2020
Khan, A., Krishnan, S. & Arayankalam, J.	The Role of ICT Laws and National Culture in Determining ICT Diffusion and Well-Being: A Cross-Country Examination	<i>Information Systems Frontiers</i>	2020
Nanath, K. & Pillai, R. R.	Individual and Organizational factors affecting the implementation of Green IT: A case study of an Indian business school	<i>The Electronic Journal of Information Systems in Developing Countries</i>	2020

Pal, A., Herath, T., De', R., & Rao, H. R.	Is the Convenience Worth the Risk? An Investigation of Mobile Payment Usage	<i>Information Systems Frontiers</i>	2020
Arayankalam, J. & Krishnan, S.	Relating foreign disinformation through social media, domestic online media fractionalization, government's control over cyberspace, and social media-induced offline violence: Insights from the agenda-building theoretical perspective	<i>Technological Forecasting & Social Change</i>	2021
Jayaprakash, P. & Pillai, R. R.	The Role of ICT for Sustainable Development: A Cross Country Analysis	<i>European Journal of Development Research</i>	2021
Jayaprakash, P. & Pillai, R. R.	The Role of ICT and Effect of National Culture Development	<i>Journal of Global Information Technology Management</i>	2021
Khan, A & Krishnan, S.	Citizen engagement in co-creation of e-government services: A process theory view from a meta-synthesis approach	<i>Internet Research</i>	2021
Khan, A. & Krishnan, S.	Moderating effects of business- systems corruption on corruption in basic national institutions and electronic government maturity: Insights from a dynamic panel data analysis	<i>International Journal of Information Management</i>	2021
Khan, A., Krishnan, S. & Dhir, A.	Electronic government and corruption: Systematic literature review, framework, and agenda for future research	<i>Technological Forecasting & Social Change</i>	2021
Pal, A., Herath, T., De', R. & Rao, H. R.	Why do people use mobile payment technologies and why would they continue? An examination and implications from India	<i>Research Policy</i>	2021
Krishnan, S. & Ahangama, S.	Are e-Participation Initiatives related to Quality of Life of Nations dependent on Cultural Dimensions? A Country-Level Empirical Investigation	<i>e-Service Journal</i>	2021
Schaerer, M., Foulk, T., Plessis, C. D., . Tu, M. H & Krishnan, S.	Just Because You're Powerless Doesn't Mean They Aren't Out to Get You: Low Power, Paranoia, and Aggression	<i>Organizational Behavior and Human Decision Processes</i>	2021

CONFERENCE PAPERS, PRESENTED & FORTH COMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Deters, G. & Krishnan, S.	Contextualizing and Testing Social Overload Phenomenon: Insights from Instagram	<i>24th Pacific Asia Conference on Information Systems (PACIS 2020), 20–24 June</i>	2020
Krishna, B. & Krishnan, S.	Explaining Variation in Adoption of FinTech Products and Services Among Citizens: A Multilevel Model	<i>IFIP WG 8.6 International Conference on Transfer and Diffusion of IT (TDIT 2020)</i>	2020

Krishna, B. & Sebastian, M. P.	Examining the relationship between e-government development, nation's cybersecurity commitment, business usage and economic prosperity: A cross-country analysis	<i>51st Annual Conference of the Decision Sciences Institute, Houston, USA, 20 - 23 November</i>	2020
Krishnan, M. & Pillai, R. R.	Antecedents of chatbot adoption in Indian retail	<i>3rd ICDE & 14th ISDSI Annual Conference, 27-29 December</i>	2020
Krishnan, S. & Kranz, A.	Preferences, Psychological Motivations, and Decision-Making of Green IT Consumers	<i>European Conference on Information Systems (ECIS 2020)</i>	2020
Krishnan, S. & Moustafa, F.	Linking Big Data Analytics and Firm Performance: A Dynamics Capabilities Perspective	<i>24th Pacific Asia Conference on Information Systems (PACIS 2020), 20–24 June</i>	2020
Mahadevan, L.	Information Sensationalism in Social Media Marketing - An EEA perspective	<i>04th International Conference on Marketing, Technology & Society, 7-9 December</i>	2020
Maier, J. & Krishnan, S.	Gamification and Brand Equity in Mobile Applications: A Fuzzy-set Qualitative Comparative Analysis	<i>European Conference on Information Systems (ECIS 2020)</i>	2020
Narmetta, M. & Krishnan, S.	Competitiveness, Change Readiness, and ICT Development: An Empirical Investigation of TOE Framework for Poverty Alleviation	<i>IFIP WG 8.6 International Conference on Transfer and Diffusion of IT (TDIT 2020)</i>	2020
Pal, A.	Protective Security by Online Promotions Paired with Mobile Payments: Evidence from Covid-19 Crisis Relief Fund Collection in India	<i>IFIP WG8.6 Conference</i>	2020
Pal, A.	Is Cash Still the Enemy? The Dampening of Demonetization's Ripple Effect on Mobile Payments	<i>IFIP WG8.6 Working Conference</i>	2020
Pal, A.	(Em)Pairing Online Promotion with Mobile Payments for Collection of Crisis Relief Fund	<i>04th International Conference on Marketing, Technology & Society, 7-9 December</i>	2020
Pandey, V. & Mishra, V.	Can Paying Bills be Fun? A Study to Explore the Role of Hedonic Features in Context of Mobile Payment Applications in India	<i>3rd ICDE & 14th ISDSI Annual Conference, 27-29 December</i>	2020
Sedera, S. & Krishnan, S.	Towards an Integrated Framework for Digital Innovation Process: A Qualitative Analysis	<i>24th Pacific Asia Conference on Information Systems (PACIS 2020), 20–24 June</i>	2020
Shah, C. S. & Paul, A.	Information Seeking Behaviour in Online Shopping	<i>IFIP WG 8.6 Working Conference</i>	2020
Shah, C. S. & Sebastian, M. P.	Sentiment Analysis and Topic Modelling of Indian Government's Twitter Handle #IndiaFightsCorona, Re-imagining Diffusion and Adoption of Information Technology and Systems: A Continuing Conversation	<i>IFIP WG 8.6 International Conference on Transfer and Diffusion of IT</i>	2020

Swain, A. K.	American Put Option Pricing Using Q-learning Method	<i>3rd ICDE & 14th ISDSI Annual Conference, 27-29 December</i>	2020
Thapa, V. & Krishnan, S.	Towards an Integrated Framework of Leadership Practices: Lessons from Open Source Software Communities	<i>European Conference on Information Systems (ECIS 2020)</i>	2020
Ali, A. B. & Krishnan, S.	Understanding User Decision- making and the Role of Information Presentation Format: A Lab Study	<i>Americas Conference on Information Systems (AMCIS 2020)</i>	2021
Dhobale, J., Pandey, V. & Rath, S. K.	Blockchain in Operations: A Bibliometric Analysis	<i>International Conference on Operations & Supply Chain Management, 17 January</i>	2021
Hanus, B. & Krishnan, S.	Review on Delone and McLean IS Success Model: A Hedonic System Perspective	<i>Americas Conference on Information Systems (AMCIS 2020)</i>	2021
Kishore, S. & Krishnan, S.	A Social Network Based Model of Social Media Engagement: Findings from Online Health Communities	<i>Americas Conference on Information Systems (AMCIS 2020)</i>	2021
Krishnan, S.	Creative Identity, Social Closeness, And Daily Rudeness: Insights From Two Studies	<i>MICA's 7th International Communication Management Conference, 7-9 January</i>	2021
Kuntluru, S. & Swain, A. K.	COVID-19 Impact on Firm Performance: Evidence from India	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Kuntluru, S. & Swain, A. K.	Accounting Information System and XBRL Filings: An Exploratory Study	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Pillai, R. R.	Covid-19 Crisis Management - Applying Lessons from Srimad Bhagavad Gita	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Pillai, R. R.	Spiritual Significance of Swastika and the Need for a Holistic Transformation	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Shah, C. S. & Sebastian, M. P.	Trust Evaluation in Online Social Networks	<i>14th IADIS International Conference Information Systems 2021, 3-5 March</i>	2021
Swain, A. K. & Kuntluru, S.	Intelligent Robotic Process Automation to Improve the Efficacy of Audit Process	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Swain, A. K. & Kuntluru, S.	Blockchain Implications on Internal and External Auditing Processes	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021

CASE STUDIES/ PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Swain, A. K.	Implementation Decision of Robotic Process Automation	<i>IIMK/CS/129/ITS/2021/01</i>	2021
Swain, A. K. & Sridhar, G.	Artificial Intelligence: A Bizarre Experience of an Unforgettable Day	<i>IIMK/CS/139/ITS/2021/02</i>	2021

Sridhar, G. & Swain, A. K. Decision Tree for calculating BATNA *IIMK/CS/140/MM/2021/09* 2021

Swain, A. K. (2021) Implementation Decision of Robotic Process Automation, *IIMK/CS/129/ITS/2021/01*

Swain, A. K. & Sridhar, G. (2021) Artificial Intelligence: A Bizarre Experience of an Unforgettable Day, *IIMK/CS/139/ITS/2021/02*

A major question in front of the ICTFC was to take a call on how to respond to the fans so that subsequent matches will not be affected. In addition, they were in a dilemma whether to continue the streaming of the future matches or not possibly by addressing the error of the Pixellot system to perform streaming of live match without such mistake. They have already invested a lot of money on the AI based automation for the streaming of the live matches and amid Covid-19 pandemic there was no immediate solution visible to this problem.

Sridhar, G. & Swain, A. K. (2021) Decision Tree for calculating BATNA, *IIMK/CS/140/MM/2021/09*

This case allows the participants to calculate BATNA, RV and ZOPA.

NON- REFEREED PUBLICATIONS / PRESENTATIONS				
AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
De', R. & Pal, A.	Mobile Phones And Access During The Pandemic	<i>Businessworld</i>	2020	Others
De', R., Pandey, N. & Pal, A.	The tech effects of Covid-19, and and offices of the future	<i>Forbes India</i>	2020	Others

WORKING PAPERS			
AUTHOR(S)	TITLE	DETAILS	YEAR
Najeeb, A. & Abdulla, M. S.	Overcoming the Limitation of Space: A Novel Arrangement for Verticalisation of Solar PV Systems	<i>IIMK/WPS/401/ITS/2020/10</i>	2020
Najeeb, A. & Abdulla, M. S.	Balancing Commerce and Conviction: Emerging Business Models for News Media	<i>IIMK/WPS/395/ITS/2020/09</i>	2020
Najeeb, A. & Abdulla, M. S.	Evaluation of Coastal Shipping For Transportation of Perishable Agricultural Produce In India	<i>IIMK/WPS/393/ITS/2020/08</i>	2020
Najeeb, A. & Abdulla, M. S.	Beating the heat: Assembled air conditioning solutions for outdoor kiosks	<i>IIMK/WPS/388/ITS/2020/05</i>	2020
Najeeb, A. & Abdulla, M. S.	Without a Pinch of Salt: A Business Model for Mobile Small Scale Desalination Units for Water-Scarce Areas	<i>IIMK/WPS/387/ITS/2020/04</i>	2020
Najeeb, A. & Abdulla, M. S.	A Fleet Solution for EV Integrated Public Transport	<i>IIMK/WPS/386/ITS/2020/03</i>	2020
Najeeb, A. & Abdulla, M. S.	A business model for use of backed-down renewable energy for electric vehicle charging	<i>IIMK/WPS/384/ITS/2020/02</i>	2020

Pal, A. & Ansari, S.	The Paired Role of Online Promotion with Mobile Payments in Crisis Relief Fund: Evidence from COVID-19 Pandemic in India	<i>IIMK/WPS/392/ITS/2020/08</i>	2020
Pal, A. & Balan, U. M	The Return of Cash with the Declining Effect of Crisis: Rise and Fall of Digital Payments in India post Demonetization	<i>IIMK/WPS/391/ITS/2020/07</i>	2020
Pandey, U. & Pal, A.	A DEMATEL - based Investigation of Safety Factors influencing Mobile Payment Habit Formation	<i>IIMK/WPS/390/ITS/2020/06</i>	2020
Abdulla, M. S. & Ramprasath, L.	BBECT: Bandit -based Ethical Clinical Trials	<i>IIMK/WPS/459/ITS/2021/05</i>	2021
Pandey, V.	Exploring the presence of network governance in creative industry using social network analysis : A case of Bollywood	<i>IIMK/WPS/416/ITS/2021/02</i>	2021
Pandey, V.	Evaluation of E-Government Websites from an S-D Logic Perspective	<i>IIMK/WPS/415/ITS/2021/01</i>	2021
Pandey, V.	Phases in evolution of Information Communication Technology for Development (ICTD) Literature: A systematic review	<i>IIMK/WPS/418/ITS/2021/04</i>	2021
Pandey, V.	Importance of Teacher's training in ICT based education interventions in developing regions	<i>IIMK/WPS/417/ITS/2021/03</i>	2021

Najeeb, A. & **Abdulla, M. S.** (2020) Overcoming The Limitation Of Space: A Novel Arrangement For Verticalisation Of Solar PV Systems, *IIMK/WPS/401/ITS/2020/10*

Availability of space is a major hurdle in expansion of solar energy harvesting systems. The paper proposes a novel orientation of solar panels to effectively use available space for solar generation. Vertical space is sought to be used to incorporate a second solar PV panel within confined ground area to increase the index of space utilization. Both panels would be mounted on pivots with continuous tracking. The amount of incidence has been calculated considering a sample latitudinal position and day of the year. Results show that the arrangement could generate up to 82% more power from a given land footprint. The economic tradeoff between the increased capital cost in the form of a second panel, mounting structures and the increased power generation has also been considered.

Najeeb, A. & **Abdulla, M. S.** (2020) Balancing Commerce and Conviction: Emerging Business Models for News Media, *IIMK/WPS/395/ITS/2020/09*

News media is at a crossroads today due to multiple reasons. The coming of digital has created new niche spaces like targeted advertising that has eroded the revenue sources of traditional media. Corporate ownership has also led to trust deficit and perceived or actual biases in editorial policies. New and independent media has the arduous task of evolving suitable business models in a competitive environment with high costs of entry and entrenched benefits for existing players. The paper aims to understand the different business models adopted by new and independent news media and provide a discussion on their significance in the Indian context.

Najeeb, A. & **Abdulla, M. S.** (2020) Evaluation Of Coastal Shipping For Transportation Of Perishable Agricultural Produce In India, *IIMK/WPS/393/ITS/2020/08*

When developing nations suffer from crises and disasters, it becomes urgent and critical to raise relief funds rapidly with the engagement of a greater number of donors. Digital technology has repeatedly aided in crisis and disaster management. On one hand, online promotions help in influencing citizens for donations, whereas mobile

payments provide a mechanism for quick transfer of funds. In this paper, we study how online promotions that are notified through mobile payment apps, can be a pair of technology enabling successful and rapid fund transfer, thereby offering protective security (Sen, 2001). We conduct semistructured field interviews from 24 participants across India during the Covid-19 pandemic. We then examine, through interpretive research, the role of the two technologies in combination amidst the Covid-19 crisis in India and draw implications for relief fund collection mechanisms. Overall, the findings suggest that ‘protective security’ is established as users note the convenience of transferring relief funds through mobile wallets, but ‘transparency’ is questionable with many subjects expressing their trust concerns for the third-party providers of mobile payments.

Najeeb, A. & **Abdulla, M. S.** (2020) Beating the heat: Assembled air conditioning solutions for outdoor kiosks, *IIMK/WPS/388/ITS/2020/05*

Room sized cabins and kiosks are used for many purposes such as help desks, verification counters, traffic management cabins, offices in remote work locations etc. Commercially available air conditioners are the most commonly available solution for provision of air conditioning and thermal comfort for such units. But they are often not preferred due to various factors like oversizing, high initial cost, temporary nature of kiosk usage etc. As an example of ‘jugaad’, we design here a domestic refrigeration compressor-based system for such units with available off the shelf components and off-grid energy provision. The cooling system has been designed much like a conventional refrigeration system so that it can be assembled and maintained by locally available expertise. The sizing and costing of components has been done.

Najeeb, A. & **Abdulla, M. S.** (2020) Without A Pinch Of Salt: A Business Model For Mobile Small Scale Desalination Units For Water-Scarce Areas, *IIMK/WPS/387/ITS/2020/04*

The rapid decline of per capita water availability in India necessitates technology enabled solutions for provision of water for drinking, domestic uses and irrigation. The problem is particularly severe in urban centres with rapidly increasing population, depleting ground water resources and residents are forced to pay a premium for water. The paper proposes a novel mobile desalination business model that can be used to provide drinking water to communities with access to sea or brackish water sources. A need-based mobile system, it can provide up to 35 kL of drinking quality water per day at the rate of ¹ 0.25 per litre. It can also service alternate uses such as gardening and commercial-grade horticulture where necessary during the nonsummer months. The economic viability of the system has been analysed by considering the Return on Investment (ROI) and the Levelised Cost of Water (LOW) per litre that can be provided by the system. Environmentally sustainable operation would be ensured by conducting a Local Environmental Assessment (LEA) to quantify quality of feed and discharge streams. The model provides could provide an economic local alternative to water transported through tankers, which depletes water-table, and is a suitable small scale entrepreneurship opportunity

Najeeb, A. & **Abdulla, M. S.** (2020) A Fleet Solution for EV Integrated Public Transport, *IIMK/WPS/386/ITS/2020/03*

The global automotive industry is on the cusp of major disruptions like electrification, shared mobility, connectivity and autonomous driving. While the need for rapid shift to electric mobility has near-unanimous support, the large and segmented market makes such a transition slow and complicated. The paper proposes an innovative business model which can provide one-touch electric mobility as a service for metro travellers taking them from doorstep to destination. Last mile connectivity would be realised using electric autos (e-autos) with the entire journey integrated through an application or software platform. It presents an enterprise opportunity in ownership and management of the fleet of e-autos with the support of respective Metro Rail Authorities (MRA). At the scale of an individual metro station, the model provides an attractive annual ROI (Rate of Return) on investment of 32.10% and an IRR (Internal rate of Return) of 27%, while the values at the scale of the entire network are 31% and 45% respectively.

Najeeb, A. & **Abdulla, M. S.** (2020) A business model for use of backed-down renewable energy for electric vehicle charging, *IIMK/WPS/384/ITS/2020/02*

Backed down power in Renewable Energy (RE) production plants refers to the power that has been declined by the evacuating agency. In effect, this power is wasted as the power producer does not earn any revenue. It leads to sub optimal capacity utilisation, affecting the financial viability of the RE generation plant. We propose a novel business model for effective utilisation of backed-down power that maximises benefits for all stakeholders. The backed-down power is proposed to be stored in commercially available Vanadium Redox Flow Batteries at plant site and

transmitted for powering multiple electric vehicle charging stations located at demand centres. Analysis of the Return on Investment shows that with policy support like Viability Gap Funding and preferential Open Access rates, the model would allow delivery of green power which is currently wasted at a competitive rate of around ¹ 6 per unit. The model would create an alternate channel of revenue for the RE project developer, improving financial viability. Distribution Companies would be released from the pressure of legal action against them or from punitive measures for unscheduled curtailment. Instead, they stand to earn a portion of the revenue as Open Access charges. The model has untapped business potential as a green enterprise in the sunrise sector of electric mobility.

Pal, A. & Ansari, S. (2020) The Paired Role of Online Promotion with Mobile Payments in Crisis Relief Fund: Evidence from COVID-19 Pandemic in India, *IIMK/WPS/392/ITS/2020/08*

When developing nations suffer from crises and disasters, it becomes urgent and critical to raise relief funds rapidly with the engagement of a greater number of donors. Digital technology has repeatedly aided in crisis and disaster management. On one hand, online promotions help in influencing citizens for donations, whereas mobile payments provide a mechanism for quick transfer of funds. In this paper, we study how online promotions that are notified through mobile payment apps, can be a pair of technology enabling successful and rapid fund transfer, thereby offering protective security (Sen, 2001). We conduct semistructured field interviews from 24 participants across India during the Covid-19 pandemic. We then examine, through interpretive research, the role of the two technologies in combination amidst the Covid-19 crisis in India and draw implications for relief fund collection mechanisms. Overall, the findings suggest that ‘protective security’ is established as users note the convenience of transferring relief funds through mobile wallets, but ‘transparency’ is questionable with many subjects expressing their trust concerns for the third-party providers of mobile payments.

Pal, A. & Balan, U. M (2020) The Return of Cash with the Declining Effect of Crisis: Rise and Fall of Digital Payments in India post Demonetization, *IIMK/WPS/391/ITS/2020/07*

The cash crisis in demonetization led to the rise of digital payment adoption in India. Similarly, across the globe, the diffusion of information technology has often been initiated by environmental shocks from crises and disasters. Nevertheless, the impact of the initial shock reduces over time. This results in a gap that challenges the future of the technology, whose primary diffusion had been triggered by the crisis. While the information systems (IS) literature heavily focuses on technology usage during and immediately after crisis situations, the phenomenon of dying effect of the initial push by a shock is rarely investigated, which is the purpose of this paper. We investigate this phenomenon using the cash withdrawal patterns of ATMs located in a state in India, for a period of three continuous years postdemonetization. The findings suggest that the demonetizations’ pushing effect on mobile payments has gradually dampened over the years. This study contributes to the prior IS literature on technology diffusion post-crisis and digital payment continuity. The government and policymakers promoting digital payment diffusion can gain insights from the study, and understand the dying effect of crisis-induced technology adoption.

Pandey, U. & Pal, A. (2020) A DEMATEL - based Investigation of Safety Factors influencing Mobile Payment Habit Formation, *IIMK/WPS/390/ITS/2020/06*

Mobile payments have gained popularity across the world. However, there is a persistent threat of security and privacy for the users of mobile payments. This leads to reduced usage and negatively affects habit. Mobile payment literature studies factors like risk, security, and trust, to unravel the threats associated with its usage. Yet, there is a limitation of studies understanding the interrelationships between such factors. In this paper, we examine how these safety factors interact with each other and affect the habit formation. We investigate the cause-effect relationship, through conceptual causal mapping, through the DEMATEL (the decision-making trial and evaluation laboratory) method. This methodology allows us to investigate the alterations in strengths in relationships. Using the findings from a survey with a mix of experts and users of mobile payments, we investigate how the safety factors, like security, financial risk, privacy risk, and trust, impact each other and act as a cause or an effect, resulting in influencing habit formation. The results show that both trust and habit evolve as effects of the other causal factors. We contribute to the prior mobile payment literature, that has predominantly considered these factors as independent variables, through our examination of their interrelationships.

Abdulla, M. S. & Ramprasath, L. (2021) BBECT: Bandit -based Ethical Clinical Trials, *IIMK/WPS/459/ITS/2021/05*

An aim of Ethico-Optimal clinical trials of drugs in Phase III is to randomly allocate a new drug (ND) to patients

in the sample, but with a greater fraction being administered ND if doing so is statistically justified. Such an adaptation is not possible in static trials designed with a sample size N in which approximately half the patients would receive the current drug or standard of care (SOC), despite evidence within the trial that ND is efficacious. We adapt a canonical stochastic multi-armed bandit algorithm named UCB1 to a clinical trials setting and analyse the resulting Type-2 error $\hat{\alpha}$, as also minimum sample size N required by such a trial for a certain $\hat{\alpha}$ level. The difference in our proposal is not just in the allocation rule that applies to patients or volunteers in the trial, but also in the inference rule to decide if null hypothesis can be rejected. We also present simulations to establish that the ethical properties of such a trial are higher, both to verify our analysis and demonstrate an empirical advantage when compared to 2 existing methods. In these simulations, we also propose and demonstrate a device to achieve low or comparable Type-1 error $\hat{\alpha}$ vis-a-vis existing methods.

Pandey, V. (2021) Exploring the presence of network governance in creative industry using social network analysis: A case of Bollywood, *IIMK/WPS/416/ITS/2021/02*

Network governance is a governance structure which comprises mainly of informal social systems instead of rigid and formal bureaucratic systems within firms (Snow, Miles, & Coleman Jr, 2000). Conditions promoting this type of governance have been identified as high demand uncertainty, customized exchanges high in human asset specificity, complex task under time and pressure and frequent exchanges among parties comprising the network (Jones, Hesterly, & Borgatti, 1997). Film industry has been identified in literature as a creative or a cultural industry. Uncertainty in demand, need of diverse skills and infinite variety of the products are key characteristics of creative industries. It is also a difficult industry to gain entry. Apart from core competency informal networks, contacts and socialisation skills also play an important role in career growth. In this paper we explore the presence of network governance structure in Indian Film industry (Bollywood) using secondary data collected from public listing of movie releases. We employ social network analysis to verify the presence of network characteristics. Our findings suggests that Indian film industry has selectivity in network and to some extent it is structured. The structured ties in Bollywood suggest that producers are the main coordinator in Bollywood projects since they are in the most central people in our network. The producer have to build their network in this way to facilitate them to perform their functions more efficiently since they are responsible to bring together the professionals for the film and provide financial backing to the entire project.

Pandey, V. (2021) Evaluation of E-Government Websites from an S-D Logic Perspective, *IIMK/WPS/415/ITS/2021/01*

This study aims to evaluate the role of E-government website from the perspective of Service Dominant Logic (S-D logic). S-D logic underpins that service is the basic unit of exchange and service is exchanged for a service. It also proposes that customer is a cocreator of value. This study proposes an overarching framework integrating all the fundamental premises of S-D logic in the context of E-government websites. This study brings clarity about the role and relation of E-government, E-government website and citizen and can be used in the context of public services.

Pandey, V. (2021) Phases in evolution of Information Communication Technology for Development (ICTD) Literature: A systematic review, *IIMK/WPS/418/ITS/2021/04*

In this literature review the objective is to undertake a comprehensive study of ICTD literature and identify major themes in it. This work aims to identify major research gaps that may lead to useful directions for future research. For the scope of this literature review we have limited the referred literature within the domain of information systems. Some references from fields like development studies and public policy have been made for the sake of clarifying the basic concepts but it majorly adheres to information system literature. Under the descriptive classification I studied the distribution of articles as per chronology, publication source and methodology they followed. It was observed that year 2007 was a crucial year for ICTD literature with maximum number of publications in this year. Post this the overall number of publications in this field increased substantially. Methodically ICTD is a qualitatively studied domain predominantly. It was found that ICTD studies have abundantly used theories from various fields and have an appreciable amount of theoretical basis in their analysis. Native theories however are low and mostly consisting of frameworks and models. I then studied the ICTD project on basis of five themes: Transformation belief, development approach, design approach, agency of development and impact measured and identified related patterns. Finally, I studied the patterns in evaluative studies in ICTD literature and observed a dominance of research efforts in understanding the implementation issues and consequences of the project but very little efforts in gaining knowledge about environment factors and conceptualization of an ICTD projects.

Pandey, V. (2021) Importance of Teacher's training in ICT based education interventions in developing regions, *IIMK/WPS/417/ITS/2021/03*

Use of ICT for various development agendas is quite a prevalent phenomenon. One such agenda is use of ICT for improving rural education in developing nations. Various efforts have been made in this field. Initially ICT was primarily treated as a subject in the curriculum. The unique capabilities of ICT tools have been identified and using it to teach other subjects has gained focus over the years. However, for effective use of ICTs as teaching tools, the role of educators still remains of utmost importance. Educator's belief in ICT, their comfort level and level of motivation has a significant impact on the success of such initiatives. This paper analyzes two cases in which ICT was used to facilitate better learning process in rural education. The analysis provides deeper understanding of ICT use in education and need for focus on teacher's training.

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / AD HOC REVIEW		
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MARKETING MANAGEMENT

IIM Kozhikode's Marketing Area is the largest area in terms of number of faculty members and number of courses offered. This area has faculty members who regularly publish in the field of marketing and specialized in translating their research into teaching that budding managers can use to make better decisions. Other key strengths of the area include publishing books, cases on companies and marketing issues relevant for emerging economies, conducting trainings for leading Indian companies and MNCs in addition to consulting them. Graduate and doctoral students of this area are interested in focusing their studies on contemporary issues in marketing management.

REFEREED JOURNAL PUBLICATIONS			
AUTHOR(S)	TITLE	JOURNAL	YEAR
Kumar, A., Justin Paul & Anandakuttan B Unnithan	'Masstige' marketing: A review, synthesis and research agenda	<i>Journal of Business Research</i>	2020
Das, A., Adhikari, A. & Dudhat, B. L.	Adoption of new sesame variety in small scale farming in West Bengal: Barriers and Strategies	<i>International Journal of Agriculture Sciences</i>	2020
Deepak S. Kumar, Keyoor Purani & Shyam A. Viswanathan	The Indirect Experience of Nature: Biomorphic Design Forms in Servicescapes	<i>Journal of Services Marketing</i>	2020
Geetha Mohan	The role of retargeted advertisements in dealing with deflecting customers and its impact on the online buying process	<i>International Journal of Internet Marketing and Advertising</i>	2020
Keyoor Purani & Krishnan Jeesha	Capital Budgeting: Maledia Broad casting Ltd	<i>Asian Journal of Management Cases</i>	2020
Praveen Sugathan	When co-production fails: The role of customer's internal attributions and impression management concerns	<i>Journal of Business Research</i>	2020
Vaibhav Chawla, Teidorlang Lyngdoh, Sridhar Guda & Keyoor Purani	Systematic review of determinants of sales performance: Verbeke et al.'s (2011) classification extended	<i>Journal of Business & Industrial Marketing</i>	2020
Vijay Kuriakose, Sreejesh S & Heerah Jose	Examining the Mechanisms Linking Work - Related Conflicts and Employee Well-Being: A Mediation Model	<i>American Business Review</i>	2020
Kumar Rakesh Ranjan, Rupanwita Dash, Praveen Sugathan & Wen Mao	Effect of Frontline Employee's Hope and Consumer Failure During Consumer-Created Emergencies	<i>Journal of Service Theory and Practice</i>	2021
V. U. Vinitha, Deepak S. Kumar & Keyoor Purani	Biomorphic Visual Identity of a Brand and Its Effects: A Holistic Perspective	<i>Journal of Brand Management</i>	2021

Kumar, A., Paul, J. & **Unnithan, A. B.** (2020) 'Masstige' marketing: A review, synthesis and research agenda, *Journal of Business Research*, Volume 113, Pages 384-398

This article reviews the literature on Mass Prestige (Masstige) based marketing and analyzes the evolution of the 'masstige strategy' with a focus on how this phenomenon evolved from conventional way of marketing premium brands. We synthesise the findings of prior studies, analyse different dimensions, identify research gaps, call for using existing measures like Masstige Mean Score Scale (MMSS) and develop new measures which would facilitate further research in this niche area as well as help the practitioners in developing marketing strategies for luxury/premium brands. It was found that masstige research hitherto has focused on product-based brands and not taken into account the brands from service sector. This review aims to critically examine the previous studies on masstige marketing and identify potential research opportunities. We propose the Mass-Luxury continuum to place product or service brands in terms of mass prestige. Moreover, we develop ideas for future researchers based on the identified research gaps.

Das, A., **Adhikari, A.** & Dudhat, B. L. (2020) Adoption of new sesame variety in small scale farming in West Bengal: Barriers and Strategies, *International Journal of Agriculture Sciences*, Volume 12, Issue 11, Pages 9922-9926

In agro-economies predominated by small scale farming, many produces have descended to commodity status due to prolonged absence of new technology (product and process). Small scale farming offers challenges to rise above commoditization hence presents opportunities to assess adoption behavior, consequently a scope for adopter categorization and market segmentation in transfer of new technology. Much uniformity was observed in farmers' profiles which did not offer much scope for adopter categorization, whereas, market segmentation according to adopters' priority was possible and strategies were suggested. Production, market, profit and reliability on resource persons came out as the major contributing factors in adoption decision. The strategies suggested were, to continue intense campaigning for the crop in those areas where crop performance was better and in areas with poor performance of the crop, breeding programmes should had been initiated with the expertise of scientists.

Kumar, D. S., Purani, K. & Viswanathan, S. A. (2020) The Indirect Experience of Nature: Biomorphic Design Forms in Servicescapes, *Journal of Services Marketing*, Volume 34 Issue 6, Pages 847-867

Purpose - This paper aims to introduce the concept of biomorphism (i.e. indirect experience of nature) in servicescape designs and validates its impact on consumer responses. Using the stimulus-organism-response (S-O-R) framework, this study explores the relationship between biomorphic servicescape designs and the servicescape preference. Further, it explains how biomorphic designs can help users to get better connected with the servicescapes by introducing the mediating role of attention restoration and place identity (emotional and cognitive), as explained by attention restoration theory.

Design/methodology/approach - Two empirical studies were carried out to test the hypothesised relationships: an exploratory pre-experimental design with one-shot treatment using 200 images as stimuli and 3,680 responses; and a 3×2 factorial design with three-dimensional images with about 654 responses for three service contexts chosen a priori: fashion retail, restaurant and hospital lobby.

Findings - This study conceptualises the role of biomorphism – elements that mimic natural forms – in servicescape designs and establishes that, akin to natural elements, the indirect experience of nature in servicescapes also has a positive influence on attention restoration, perceived place identity and servicescape preference of the consumers. This implies that the effects similar to that of a biophilic servicescape can be achieved through servicescape elements that mimic natural forms.

Originality/value - Extending the idea of biophilia, this research adopts the concept of biomorphism from architecture and environmental psychology domains and introduces biomorphic servicescape designs, which could be more practical at times compared to biophilic servicescapes. It establishes the influences of biomorphic servicescape designs on consumer preferences. Grounded in the S-O-R model, it further explains this relationship through mediating effects of attention restoration and place identity. Being new to marketing and management domains, this research may trigger a series of research studies on biomorphic service environment designs, with desirable implications for services marketing and services operations functions.

Geetha, M. (2020) The role of retargeted advertisements in dealing with deflecting customers and its impact on the online buying process, *International Journal of Internet Marketing and Advertising*, Volume 14, Issue 4, Pages 417 – 432

Objective of this study is to find the effectiveness of retargeting advertisements (RTA) in persuading the online

shoppers to buy. These ads are targeted at individuals based on their previous search behaviour and those online shoppers who are perceived to be interested in their products by marketers. The effectiveness of retargeted ads was measured by click-through rate, purchase intention and purchase. An in-depth interview with experts followed by three studies was done. A cross sectional and comparative study with normal advertisement; a longitudinal study with creative retargeted ads and the last one with cross channel retargeting techniques were done. All the studies support that retargeted ads are effective at a relative low cost and also established it as an efficient method of communicating to online shoppers. These ads are specifically to people interested and inclined towards the product and this makes it a reliable tool to boost the sales of the e-commerce businesses.

Purani, K. & Jeesh, K. (2020) Capital Budgeting: Maledia Broadcasting Ltd., *Asian Journal of Management Cases*, Volume 17 Issue 2, Pages 241-256

In 2011, Samjad, deputy CEO of Maledia Broadcasting Limited (MBL)—a new venture of the media group Maledia, based in Cochin, India—prepared to make financial projections to justify the feasibility of the new Malayalam news channel. He was faced with challenges of making estimates that made the project attractive yet practical and credible for the group that was conservative in their advertising sales approach.

Set in an interesting industry like broadcasting, the case simulates a real-life situation that also provides an internal corporate context. With the help of the rich market data such as advertising spends, commercial time, competitive scenario in the region, students are expected to forecast revenue for the project. Students are also challenged to use benchmark data of competitors to estimate hurdle rate, capex and operating costs. Estimation of initial investments is also required to be made. Using the processed financial data and projections, students are required to prepare discounted cash flows (DCF) statements with net present value (NPV) and internal rate of return (IRR) for the broadcast channel project. They learn to build alternate scenarios to deal with decisions under uncertainty.

The case provides several opportunities to discuss narratives and numbers, helping students of finance realize the value of analysing the company policies and values, business situation, market environment and competitive financial information in capital budgeting, and project finance beyond number crunching.

Sugathan, P. (2020) When co-production fails: The role of customer's internal attributions and impression management concerns, *Journal of Business Research*, Volume 121, December 2020, Pages 535-548

Contrary to the expected notion of self-serving bias, co-production researchers have found that when co-produced products and services fail, customers internally attribute the failures to themselves. We examine the influence of different internal attributions on customers' future behavioral intentions. Two independent experiments using two different types of co-production stimulus show that effort and ability attributions have different effects on customer's intentions regarding co-production in the future. Furthermore, the customer perspective of ability as fixed vs. learnable, influences the effects of ability attribution. Elucidating the underlying mechanism of these effects, we investigate co-production situations, wherein the stimulus of social presence can trigger impression management and reduce the avoidance goal orientation that emerges after failure when ability is seen as difficult to develop.

Chawla, V., Lyngdoh, T., Sridhar, G. & Purani, K. (2020) Systematic review of determinants of sales performance: Verbeke et al.'s (2011) classification extended, *Journal of Business & Industrial Marketing*, Volume 35, Issue 8, Pages 1359–1383

Purpose - Considering recent changes in sales practices, such as the sales role becoming more strategic, increased reliance on technology for sales activities, increased stress from adding technological responsibilities to the sales role and decreased avenues of social support (such as traditional forms of community) to cope with work-related stressors, there is a need to reconsider Verbeke et al.'s (2011) classification scheme of determinants of sales performance, which was based on literature published before these critical changes became apparent. This paper aims to conduct a systematic review of sales performance research published during 1983–2018 to propose an extension to Verbeke et al.'s (2011) classification.

Design/methodology/approach - This paper followed a systematic approach to the literature review in five sequential steps – search, selection, quality control, extraction and synthesis – as suggested by Tranfield et al. (2003). In total, 261 peer-reviewed journal papers from 36 different journals were selected for extraction and synthesis.

Findings - The findings make the following additions to the classification: strategic and nonstrategic activities as a new category, technological drivers of sales performance and job-related psychosocial factors as a broader category to replace role perceptions. Derived from the job demand–control–support model, three subcategories within the

category of job-related psychosocial factors are psychological demands (encompasses role perceptions and digital-age stressors such as technostress creators), job control and work-related social support.

Research limitations/implications - This paper identifies that manager's role in facilitating technology skills, providing informal social support to remote or virtual salespeople using technology, and encouraging strategic behaviors in salespeople are future research areas having good potential. Understanding and building positive psychology aspects in salespeople and their effect on sales performance is another promising area.

Practical implications - Newly added technological drivers draw the attention of sales firms toward the influence of technology and its skilful usage on salesperson performance. Newly added strategic activities makes a case for the importance of strategic participation in salesperson performance.

Originality/value - This review extends Verbeke et al.'s (2011) classification scheme to include recent changes that sales profession and literature have undergone.

Kuriakose, V., **Sreejesh S.** & Jose, H. (2020) Examining the Mechanisms Linking Work - Related Conflicts and Employee Well-Being: A Mediation Model, *American Business Review*, Volume 23, Issue 2, Pages 260-282

This study examines the role of negative affect state and relationship conflict in explaining the association between two types of work-related conflicts namely, task and process conflicts; and employee well-being. Drawing from affective events theory and social attribution theory, the study hypothesizes a mediation model in which task and process conflicts are negatively associated with employee well-being through negative affect state and relationship conflict. While examining this model, the study establishes the inter-linkage between task, process conflicts and employee well-being and identifies two pathways to explain these relationships. Based on a sample of 554 IT employees from India, the study found support for the mediation model in which negative affect state and relationship conflict mediates the relationship between two types of conflict and employee well-being. Findings of the present study contribute to the theory by extending our understanding of the effect of task and process conflicts on employee well-being and also explains how it impairs well-being. The current insights will help managers and practitioners to design interventions to mitigate the detrimental effect of task and process conflicts on employee well-being.

Ranjan, K. R., Dash, R., **Sugathan, P.** & Mao, W. (2021) Effect of Frontline Employee's Hope and Consumer Failure During Consumer-Created Emergencies, *Journal of Service Theory and Practice*, Volume 31, Issue 1

Purpose - In important interpersonal service interactions with a frontline employee (FLE), consumers at times fail to carry out their share of responsibility in the execution of the service, resulting in a situation of "consumer created emergency". This might defeat the consumer's goal of availing the service (termed as consumer failure). This study explains the role of employee's hope in managing consumer failure in the situation of consumer created emergencies.

Design/methodology/approach - Hypotheses were tested in three experiments that simulated service emergency across a general printing service situation and a travel service situation.

Findings - The study shows that: (1) FLE hope has a positive effect on consumer satisfaction, and is mediated by the consumer's assumed effort by the FLE; (2) the effect of FLE hope on consumer satisfaction changes with changing levels of consumer hopefulness about the service outcome; (3) despite situation of consumer created emergency, consumer failure results in low consumer satisfaction due to attribution error and (4) external attribution by the FLE could not significantly rectify consumer's attribution error and hence could not alleviate consumer dissatisfaction.

Research limitations/implications - The study suggests relevance and pathways of managing emotions and attributions of consumers and FLEs for superior performance outcomes.

Originality/value - The study theorizes and tests the role of hope, which is an important positive emotion during emergencies because frontline service settings have heretofore predominantly focused on managing negative traits and outcomes.

Vinitha, V. U., **Kumar, D. S.** & **Purani, K.** (2021) Biomorphic Visual Identity of a Brand and Its Effects: A Holistic Perspective, *Journal of Brand Management*, Volume 28, Issue 3 Pages 272–290

Visual brand identity plays a major role in communicating brand image in today's cluttered marketing environment. Although studies related to brand identity elements have explored the effects of its individual elements such as

logo, brand name, taglines, their holistic impact has not been fully investigated. Extending the design principles of biomorphism (which is imitating natural or nature-related attributes) from environmental psychology and architecture, we introduce a new holistic concept called biomorphic visual identity and test its influence on consumer responses, including perceived sustainability and perceived credibility, which lead to brand liking and purchase intentions. Findings from the study (a 2 × 2 mixed experimental design with visually manipulated—biomorphic vs. non-biomorphic—fictitious brand identity as stimuli and n = 420) suggest that the biomorphic visual identity of a brand influences marketing outcomes mediated by perceived sustainability and perceived credibility, both of which positively influence consumers' brand likability and purchase intentions. The results also show that visual biomorphic elements have a higher impact than verbal ones on consumer responses. The idea of biomorphic visual identity introduced in this paper is not just novel and relevant to brand identity design, but is found to influence important marketing outcomes, as well. Furthermore, the mediating and moderating effects tested in this paper make the study conceptually robust. This research may trigger a series of studies on holistic, biomorphic design approach in brand building.

FORTHCOMING REFEREED JOURNAL ARTICLES		
AUTHOR(S)	TITLE	JOURNAL
Telang, A., Sahoo, D., Sreejesh, S. & Paul, J.	It Serves My Motive, Hence I Know About the Advertisement: Effects of Context Congruity on Ad Persuasion in E-Magazines	<i>Journal of Advertising Research</i>
Lakshman, C., Wang, L., Adhikari, A. & Cheng, G.	Flexibility oriented HRM practices and innovation: evidence from China and India	<i>International Journal of Human Resource Management</i>
Malhotra, N., Sahadev, S., Leeflang, P. S. H. & Purani, K.	New insights into e-loyalty of internet banking users in an emerging market context: A multilevel analysis	<i>Information Systems Frontiers</i>
Manu, C. & Sreejesh, S.	Addressing service failure and initiating service recovery in online platforms: literature review and research agenda	<i>Journal of Strategic Marketing</i>
Sreejesh, S. , Paul, J. & Unnithan, A. B.	Resolving complaints online: development and validation of customers' perceived webcare scale	<i>Journal of Strategic Marketing</i>
Sreejesh, S. , Paul, J., Strong, C., & Pius, J.	Consumer Response Towards Social Media Advertising: Effect of Media Interactivity, its Conditions and the Underlying Mechanism	<i>International Journal of Information Management</i>
Sreejesh, S. , Sarkar, J. G., & Sarkar, A.	Consumers' Responses to Tie-In Brand Purchase Intention in Event Sponsorships	<i>Event Management</i>
Bhanja, N.	An enabler of change to an agent of change: Evolution of technology in retailing	<i>The Marketing Review</i>
Ghosh, T., Sreejesh, S. & Dwivedi, Y. K.	Examining the Deferred Effects of Gaming Platform and Game Speed of Advergaming on Memory, Attitude and Purchase Intention	<i>Journal of Interactive Marketing</i>
Purani, K. & Jeesh, K.	Community Based Brand Equity as Brand Culture: Advancing Brand Equity Conceptualisation for a Connected World	<i>Academy of Marketing Science Review</i>
Sarkar, A., Sarkar, J. G. & Sreejesh, S.	Managing customers' undesirable responses towards hospitality service brands during service failure: The moderating role of other customer perception	<i>International Journal of Hospitality Management</i>

Telang, A., Sahoo, D., Sreejesh, S. & Paul, J.	The Effects of Context Congruence On Ad Persuasiveness in e-Magazines: It Serves My Motive, And I Distinguish the Advertisement	<i>Journal of Advertising Research</i>
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BOOKS, BOOK CHAPTERS - PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Adhikari, A.	Services Marketing Issues in Emerging Economies	<i>Springer</i>	2020	Books
Adhikari, A.	Service Marketing Issues in Emerging Economies: Brand Equity of Domestic Service Brands	<i>Springer</i>	2020	Book Chapters
Adhikari, A.	Paradigm of E-Commerce Services in Developed and Emerging Economies	<i>Springer</i>	2020	Book Chapters
Adhikari, A.	Direct Marketing Issues in Emerging Markets-Review and Proposition	<i>Springer</i>	2020	Book Chapters
Ramasundaram, A.	Designing the Service Experience for Online Shoppers in Emerging Economies	<i>Adhikari A. (eds) Services Marketing Issues in Emerging Economies. Springer, Singapore.</i>	2020	Book Chapters
Kumar, D. S. & Vinitha, V. U.	Servicescapes and E-Servicescapes Design Issues in Emerging Markets: Imperatives, Challenges and Agenda Setting	<i>Adhikari A. (eds) Services Marketing Issues in Emerging Economies. Springer, Singapore.</i>	2021	Book Chapters

CONFERENCE PAPERS, PRESENTED & FORTH COMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Banerjee, P.	Why compromise? I want the extreme	<i>6th International Conference on "Global Business Environment" 11-12 December</i>	2020
Banerjee, P.	Repulsion Effect: An Eye Tracking Study	<i>6th International Conference on "Global Business Environment" 11-12 December</i>	2020
Bhanja, N. & Mehta, R.	Examining response of men to gender-inclusive branding	<i>14th Great Lakes NASMEI Marketing Conference, December</i>	2020
Ghosh, T. & Sreejesh, S.	Examining the Effect of Platform and Game Characteristics of Advergaming on Consumers' Immediate and Delayed Brand Memory	<i>04th International Conference on Marketing, Technology & Society, 7-9 December</i>	2020
Ghosh, T. & Sreejesh, S.	An Investigation of the Effects of the Contextual Factors of In-Game Advertising on Consumers' Brand Memory and Brand Attitude	<i>04th International Conference on Marketing, Technology & Society, 7-9 December</i>	2020

Joseph, J.	The Dilemma of Repositioning – A Public Sector Perspective	<i>Great Lakes NASMEI International Marketing Conference</i>	2020
Kumari, J. A. J., Gotmare, P. R. & Geetha, M.	A study on the effect of personalized display price on purchase intention in an online context	<i>American Marketing Association - Summer Conference</i>	2020
Kumari, J. A. J., Gotmare, P. R. & Geetha, M.	Effect of mindfulness on thrift consumer behaviour	<i>04th International Conference on Marketing, Technology & Society, 7-9 December</i>	2020
Kumari, J. A. J., Gotmare, P. R. & Geetha, M.	Effect of personalized pricing on online consumer behavior	<i>04th International Conference on Marketing, Technology & Society, 7-9 December</i>	2020
Manu, C. & Sreejesh, S.	Service Failure and Recovery in Online Platforms: What We Know, and What We Need to Know!	<i>04th International Conference on Marketing, Technology & Society, 7-9 December</i>	2020
Narayanan, P.	“When First is Best”: Why Brand-First is Superior to Attribute -First during Sequential Presentation of Product Information	<i>Association for Consumer Research Annual Conference, 1-4 October</i>	2020
Narayanan, P.	An Affective Route to Product Evaluation under Ordered Presentation of Product Information	<i>American Marketing Association Winter Academic Conference</i>	2020
Narayanan, P.	Social Distance and Physical Distancing: Perceived Discrepancy in Distance Impacts Physical Distancing Behaviors during a Pandemic	<i>North American society for Marketing education in India (NASMEI) Annual Marketing Conference, 21-22 December</i>	2020
Narayanan, P. & Sahay, A.	When First is Best: Why Brand-First is Superior to Attribute-First during Sequential Presentation of Product Information	<i>IIMK Doctoral Symposium, 10-11 December</i>	2020
Noushad, P. K. & Sreejesh, S.	Role of Regulatory Focus on CSR Communication	<i>04th International Conference on Marketing, Technology & Society, 7-9 December</i>	2020
Ramasundaram, A.	Towards an Integrated Model of Online Store Environment	<i>North American society for Marketing education in India (NASMEI) Annual Marketing Conference, 21-22 December</i>	2020
Santhosh, A. & Sreejesh, S.	Intellectual capital & Stakeholder Integration for Knowledge Acquisition and Performance in Small & Medium Enterprises	<i>04th International Conference on Marketing, Technology & Society, 7-9 December</i>	2020
Sarkar, A.	Supply Chain Coordination Under Retailer Inefficiency and Process Improvement Efforts	<i>3rd ICDE & 14th ISDSI Annual Conference, 27-29 December</i>	2020
Sarkar, A.	Consumer Choice Process and Assortment Planning in Retail Environment: A Classificatory Study	<i>3rd ICDE & 14th ISDSI Annual Conference, 27-29 December</i>	2020
Shah, C. S. & Unnithan, A. B.	Why People Read Online Reviews: Scale Development to Measure Motivations	<i>04th International Conference on Marketing, Technology & Society, 7-9 December</i>	2020

Sugathan, P.	Co-production an alternate view	<i>Jaipuria International Management Conference, JIMC 2020: Envisioning Business, 17-18 July</i>	2020
Sugathan, P.	Trouble in Online Reviews	<i>Jaipuria International Management Conference, JIMC 2020: Envisioning Business, 17-18 July</i>	2020
Sugathan, P.	Why do tourists co-create?	<i>IMI Bhubaneswar: 6th IMI Bhubaneswar – EGADE Business School, Mexico City “Global Business Environment” (GBE) International Conference</i>	2020
Sugathan, P.	Understanding Creative Industries	<i>IMI Bhubaneswar: 6th IMI Bhubaneswar – EGADE Business School, Mexico City “Global Business Environment” (GBE) International Conference</i>	2020
Thomas, J.	Effect of Socio – Behavioural Design of Conversational Agents on Customer Responses: A Review	<i>MMA International Conference, 28-30 October</i>	2020
Xavier, S. P. & Sreejesh, S.	Role of Temporal Construal on the Purchase Intention of Customers: In the context of Mobile Wallets	<i>04th International Conference on Marketing, Technology & Society, 7-9 December</i>	2020
Bhanja, N. & Bhanja, N.	Using historical narratives in organizational story-telling: Case of an Indian state	<i>7th MICA International Communication Management Conference (ICMC)</i>	2021
Srivastava, E. & Stephen, G.	Factors influencing Consumer Intention to Return to InStore Shopping post - COVID	<i>AMA/ACRA 2021 Triennial Conference</i>	2021
Srivastava, E. & Stephen, G.	Factors influencing Consumer Intention to Return to InStore Shopping post - COVID	<i>AMA/ACRA 2021 Triennial Conference</i>	2021
Sugathan, P.	Teaching with interesting examples	<i>4th Rajagiri Conference on new Paradigms in Management, 19 January</i>	2021
Sugathan, P.	CSR Investment Model	<i>4th Rajagiri Conference on new Paradigms in Management, 19 January</i>	2021
Sugathan, P.	Booking Experience in Tourism	<i>AMSICON 2021: Social Challenges and Business Response</i>	2021
Sugathan, P.	Understanding Game Reviews	<i>International Conference on Insights in Marketing</i>	2021
Thomas, J.	From Strive to Thrive: Way forward at LIVE	<i>MBAA International Conference, 24-26 March</i>	2021
Thomas, J.	Spillover Effects of High-tech Innovation on Customer Trust	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021

CASE STUDIES - PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Adhikari, A.	FMCG Companies Go Direct - To Make It Sustainable Post COVID-19	<i>The Case Centre, Reference no. 520-0111-1</i>	2020

Adhikari, A.	Turtle Limited: Developing an Efficient Supply Chain	<i>The Case Centre, Reference no. 621-0002-1</i>	2020
Adhikari, A. & Lall, S.	Anmol Industries Limited - To Double Revenue	<i>The Case Centre, Reference no. 521-0003-8</i>	2020
Adhikari, A. & Lall, S.	Dollar Industries Limited: Developing Brand Architecture	<i>The Case Centre, Reference no. 521-0040-1</i>	2020
Adhikari, A. & Lall, S.	Linc Pen & Plastics Limited - Upscaling the Brand	<i>The Case Centre, Reference no. 520-0106-1</i>	2020
Adhikari, A. & Lall, S.	Turtle Limited: Taking Mid-premium Brand to Lifestyle	<i>The Case Centre, Reference no. 521-0002-1</i>	2020
Adhikari, A. & Lall, S.	Spencer's Retail Limited: Store Format and Private Label Decisions	<i>The Case Centre, Reference no. 8B20A077, Ivey Publishing</i>	2020
Joseph, J.	Astro-Vision FutureTech: Envisioning the Future	<i>Ivey Publishing</i>	2020
Adhikari, A. & Lall, S.	Linc Pen and Plastics Limited: Creating a Brand from a New Product	<i>The Case Centre, Reference no. 9B21A003</i>	2021
Adhikari, A.	Kia: Change of Logo and a new slogan	<i>IIMK/CS/127/MM/2021/05</i>	2021
Adhikari, A.	Burger King's New Logo – A Success or a missed opportunity	<i>IIMK/CS/126/MM/2021/04</i>	2021
Krishnan, O.	Developing Marketing Plan for PALCO	<i>IIMK/CS/125/MM/2021/03</i>	2021
Sarkar, A. & Chowdhury, S.	Forecasting, Planning and Distribution of an Indian Ethnic Wear Manufacturer	<i>IIMK/CS/124/QM&OM/2021/02</i>	2021
Sridhar, G. & Swain, A. K.	Decision Tree for calculating BATNA	<i>IIMK/CS/140/MM/2021/09</i>	2021
Sugathan, P.	Corning Victus	<i>IIMK/CS/121/MM/2021/01</i>	2021
Sugathan, P.	Clay Waterbottles: Developing Marketing Mix	<i>IIMK/CS/122/MM/2021/02</i>	2021
Sugathan, P.	Creating Products for Customers	<i>IIMK/CS/137/MM/2021/07</i>	2021
Sugathan, P.	Flintobox : Channel Strategy	<i>IIMK/CS/138/MM/2021/08</i>	2021
Swain, A. K. & Sridhar, G.	Artificial Intelligence: A Bizarre Experience of an Unforgettable Day	<i>IIMK/CS/139/ITS/2021/02</i>	2021
Thomas, J.	From Strive to Thrive: Way forward at LIVE	<i>IIMK/WPS/400/MM/2020/12</i>	2021

Adhikari, A. (2020) FMCG Companies Go Direct - To Make It Sustainable Post COVID-19, *The Case Centre, Reference no. 520-0111-1*

The occurrence of the COVID-19 pandemic during 2020 has posed a great threat to the Indian retail sector, resulting in reduction in sales of less essential fast moving consumer goods (FMCG) products. Traditional brick-n-mortar stores were the worst hit as they had to close down their shops. Due to the complete lockdown for the COVID-19 disaster, most of the consumers took to the internet to buy their essential commodities. Thus, Big

Basket and Grofers, India's two online grocery stores had doubled their regular home delivery goods every month during the middle of 2020. FMCG companies had gone for a direct-to-consumer (D2C) approach. The case deals with the dilemma that the companies are faced with- whether and how to make the new channel sustainable and whether it would be beneficial for the company to do so. It was hard for anyone to predict how life and business would transform after the pandemic would be over in the coming months. However, it remains important for FMCG companies to understand the new channel and develop a plan ahead of time in terms of getting sales and marketing back on track through this new channel as it requires big changes in their operations.

Adhikari, A. (2020) Turtle Limited: Developing an Efficient Supply Chain, *The Case Centre*, Reference no. 621-0002-1

In May 2018 Turtle had several stores filled at 150 percent capacity but stocks were not moving. Some products were sold fresh and some with store level promotion, but the remainder would go for the end of season sales (EOSS) at almost 50 percent discount, but then it was loss to the company. If not sold Turtle took back the unsold stock, hence, the stock to cash conversion cycle was long. There were 30-35 percent unsold inventory even in the stores in eastern India, and more so in other regions. Mr Shitanshu Jhunjhulwala, the new Director of Turtle knew that Top of Mind Recall (TOM) of Turtle shirts in eastern India was among the top 3, and in overall men's wear TOM of Turtle in eastern India was among the top 5. Shitanshu had to develop a detailed strategic plan including store format selection, inventory and supply chain management to turn the company around.

Adhikari, A. & Lall, S. (2020) Anmol Industries Limited - To Double Revenue, *The Case Centre*, Reference no. 521-0003-8

Mr Sunil Choudhary, Director of Anmol Industries Limited (AIL) had committed to AIL's board to increase AIL's revenue from INR12 billion to INR20 billion by 2021. Choudhary made certain changes in all facets of the business, from expanding the product range to roping in a Bollywood superstar as brand ambassador for ATL promotions. To his dismay, though, revenue growth had been negative, falling to INR11.52 billion in the FY2017-18 and INR11.38 billion in FY 2018-19. This accounted for a 1.2 percent decrease from INR12.04 billion in FY2016-17, with an all-round increase in cost. Following the industry trend, AIL invested in research and development and also used the latest facilities to manufacture its product range. Choudhary knew Anmol's first-mover advantage of introducing products at the INR5 price-point was being replicated by competitors. Several questions confronted him: (1) Should Anmol start focusing on geographical extensions? (2) Should it launch more brands and new SKUs? (3) Should the company penetrate deeper into the rural markets, and if so how? Now the task for Choudhary was to develop a sustainable growth plan and execute it.

Adhikari, A. & Lall, S. (2020) Dollar Industries Limited: Developing Brand Architecture, *The Case Centre*, Reference no. 521-0040-1

In the last financial year, two of the three major competitors of Dollar had grown much higher than the industry average while Dollar had just maintained the industry average. Mr Gaurav Gupta, the director and third-generation entrepreneur was in dilemma about the critical crossroad the company had reached at present. Dollar had earned a recognizable space in the innerwear market, and its sub-brands had grown to a moderate size. However, Gupta was in a dilemma if Dollar should keep all of its sub-brands for greater negotiating power with its channel partners along with the ability to boost revenue by cross-selling brands, or prune its portfolio so that more resources could go to the most successful brands and expenses could be reduced. Many questions confronted him. Should he increase the visibility of sub-brands or the Dollar brand? How could the company tell people about the various sub-brands? How would the market take the company's offering of sub-brands? How would the customers react?

Adhikari, A. & Lall, S. (2020) Linc Pen & Plastics Limited - Upscaling the Brand, *The Case Centre*, Reference no. 520-0106-1

Linc Pen & Plastics Limited (LPPL) was a forty year old Indian writing instruments company having presence in more than 50 countries through its sole brand 'Linc'. Linc had a brand image of providing quality product through innovation at a lesser price, targeting the value segment. However, development in the external environment led by steep increase of main raw material by 28% followed by restrictions imposed in foreign countries along with several other reasons, LPPL's financial performance reduced considerably in the FY 2018. This highlighted the limitations of the value driven business model to Mr Deepak Jalan, the Managing Director of LPPL as this rising cost could not be transferred across trade and the finished products as the brand Linc was positioned as a brand that

gave value for money and that became a deterrent factor in increasing the price of the finished products. Jalan had three options in front of him and he had to decide which way to go.

Adhikari, A. & Lall, S. (2020) Turtle Limited: Taking Mid-premium Brand to Lifestyle, *The Case Centre, Reference no. 521-0002-1*

Mr Shitanshu Jhunjhunwalla was the Director of Turtle Limited, registered at Kolkata, West Bengal, India that sold men's apparel under their flagship brand Turtle. Shitanshu's vision was to make the Turtle brand of eastern India what Zara was to the world. Shitanshu knew that Turtle had limited resources, but his vision was to transform Turtle from an apparel manufacturer brand to a lifestyle brand. This case deals with rebranding of Turtle brand. Turtle was not exclusively recalled as a premium shirt manufacturer. Most of the premium brands had very high reputation in the market. Until then, Turtle didn't have any leading position in the market. Eastern India was less connected with other parts of India when it came to trendy fashion. Though innovation in inventory management and supply chain had made Turtle more contemporary and agile, he wondered how he would develop a strategy for Turtle, which will position the brand as a premium brand of the East like European brand Zara while being cost effective at the same time.

Adhikari, A. & Lall, S. (2020) Spencer's Retail Limited: Store Format and Private Label Decisions, *The Case Centre, Reference no. 9B20A077, Ivey Publishing*

Spencer's Retail, a fast-moving consumer goods retail chain in India, had been perceived as an expensive retailer exclusively for high-end consumers. A new sector head took over in 2013 and shifted the store from a positioning statement of 'Taste the World' to 'Make Fine Living Affordable.' Within five years, Spencer's was making a profit. However, traditional grocery stores continued to dominate the Indian retail scene and were more heavily frequented by Indian shoppers. To maintain a sustainable profit, Spencer's had to expand the business by opening more retail outlets and increasing same-store sales growth by increasing footfalls and basket size. What store format and combination of private label and national label products would help Spencer's reach this goal?

Joseph, J. (2020) Astro-Vision FutureTech: Envisioning the Future, *The Case Centre, Reference no. 9B20M155, Ivey Publishing*

In February 2016, the managing director of Astro-Vision Futuretech Private Limited (Astro-Vision), one of the leading astrology product and service providers in India, was deliberating his company's strategic options. He had to decide on the strategic direction of his company, particularly the business verticals, products and services, and marketing and distribution channels he should focus on, given the business environment and the company's competencies, vision, mission, value propositions, and potential for future growth.

Adhikari, A. & Lall, S. (2021) Linc Pen and Plastics Limited: Creating a Brand from a New Product, *The Case Centre, Reference no. 9B21A003*

Spencer's Retail, a fast-moving consumer goods retail chain in India, had been perceived as an expensive retailer exclusively for high-end consumers. A new sector head took over in 2013 and shifted the store from a positioning statement of 'Taste the World' to 'Make Fine Living Affordable.' Within five years, Spencer's was making a profit. However, traditional grocery stores continued to dominate the Indian retail scene and were more heavily frequented by Indian shoppers. To maintain a sustainable profit, Spencer's had to expand the business by opening more retail outlets and increasing same-store sales growth by increasing footfalls and basket size. What store format and combination of private label and national label products would help Spencer's reach this goal?

Adhikari, A. (2021) Kia: Change of Logo and a new slogan, *IIMK/CS/127/MM/2021/05*

Recently, Kia has unveiled a new logo and slogan. According to the Korean car manufacturer, the new logo represents ambitions of the company to establish itself in a position of leadership in the future. The company's new brand slogan is 'Movement that inspires'. This new logo and slogan comes on the heels of the Plan S business strategy unveiled in 2020. Under this plan, the car manufacturer will focus on electric vehicles and focus on different mobility services custom-made for different individuals across different local markets. The company felt that this connection is the essence of Kia's new brand – to enable human progress by providing innovative in-car spaces, exciting new products, and meaningful, convenient services that inspire customers and free up time for the activities that they enjoy the most. KIA, as it launches the new logo and slogan, is not sure how the consumers will take the

new design. Would it fulfil all criteria of the brand salience or the change would only invite some critic's comments and would remain as fad?

Adhikari, A. (2021) Burger King's New Logo – A Success or a missed opportunity, *IIMK/CS/126/MM/2021/04*

Burger King (BK) came up with a new visual design that will be present throughout all the touchpoints of its guest experience. A press announcement claims that the design is inspired by real food and the look commemorates the first complete rebrand in over a period of twenty (20) years. The old logo was launched in the year 1999. The company felt that the new one is a tribute to the brand's design heritage. The fast-food chain's world-famous logo has undergone five redesigns since its inception and it took the brand 16 years to eventually find its signature style. Three different logos were created during the period between 1953 to 1969. In the year 1969, Burger King redesigned the logo which witnessed immense success. The case presents the dilemma that would the new logo be a success or a fad. Some opined that the logo has evolved during the brand's lifetime and seems to have come back full circle, returning to the rudimentary. Some industry experts mentioned that the logo makes feel nostalgic because the colours and the typeface take back to a time when brands sported bright loud primary colours. However, some called the design rudimentary, opining that it was a missed opportunity. They said that the new logo and design is neither irreverent nor playful.

Krishnan, O. (2021) Developing Marketing Plan for PALCO, *IIMK/CS/125/MM/2021/03*

The management of Kerala Milk Producers Cooperative KMPC wanted to understand the impact of competition from private players and thereby decrease in sales of milk packets under PALCO brand particularly in Alleppey district. A market research was envisaged to evaluate the current distribution model of Alleppey Unit for a range of milk and milk products like ghee, curd, butter etc. which are offered in various outlets and retails stores. The higher margins offered by competitors including local players encouraged dealers to sell PALCO with other brands together. The insights from the study would help in developing appropriate strategies to counter this market challenge and to enhance distribution efficiency of Alleppey Unit. The study revealed that the agents/outlets have great expectation from PALCO to complement their loyalty although no visible active actions are seen from the side of organization. Distributors' dispute is about the pricing policy and stagnation of sales by the impact of local farms. Contractors do not align with the collective goals since they see PALCO as very weak in handling current crisis. The crew members do not exhibit any courtesy relationship with the outlets and are not reliable to maintain the marketing momentum in this competitive environment. The personal and professional relationship was not differentiated among the stakeholders. The distribution routes have been operated in the same pattern over years and the external stakeholders are losing respect for PALCO and in particular antagonistic towards marketing staff. It was thus evident that most of the stakeholders namely agents, distributors, contractors and crews were not happy with the current situation. A credible marketing plan needs to be developed by Alleppey Unit to overcome the non-structural approach and rudimentary marketing attitude shown by the marketing staff.

Sarkar, A. & Chowdhury, S. (2021) Forecasting, Planning and Distribution of an Indian Ethnic Wear Manufacturer, *IIMK/CS/124/QM&OM/2021/02*

The case, set in the context of a traditional saree supply chain, presents the nuances of forecasting process for fashion products and the challenges of planning the supply chain. The case includes a detailed description on the various stages of the saree supply chain which would give the participants a very good idea about how traditional family-owned businesses and supply chains are managed in India. The case would also help the participants, specially business students who are generally exposed to more professionally-managed firms, to connect what they have learned in their classrooms and how they apply in practice in India. At the end of the case, the participants are expected to appreciate the nuances involved in forecasting a fashion product and the challenges involved. They would also appreciate their exposure on how business decisions are taken in the absence of data and would realize the value of data-based decision making. The instructor would also be able to sensitise the participants on how to map a forecasting technique to its context and select the most suitable method.

Sridhar, G. & Swain, A. K. (2021) Decision Tree for calculating BATNA, *IIMK/CS/140/MM/2021/09*

This case allows the participants to calculate BATNA, RV and ZOPA.

Sugathan, P. (2021) Corning Victus, *IIMK/CS/121/MM/2021/01*

The case introduces the history and product development of Corning screen protection glasses for smartphone.

This interesting case presents the participants to the chronological development of various Corning products. The case analysis make participants understand the interlinkages between different marketing decisions and how they are tied to resource expenditure. The case is suitable as the first case for a Marketing Management or Strategic Marketing course.

Sugathan, P. (2021) Clay Waterbottles: Developing Marketing Mix, *IIMK/CS/122/MM/2021/02*

The case is suitable for discussing the marketing mix of a new product launch. Developing a marketing mix for new products involves special challenges because of the higher interdependency between various marketing mix elements. The case is appropriate for discussing such challenges. The case introduces participants to an entrepreneur's marketing challenges who presents clay water bottles as an alternative to traditional plastic or metal water bottles.

Sugathan, P. (2021) Creating Products for Customers, *IIMK/CS/137/MM/2021/07*

This video case can be used in Market Research or Design Thinking course. The case introduces the problem situation faced by an entrepreneur designing new products. The case emphasizes the typical situation needing market research. The issue is very realistic as participants can quickly identify themselves in the problem situation. The video case is compelling when used inside a class with good audio-video facilities.

Sugathan, P. (2021) Flintobox : Channel Strategy, *IIMK/CS/138/MM/2021/08*

Flintobox helps parents to overcome the problems related to their children's education. These products make it easy for both parties, i.e., helping the children learn and grasp things quickly, help the parents save time, and give them better results. The case introduces readers to the marketing mix and competition of Flintobox, and allows the participants to decide on an alternative channel. The case discussion will help understand a hybrid channel strategy and the challenges faced in selecting channel structure.

Swain, A. K. & Sridhar, G. (2021) Artificial Intelligence: A Bizarre Experience of an Unforgettable Day, *IIMK/CS/139/ITS/2021/02*

A major question in front of the ICTFC was to take a call on how to respond to the fans so that subsequent matches will not be affected. In addition, they were in a dilemma whether to continue the streaming of the future matches or not possibly by addressing the error of the Pixellot system to perform streaming of live match without such mistake. They have already invested a lot of money on the AI based automation for the streaming of the live matches and amid Covid-19 pandemic there was no immediate solution visible to this problem.

Thomas, J. (2021) From Strive to Thrive: Way forward at LIVE, *IIMK/WPS/400/MM/2020/12*

The case is about the setting up of "LIVE"- a business incubator at Indian Institute of Management Kozhikode over a three and a half year period. Purani had been Executive Director of the business incubator LIVE from its inception in June 2016. The goal of the incubator was to (i) evangelize entrepreneurship – both among the community on campus and the greater community through relevant initiatives and attract entrepreneurs who could leverage the incubator support to grow their start up ideas and (ii) organize funding and generate revenues and develop a sustainable business model to provide infrastructural, mentoring and seed support to firms in the incubator. Within three and a half years of its inception, IIMK LIVE had many achievements to its credit. Fifty six startups joined the incubator; 21 incubatee start-ups got seed funds to take their ideas forward; 15 startups started generating revenues and are in the process of scaling up; eighteen (32%) out of fifty six firms were IIMK Alumni. It had generated Rs75MM seed funds and has provided seed support to 29 startups apart from the mentoring, training and the infrastructural support. As the Executive Director was presenting the progress report of IIMK LIVE in the Board meeting on Dec 20, 2019, Debashis Chatterjee – Director of IIM K and Chairman of IIMK LIVE Board of Governors, appreciated the efforts in successfully setting up the incubator. He further, raised some issues to be considered by the board and the Executive Director in planning for the future:

- What should LIVE strive to attain in 3- 5 years' timeframe?
- What are the key areas that LIVE should pay attention to in developing a sustainable plan?
- How could we integrate IIMK LIVE activities with different academic programs, student activities and faculty research?

Executive Director of the incubator had to address these concerns in charting the growth plan for the incubator.

NON- REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Ramasundaram, A. & Dhayanithy, D	Why Brand Dhoni has become Iconic?	<i>The Hindu Businessline</i>	2020	Popular Press

WORKING PAPERS

AUTHOR(S)	TITLE	DETAILS	YEAR
Banerjee, P.	Temporal Construal and Brand Extension Evaluation	<i>IIMK/WPS/445/MM/2021/07</i>	2021
Banerjee, P.	Temporal Construal and Brand Categorization	<i>IIMK/WPS/444/MM/2021/06</i>	2021
Banerjee, P.	Brand Representation Over Time	<i>IIMK/WPS/443/MM/2021/05</i>	2021
Banerjee, P. & Masters, T.	When consumers do not compromise - An Eye Tracking Study!	<i>IIMK/WPS/446/MM/2021/08</i>	2021
Krishnan, O.	Branding of Start-ups- Indian Experience	<i>IIMK/WPS/436/MM/2021/03</i>	2021
Krishnan, O.	Consumerism & Human Sexuality	<i>IIMK/WPS/437/MM/2021/04</i>	2021
Kumar, D. S. & Vinitha, V. U.	When logos seem human: Moderating role of dynamic imagery and product types on evaluations of anthropomorphized logos	<i>IIMK/WPS/414/MM/2021/01</i>	2021
Ramasundaram, A.	Conflict resolution strategies in channels	<i>IIMK/WPS/450/MM/2021/09</i>	2021
Reghunathan, A. & Sridhar, G.	Enjoy Your Favourite Book as a Movie: Using a Classroom Exercise to Enhance Student Learning of Brand Extensions and Preparation of Marketing Plans	<i>IIMK/WPS/427/MM/2021/02</i>	2021
Srivastava, E.	A Qualitative Approach to Consumer Creativity Using Discourse Analysis	<i>IIMK/WPS/456/MM/2021/15</i>	2021
Srivastava, E.	Impact of Persuasive Advertising Appeals on the Consumer Adoption of Competing Products: a Conceptual Framework and Research Propositions	<i>IIMK/WPS/455/MM/2021/14</i>	2021
Srivastava, E.	Ignorance hurts but silence kills: Can Social Media address Taboos to achieve Sustainable Health and Hygiene?	<i>IIMK/WPS/454/MM/2021/13</i>	2021
Srivastava, E. & Stephen, G.	Predicting In-Store Shopping post-COVID using Theory of Planned Behaviour	<i>IIMK/WPS/457/MM/2021/16</i>	2021
Stephen, G.	Consequences of Consumers' attitude towards CRM	<i>IIMK/WPS/461/ECO/2021/09</i>	2021
Stephen, G.	Establishing a distinct identity, meaning and scope of the domains of responsible consumption - An extensive review	<i>IIMK/WPS/435/ECO/2021/04</i>	2021
Stephen, G.	Forerunners Of Cause Related Marketing	<i>IIMK/WPS/460/ECO/2021/08</i>	2021

Thomas, J.	Effect of socio – behavioural design of conversational agents on customer responses: a review	<i>IIMK/WPS/452/MM/2021/11</i>	2021
Thomas, J.	Driving Innovations, Leveraging Technology in Indian Business Ecosystem	<i>IIMK/WPS/451/MM/2021/10</i>	2021

Banerjee, P. (2021) Temporal Construal and Brand Extension Evaluation, *IIMK/WPS/445/MM/2021/07*

Past research shows that several situational factors like self-construal and field dependency influences the evaluation of an extension. In this paper, I show that the evaluation of an extension is influenced by how people think in time, a widely explored situational factor. I use findings from the temporal construal theory to show that the evaluation of an extension depends on whether one is in a near or distant temporal mindset. I show that when consumers are in a near temporal mindset, they favorably evaluate an exemplar extension compared to a prototype extension and vice versa when they are in a distant temporal mindset.

Banerjee, P. (2021) Temporal Construal and Brand Categorization, *IIMK/WPS/444/MM/2021/06*

This paper shows that brand categorization that is clubbing brands into distinct categories is influenced by the temporal construal of an individual. Though past research shows that people use a narrower versus a broader categorization perspective when they are in near versus distant temporal construal but no studies until date has explored the same in the context of brand categorization. Through a series of two studies, I show that exemplar associations of a brand are used for brand categorization in near temporal construal while prototype associations are used for the same when one is in a distant temporal construal. In essence, this research shows how brand categorization changes with time and holds potential to understand how marketing strategies need to change as one moves from near to a distant time frame.

Banerjee, P. (2021) Brand Representation Over Time, *IIMK/WPS/443/MM/2021/05*

Previous research shows that situational variables influence the accessibility of brand knowledge. For example, individuals with interdependent self-construal are more likely to associate with an exemplar than a prototype of a brand. Likewise, individuals with independent self-construal more likely associate with the prototype than the exemplar. In addition, field dependents have greater accessibility to exemplar than prototype associations. Likewise, independents have greater accessibility to prototype than exemplar associations. This research shows how another situation variable, temporal construal, moderates the accessibility of exemplar and prototype associations of a brand.

Banerjee, P. & Masters, T. (2021) When consumers do not compromise - An Eye Tracking Study!, *IIMK/WPS/446/MM/2021/08*

Compromise effect, or when one chooses the middle alternative, which has moderate values on both the attributes, is one of the most robust findings in the domain of context effect. In this paper, we show that when attributes are rated such that one of the attributes has high values, lying towards the higher end of a scale, while the other attribute has low values, lying towards the lower end of a scale, consumers will prefer an extreme alternative. We use an eye-tracking study to show the underlying process why this will happen.

Krishnan, O. (2021) Branding of Start-ups- Indian Experience, *IIMK/WPS/436/MM/2021/03*

Branding as a strategic marketing tool has been well established and researchers have been continuously contributing to this domain and building models to develop a successful brand whether it is a company or a product. In this research work we are examining the branding initiatives by start-ups in the Indian Scenario. Earlier researchers concentrated more on the established companies and the brands which have been successfully launched. In the start-up eco system there are constraints due to the resources and the acceptability of branding in general at the nascent stage of a business. To address the research questions three case studies of established start-up brands and a survey of emerging start-ups will be conducted. Primary reasons cited are the founders focus on the innovation and the marketing activities being seen as a cost to the company. Despite the revenue constraints there are opportunities for these entrepreneurs to engage in branding initiatives beyond the basic logo designing aspects. One of the critical facet is the personal branding concepts which are essential for the founders to build upon and transfer to the venture. The challenges and opportunities in branding of Start-ups is appraised and we will attempt to develop a model for brand building for Start-ups in India.

Krishnan, O. (2021) Consumerism & Human Sexuality, *IIMK/WPS/437/MM/2021/04*

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Kumar, D. S. & Vinitha, V. U. (2021) When logos seem human: Moderating role of dynamic imagery and product types on evaluations of anthropomorphized logos, *IIMK/WPS/414/MM/2021/01*

Logo designs play a strategic role in communicating brand value to consumers, thereby contributing significantly to brands' success. This study explores the interactive effects of anthropomorphic logo with perceived movement (dynamic imagery) on brand attractiveness, brand attitude and brand engagement. Further, it also evaluates the moderating effects of product types (search vs credence products) on consumers' brand evaluations. A factorial design with 2 (anthropomorphism vs non-anthropomorphism) x manipulated 2 (dynamic vs static) X 2 (search vs credence) - mixed designs are used to validate the proposed relationships. The fictitious logos, designed with experts' help, were pre-tested using post-graduate students of a leading university in India. The respondents for the main study were chosen using a snowballing approach from researchers' social media contacts. Through an experiment design, the research establishes that dynamic imagery in anthropomorphized logos is perceived more favourably by consumers than anthropomorphized logos. It also establishes the moderating role of product types and explains how anthropomorphic logos with dynamic imagery are perceived as more attractive than anthropomorphized logos in credence products than search products. This contributes to logo design studies and has implications for managers in designing more appealing and engaging logos for brands. Furthermore, this is also one of the first studies that have used brand attractiveness as an outcome variable and brand engagement and attitude. With this study's outcomes, managers can now make decisions on logo designs by incorporating "humanlike" features and incorporating a sense of dynamism in them that would be better appreciated by viewers.

Ramasundaram, A. (2021) Conflict resolution strategies in channels, *IIMK/WPS/450/MM/2021/09*

With the advent of the e-commerce channels, most manufacturers have introduced direct internet channels which could be a source of conflict among channel members. The conflict could be task related or interpersonal and can occur at any stage of the relationship with the manufacturer-honeymoon, routine problem solving or stabilization. Depending upon the type of conflict and relationship stage, the paper advances a conceptual framework for conflict resolution strategies.

Reghunathan, A. & Sridhar, G. (2021) Enjoy Your Favourite Book as a Movie: Using a Classroom Exercise to Enhance Student Learning of Brand Extensions and Preparation of Marketing Plans, *IIMK/WPS/427/MM/2021/02*

Brand extension is a popular practice among marketers for introducing new offerings. Yet limited resources are available for marketing educators to simulate the challenges of this strategy. In this article, we describe a classroom exercise that takes students through the different stages of planning a brand extension, based on a scenario of a book being made into a movie. The project also provides them with an opportunity to be in the shoes of a marketing manager in the preparation of a detailed plan, for extending an existing brand to a different target market. Results from its implementation in a marketing course are discussed and implications for marketing educators are highlighted.

Srivastava, E. (2021) A Qualitative Approach to Consumer Creativity Using Discourse Analysis, *IIMK/WPS/456/MM/2021/15*

This qualitative work is motivated by the fact that consumer creativity is still an under researched topic while it may have many implications to the marketers in the business context. It is important to understand the subjective experience of creative consumers who consider divergent products to solve their problems. This is an in-depth

interview based study involving seven participants being housewives and post graduate students. The focus is on the principal ways in which the participants involve and make sense of their creative consumption. Discourse analysis has been used to analyze the interview transcripts.

Srivastava, E. (2021) Impact of Persuasive Advertising Appeals on the Consumer Adoption of Competing Products: a Conceptual Framework and Research Propositions, *IIMK/WPS/455/MM/2021/14*

This research uses sustainable competitive advantage theory to develop a conceptual framework for the choice of persuasive advertising appeals. By integrating previous findings from advertising and consumer behavior literature, it develops testable research propositions. This research, if empirically proven, would uphold that the rational (vs. emotional) appeal of advertising has a positive influence on the adoption of competing brands in low-involvement situations. Additionally, it identifies two major antecedents to the choice of persuasive advertising appeals: product-level brand equity and advertising goal congruency. The research framework, if empirically validated, would guide firms in choosing a right advertising appeal for their products, leading to firm performance.

Srivastava, E. (2021) Ignorance hurts but silence kills: Can Social Media address Taboos to achieve Sustainable Health and Hygiene?, *IIMK/WPS/454/MM/2021/13*

This exploratory research studies the relationship between social taboos and sustainability (particularly sustainable health and hygiene), and evaluate the role of social media. It uses social contagion effect and theory of reasoned action to explain the adoption of sustainable health and hygiene product related to taboo subject and promoted through social media. Mixed method approach is suggested with in-depth interviews, netnography and experimental research.

Srivastava, E. & Stephen, G. (2021) Predicting In-Store Shopping post-COVID using Theory of Planned Behaviour, *IIMK/WPS/457/MM/2021/16*

This conceptual research addresses the challenge faced by physical store retailers in gaining consumer traffic as they are re-opening after pandemic lockdown. On the basis of relevant literature review, this research identified a set of variables which can explain the consumer intention to return to in-store shopping post-COVID. These variables are integrated into a testable research mode which is based on the Theory of Planned Behaviour (TPB) with a set of hypotheses. New constructs such as escapism, perceived product relevance and store trust have been added to TPB to explain the research phenomenon.

Stephen, G. (2021) Consequences of Consumers' attitude towards CRM, *IIMK/WPS/461/ECO/2021/09*

Cause related marketing is one of the important strategic marketing tools that organizations are adopting to support for a cause and thereby winning the minds of consumers. The purpose of the study is to identify the consequences of consumers' attitude toward CRM. The study used CRM campaign that were real-time stimuli and respondents were exposed to the printed form of CRM campaigns that was followed by filling their responses through an online questionnaire. A theoretical model was developed and tested using Structural Equation Modelling. Results of the study suggested that consumers' attitude toward CRM has a positive influence on purchase intention, brand loyalty, brand credibility and perceived quality. Thus, the study suggests that marketers can design effective CRM campaigns that supports social cause in relevance to the motive of the organization that would result in creating a favourable consumers' attitude toward CRM and eventually result in attracting consumers to value the brand and also support for a good cause.

Stephen, G. (2021) Establishing a distinct identity, meaning and scope of the domains of responsible consumption - An extensive review, *IIMK/WPS/435/ECO/2021/04*

Responsible consumption is explored as a form of consumption that creates a minimal effect/ positive impact on environment, society and individual well-being. There are various domains in which responsible consumption is studied by several researchers; however, due to the overlapping nature of the responsibility characteristics that exists between these domains, it led to lack of clarity in defining the domains of responsible consumption. For this, the study adopted systematic review with an intention to map the similarities and differences that exists between the domains and thus identify its distinct nature, meaning and delimit its scope. The findings of the study would open opportunities for future research with respect to specific domain and for academicians and marketers for developing domain specific instrument scale and hence identify and target responsible consumers.

Stephen, G. (2021) Forerunners of Cause Related Marketing, *IIMK/WPS/460/ECO/2021/08*

The purpose of this paper is to examine the determinants and their relative importance in predicting consumer's attitude towards CRM among the educated consumers in India. Data were collected from 702 Indian consumers using online stimuli-based questionnaire survey. The authors used a real CRM advertisement that the respondents were most familiar with. Confirmatory factor analysis was tested to ensure the reliability and validity of the measures used in the study. A two-step Structural Equation Modelling approach was used to test the proposed model. Findings confirm cause-brand fit, brand importance, cause importance, brand familiarity, attitude towards CRM advertisements, attitude towards brand and Attitude towards cause as significant predictors of consumers' attitude towards CRM. The findings offer opportunities for future studies to explore on various product and consumer categories that would provide an attitudinal difference of consumers towards CRM. Implications are provided for the managers and practitioners to conclude the paper.

Thomas, J. (2021) Effect of Socio – Behavioural Design of Conversational Agents on Customer Responses: A Review, *IIMK/WPS/452/MM/2021/11*

The purpose of this paper is to review the literature examining the effect of socio-behavioural design of conversational agents on customer responses. Research modelling effect of socio behavioural design on customer responses were synthesised based on their use in different stages in the consumption cycle and in different industry contexts. The effects of anthropomorphic design categorised as (a) communication design cues and (b) agent related design cues were examined on consumer responses classified into four categories, namely cognitive, affective, socio/relational and behavioural. The design cues had mixed effects on customer responses in different industry contexts and in different use contexts. For instance, anthropomorphic design cues of CA have positive influence on customer responses across industries (ecommerce, movie & entertainment, online gaming) whereas it negatively affect customer responses in banking & finance and e-healthcare industry in purchase/consumption stage, particularly. Anthropomorphic design of CA evoke positive customer responses across various use contexts such (product recommendation, customer assistant, pedagogical agent, advertising), however, leads to negative customer responses while using CA as data collection tool, in pre purchase stage, specifically. We also discussed key mediators and moderators used in modelling effect of CA and its design on customer responses across industries to provide an explanation of varying customer responses to CA design. The potential of CA to increase business and customer value calls for further research in different use and industry contexts to explore customer evaluation mechanisms in the adoption of CA. This emerging area, early stage synthesis of extant research generates insights for future research. (JEL Code: M)

Thomas, J. (2021) Driving Innovations, Leveraging Technology in Indian Business Ecosystem, *IIMK/WPS/451/MM/2021/10*

Emergence of a Vibrant Innovation Ecosystem - Rapid penetration of digital technologies over the last two decades has ushered in business innovations in both incumbent firms and in startups. By the end of 2020, India found its place among the top four countries with a vibrant startup ecosystem with 36 unicorns.

Confluence of Enabling Factors - A confluence of enabling factors of technology, talent, capital and supportive policy environment has led to the growth of the start-ups through the introduction phase (2006-2010), early growth phase (2011-2015) and accelerated growth phase (2016-2020).

Growth of Indian Start-up Ecosystem - Venture capital investments of \$ 19.85 B went into 3,442 firms funding innovations during 2006-2020. The investment of \$3.9 B in 2006-2010 grew by 65% to \$6.4 B in 2011-2015 period and further by 48% to \$9.5 B in 2016-2020 period. Ecommerce and Fintech sectors received larger share of the investments contributing 11 of the 36 unicorns.

Accelerating Innovation led Economic Growth - An enabling environment to further accelerate innovation led growth requires continuous focus on key enabling factors: (a) Technology - ensuring affordable digital technology access to rural population, adoption of deep technologies across start-ups (b) Talent - designing innovative mechanisms to attract and support talented entrepreneurs (c) Capital - accelerating investment flows by triggering investment-innovation-investor returns spirals in multiple sectors and (d) Policy Support - formulating proactive supportive policies with a fifteen year and five year planning horizon focussed on all round development of the rural economy leveraging novel technologies; providing institutional support to exploit global market opportunities involving industry and academe.

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ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES

People management is the bottom line of the success of every organization. Organizational life requires employees to coordinate and collaborate with a diverse group of individuals. The ability to collaborate, motivate, and lead with a blend of functional expertise is of paramount importance for managerial success. The OB & HR area of IIMK offers students the opportunity to develop these critical skills in the classroom and beyond. The area by offering a variety of courses, prepares the students for a variety of career in general management, human resource management, and consulting. Some of the topics focused on by the area, which are relevant for tomorrow's managers are knowing self and others, understanding group and team dynamics, structure of the organization, leading organizational change, motivation, strategizing business through HR as the business partner, managing the organizational life cycle of an employee by application of HR tools and techniques, being compliant by abiding by the laws of the land. The area also conducts exclusive leadership workshop for all the post-graduate students to lay a solid foundation for the future leaders. The OB & HR faculty is comprised of individuals with expertise in human resources, talent management, groups and teams, and leadership. Members of our faculty have carved a niche for themselves by winning awards for research and teaching and they continue to innovate new ideas in the fields of Organizational Behavior and Human Resource Management.

REFEREED JOURNAL PUBLICATIONS			
AUTHOR(S)	TITLE	JOURNAL	YEAR
Ashish Rastogi, Surya Prakash Pati , Pankaj Kumar & Jitendra Kumar Dixit	Development of 'Karma Yog' Instrument, Core of Hindu Work Ethic	<i>IIMB Management Review</i>	2020
Payal Anand & Sushanta Kumar Mishra	Linking core self-evaluation and emotional exhaustion with workplace loneliness: does high LMX make the consequence worse?	<i>The International Journal of Human Resource Management</i>	2020
Ankita Tandon & Unnikrishnan K Nair	Understanding and managing learning in social enterprises: The role of implicit organizational boundaries	<i>Nonprofit Management & Leadership</i>	2020
Neha Garg & Payal Anand	Knowledge Hiding, Conscientiousness, Loneliness and Affective Commitment: A Moderated Mediation Model	<i>International Journal of Educational Management</i>	2020
Prantika Ray & Sunil Kumar Maheshwari	Combining lifelines to thrive: a stage- ased need fulfilment network of international assignees	<i>Journal of Global Mobility</i>	2021

Rastogi, A., **Pati, S. P.**, Kumar, P. & Dixit, J. K. (2020) Development of 'Karma Yog' Instrument, Core of Hindu Work Ethic, *IIMB Management Review*, Volume 32, Issue 4, December 2020, Pages 352-364

Scholarly interest in the expression of spiritual and religious traditions at work has been on the rise in recent years. Researchers have subjected work-related aspects of many belief systems to academic inquiry. However, the Hindu treatise on work is conspicuous by its absence from the workplace spirituality discourse despite its metaphysical, demographic, and economic significance. In this study, we operationalise Karma-Yoga, the core of the Hindu work ethic. We develop and validate an instrument of Karma-Yoga in accordance with Rastogi and Pati's (2015) conceptualisation, which follows a conceptual and methodological critique of extant operationalisations. We report

results from three studies using distinct samples. Preliminary evidence on convergent validity, discriminant validity, nomological validity, and internal consistency of the proposed instrument is provided.

Anand, P. & Mishra, S. K. (2020) Linking core self-evaluation and emotional exhaustion with workplace loneliness: does high LMX make the consequence worse?, *The International Journal of Human Resource Management*, Volume 32, Issue 10, Pages 2124-2149

Workplace loneliness has an adverse effect on both the employees and the organizations. Despite it being a pervasive issue, workplace loneliness has received scant attention in the domain of human resource management. To address the gap, we investigated the antecedent (core self-evaluation) and consequence (emotional exhaustion) of workplace loneliness. Results from 1247 professionals from two different occupational groups revealed that workplace loneliness mediates the relationship between core self-evaluation and emotional exhaustion. In addition, we tested the linkage between loneliness and emotional exhaustion among employees having different levels of leader-member exchange (LMX). Contrary to general belief, we found support to our assertion that the relationship between loneliness and emotional exhaustion is severe for employees having higher levels of LMX, compared to their counterparts having lower levels of LMX. Our study offers important implications for theory and practice.

Tandon, A. & Nair, U. K. (2020) Understanding and managing learning in social enterprises: The role of implicit organizational boundaries, *Nonprofit Management & Leadership*, Volume 31, Issue 2, Pages 259-286

Successful social enterprises develop innovative context-specific solutions to social problems in resource-constrained environments. To achieve this, they harness knowledge resources beyond their organizational boundaries to learn. Yet, there is limited understanding of the role boundaries play in learning. This paper investigates organizational learning in social enterprises from a boundary perspective. It studies the emergence and role of implicit boundaries in learning, critical learning mechanisms, and key agents involved. Following qualitative methodology, data were collected from four Indian social enterprises. Data structures were developed using analytical methods inspired from grounded theory leading to themes and theoretical inferences. Two implicit and dynamic boundaries—competence and social—were identified, which in isolation and through mutual interactions impacted learning. Their movement vis-à-vis the structural boundary of the enterprises was traced. Initially mutually exclusive, the two boundaries extended inwards into the enterprises from the external environment, and then moved downwards or upwards over time. Their sustained overlaps and interactions facilitated learning, with middle managers often playing a critical integration role. Specific boundary configurations, learning modes, and critical agents enabling learning are described. This study directs research on learning in social enterprises to specific boundary interactions. It highlights the significance of implicit boundaries, their multiplicity, and dynamism. It directs social enterprises to explicitly recognize the notion of boundaries, and develop competences and processes to manage them for effective learning.

Garg, N. & Anand, P. (2020) Knowledge Hiding, Conscientiousness, Loneliness and Affective Commitment: A Moderated Mediation Model, *International Journal of Educational Management*, Volume 34, Issue 9, Pages 1417-1437

Purpose - This paper examines the detrimental effects of perceived knowledge hiding (KH) on loneliness and affective commitment within academic settings. It further investigates the influence of conscientiousness as a moderator.

Design/methodology/approach - Using the cross-sectional survey methodology, the proposed moderated mediation model has empirically tested the effect of perceived KH on a sample of 300 students pursuing management education at a premier institute in India.

Findings - The findings reveal that perceived KH affects the affective commitment of students toward the institution via loneliness. Moreover, conscientiousness moderates the mediating role of loneliness in a way that the relationship becomes strong with low levels of conscientiousness.

Research limitations/implications - This study contributes to the literature of KH by empirically investigating its detrimental consequences. It further investigates the impact of personality moderator on the proposed relationships. The discussed framework is an early attempt to understand the phenomenon of KH among students, primarily from the perspective of a knowledge seeker.

Practical implications - Awareness about the ill effects of the knowledge-hiding (KH) behavior of students and understanding the role of personality in this will help administrators in designing effective interventions for curbing the same.

Social implications - Effective control of KH behavior will restrain its ill effects among management students (future workforce), thereby conserving societal resources spent on health and education.

Originality/value - Empirical studies testing the direct and indirect consequences of KH are limited; hence, this study attempts to fill the gap.

Ray, P. & Maheshwari, S. K. (2021) Combining lifelines to thrive: a stage-based need fulfilment network of international assignees, *Journal of Global Mobility*, Volume 9, Issue 1, Pages 4-30

Purpose - The paper tries to understand the needs of the international assignees across the different stages of expatriation and how different developers in the professional and non-professional sphere render support and advice through these stages.

Design/methodology/approach - In this paper, the authors have interviewed 20 expatriates of various nationalities and tried to understand the various needs of the expatriates across the three initial stages of an assignment.

Findings - The paper finds that four important mentors in an expatriation assignment play multiple need-based mentoring functions at various assignment stages: host country nationals (HCNs), parent country nationals, fellow expatriates and family.

Research limitations/implications - This paper contributes to the literature on the need-based support rendered to expatriates during an international assignment. The paper, however, does not incorporate the perceptions of other vital stakeholders in the network and their intentions to contribute to the developmental network.

Practical implications - This paper lays down important practical implications for expatriates and the human resource management (HRM) professionals. This paper urges the practitioners to take a nuanced approach for developing expatriates than a generalized mentoring programme.

Originality/value - This study highlights the changing needs of the international assignees across the stages of an international assignment and demonstrates the important intra-organizational and extra-organizational developers such as family members in the fulfilment of these needs.

FORTHCOMING REFEREED JOURNAL ARTICLES

AUTHOR(S)	TITLE	JOURNAL
Pati, S. P. & Dhal, M.	Counterproductive Work Behavior by Drivers of Platform Based Cab Aggregators in India: A Human Rights Perspective	<i>Japan Labor Issues</i>

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Dhal, M.	Paradigm Shift in Management Practices Post Covid Era	<i>Walnut Publication</i>	2020	Book Chapters
Marathe, G., Gupta, R. K., Ramachandra, A. S. & Kakani, R. K.	Transformational Leadership: Role of the Public Administration Training Institutes. In: Farazmand A. (eds) Global Encyclopedia of Public Administration, Public Policy, and Governance.	<i>Springer</i>	2020	Book Chapters
Rajeev, P. N. & Joy, S.	Socio-Tech Innovation Harnessing Technology for Social Good	<i>Palgrave Macmillan</i>	2020	Book Chapters
Rajeev, P. N. & Joy, S.	CropIn: Addressing Farmer Poverty through connected farming	<i>Palgrave Macmillan</i>	2020	Book Chapters

Poonamallee, L., Scillitoe, J. & Joy, S.	Socio-Tech Innovation: Harnessing technology for social good	<i>Palgrave Macmillan</i>	2020	Books
Chatterjee, D.	Karma Sutras: Leadership and Wisdom in Uncertain Times	<i>SAGE Publications Pvt. Ltd</i>	2021	Books
Rajeev, P. N. & Joy, S.	Being an Impact Champion: Enacting Corporate Social Consciousness	<i>IIMK - Sage Leadership Series</i>	2021	Books

CONFERENCE PAPERS, PRESENTED & FORTH COMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Gupta, R. K.	Linking Text Characteristics of Ideas to their Popularity in Online User Innovation Communities	<i>British Academy of Management</i>	2020
Joy, S.	Financially 'included'? Beneficiary Perspectives on Inclusion from Uttarpradesh, India	<i>The New School Conference on Management and Social Justice, November</i>	2020
Pati, S. P. & Dhal, M.	Counterproductive Work Behavior by Drivers of Platform Based Cab Aggregators in India: A Human Rights Perspective	<i>The 4th JILPT Tokyo Comparative Labour Policy Seminar, 9 November</i>	2020
Poonamallee, L., Joy, S., Scillitoe, J. L. & Bika, Z.	Social innovation as institutional change: Interplay of institutional logics and actor resources	<i>80th Annual Academy of Management (AOM) Conference, 7-11 August</i>	2020
Rajeev, P. N., Mitra, S. & Joy, S.	Community Based Organizations and Institutional Voids in Emerging Economies: Case of Nenmeni in Kerala, India	<i>The New School Conference on Management and Social Justice, November</i>	2020
Verma, K.	Investigating How and When Regulatory Focus Differentially Relates to Employee Justice Perceptions	<i>80th Annual Academy of Management (AOM) Conference, 7-11 August</i>	2020
Gupta, R. K.	Ambidextrous leadership and Innovative behavior? Role of pro-social motivation and Role-breadth self efficacy	<i>ICMC 2021</i>	2021

CASE STUDIES/ PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Pati, S. P.	Irikkal Samaram: Kerala Textile Shop Women Workers' Struggle for their Right to Sit	<i>ET Cases</i>	2020
Kundu, S. & Sarkar, A.	Business Innovation in Retail, Playing the Right Cards: A Case of Reliance Retail	<i>IIMK/CS/123/QM&OM/2021/01</i>	2021

Pati, S. P. (2020) Irikkal Samaram: Kerala Textile Shop Women Workers' Struggle for their Right to Sit, *ET Cases*

The case describes the struggle of the Kerala Textile shop women workers against their employers for their right to sit (Irikkal Samaram). Forced to stand for long hours with little access to washrooms, the women in the textile

shops suffered from various health challenges. Added to that, they were ‘policed’ by the employers for any observed deviations and subjected to a wage cut. Consequently, the women rose in protest against their employer. This case is discussed from various theoretical perspectives, such as sociocultural theory, organizational theory, conservation of resources theory and mobilization theory of industrial relations. These assist in comprehending the described situation and understand the reasons behind the actions of the women. Moreover, the case promises to serve as a ready educational material for limiting unionization of workers and their ensuing struggle.

Kundu, S. & Sarkar, A. (2021) Business Innovation in Retail, Playing the Right Cards: A Case of Reliance Retail, *IIMK/CS/123/QM&OM/2021/01*

This case anchored around Reliance Retail to highlight the nuances of significant transformations that are happening in the Indian retail industry. The case includes a detailed and chronological records of the business events happening with respect to the retail supply chain. The case specifically, highlights how technology is reshaping the retail supply chain in terms of innovating newer supply chain models offering greater value to customers while cutting down supply chain costs. A good discussion on the case would help business students to understand how one of the major business segments of the economy is fast changing its nature. The students would also be able to analyse the business rationales for such transformations.

NON- REFEREED PUBLICATIONS / PRESENTATIONS				
AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Krishnan, T. N.	Career progression of women executives amid crisis	<i>People Matters</i>	2020	Others
Krishnan, T. N. & Dhayanithy, D.	Book Review - Mind Masters: Winning lessons from a champion's life	<i>IIMK</i>	2021	Others
Pati, S. P.	Odisha govt. must harness the future to strengthen startup ecosystem	<i>Times of India</i>	2020	Popular Press
Pati, S. P.	ଓଡିଶା ଉଚ୍ଚଶିକ୍ଷା ବ୍ୟବସ୍ଥା ଉପରେ କିଛି ଚିନ୍ତାଧାରା [A discussion on higher education system of Odisha]	<i>The Nitidin</i>	2020	Others
Rajeev, P. N., Bhattacharyya, S. & Joy, S.	Work from home and its discontents: Why many executives we surveyed are missing office	<i>Times of India</i>	2020	Popular Press

WORKING PAPERS			
AUTHOR(S)	TITLE	DETAILS	YEAR
Nath, A. G. & Krishnan, T. N.	The Differential Effect of Talent Conceptualizations on High Performance Work Practices	<i>IIMK/WPS/428/OB&HR/2021/07</i>	2021
Verma, K.	Thank You for Being Fair: Can Gratitude Explain Why Justice Perceptions Enhance Work Engagement?	<i>IIMK/WPS/424/OB&HR/2021/06</i>	2021
Verma, K.	Moral Character and Stewardship: Explaining the Role of Enlightened Self-Interest	<i>IIMK/WPS/423/OB&HR/2021/05</i>	2021
Verma, K.	Differentiating Discrete Positive Emotions: Examining the Effects of Gratitude and Pride on Daily Work Engagement	<i>IIMK/WPS/422/OB&HR/2021/04</i>	2021

Verma, K.	State Humility and Helping – Explaining a Dynamic Relationship	<i>IIMK/WPS/420/OB&HR/2021/02</i>	2021
Verma, K.	Do Engaged Employees Create Resources Daily? The Role of Family-to-Work Conflict and and Extraversion	<i>IIMK/WPS/419/OB&HR/2021/01</i>	2021
Verma, K. & Trevor, Y. K. Y.	Positive mood and engagement: A moderated mediation model of promotion focus and social support	<i>IIMK/WPS/421/OB&HR/2021/03</i>	2021

Nath, A. G. & Krishnan, T. N. (2021) The Differential Effect of Talent Conceptualizations on High Performance Work Practices, *IIMK/WPS/428/OB&HR/2021/07*

Talent management is a crucial factor in the organization's success in today's world. A review of the literature suggests that talent has been conceptualized in multiple ways, and there is minimal consensus amongst researchers and practitioners on what constitutes talent in an organizational setting. Ambivalence about talent conceptualization is an important issue affecting organizations because how talent is conceptualized has significant implications for operationalizing talent through various human resource (HR) practices. The purpose of this paper is to review the various conceptualizations of talent and to argue that different talent conceptualizations have a differential impact on the high performance work practices in managing talent. This paper develops theoretical rationales linking talent conceptualization with various HR practices and present propositions concerning the same.

Verma, K. (2021) Thank You for Being Fair: Can Gratitude Explain Why Justice Perceptions Enhance Work Engagement?, *IIMK/WPS/424/OB&HR/2021/06*

Social exchange theory has been extensively used to explain the motivational effects of employee justice perceptions (Colquitt, et al., 2013). Moreover, emotions are at the center of most justice-related experiences and social exchanges



at work. Yet there is still a dearth of research on emotions in the justice literature. In this study, we integrate the social exchange perspective with research on discrete positive emotions and examine whether the specific emotion of gratitude mediates the relationship between distributive, procedural and interactional justice, and work engagement. Furthermore, we also develop the boundaries around these relationships by examining the moderating role of promotion focus. We test our hypothesized model in a two-wave study based on a sample of 241 full-time working professionals. Results show that even after controlling for work engagement at time 1, each justice dimension – distributive, procedural, and interactional justice – has indirect effects on work engagement at time 2 through the emotion of gratitude. Moderated-mediation analyses indicate that for each justice dimension, indirect effects via gratitude are significant only for low promotion focus employees. Several important theoretical and practical implications of our study are discussed.

Verma, K. (2021) Moral Character and Stewardship: Explaining the Role of Enlightened Self-Interest, *IIMK/WPS/423/OB&HR/2021/05*

Stewardship theory has proven influential in enhancing our understanding of responsible leadership. At the same time, much less is known about what the dimensions of stewardship are or why certain leaders tend to act as stewards of their organizations. Limited empirical research on stewardship, characterized by contentious findings, has led some scholars to question the utility of stewardship theory. In this conceptual article, we develop a framework that can explain how organizations can foster the development of responsible leaders, i.e. stewards. We elucidate the dimensions of stewardship and argue that stewardship is promoted through a state of “enlightened self-interest”, which is a consequence of moral character. Overall, we aim to advance our understanding of the usefulness of stewardship theory in promoting responsible leadership.

Verma, K. (2021) Differentiating Discrete Positive Emotions: Examining the Effects of Gratitude and Pride on Daily Work Engagement, *IIMK/WPS/422/OB&HR/2021/04*

Past studies have shown that both trait and state positive affect are beneficial for work engagement. Extending this line of research, we examined the within-person relationship between engagement and two discrete positive emotions – gratitude and pride. We hypothesized that gratitude would positively impact daily engagement. Integrating goal orientation theory with research on pride, we hypothesized that performance-approach orientation and learning orientation would moderate the relationship between authentic pride and engagement. A diary study conducted over five consecutive days with two measurement occasions per day (N = 119 employees) provided support for our hypotheses regarding the direct effects of gratitude and the moderating effects of performance-approach orientation. We demonstrate that different discrete positive emotions can have substantially different effects on engagement.

Verma, K. (2021) State Humility and Helping – Explaining a Dynamic Relationship, *IIMK/WPS/420/OB&HR/2021/02*

We advance research on humility as a state and use experience sampling techniques to examine how humility can influence helping behaviors. Data was collected for six consecutive weeks and multilevel analysis revealed that humility significantly affects gratitude, which in turn impacts the following week’s helping behaviors. The relationship between gratitude and helping behaviors was stronger when employee’s task performance was high.

Verma, K. (2021) Do Engaged Employees Create Resources Daily? The Role of Family-to-Work Conflict and Extraversion, *IIMK/WPS/419/OB&HR/2021/01*

In previous research, scholars have sought to better understand the association between work engagement and job and personal resources, and have mostly argued that engagement results in building more resources over longer periods of time. However, we suggest that it may be difficult for engaged employees to create resources every day. Drawing from the Conservation of resources theory, we investigate the boundary conditions of the association between day-level work engagement and three key resources: positive affect, self-efficacy and social support at work. We propose that work engagement may not be positively related with these resources when family-to-work conflict is high. Secondly, we also contend that engaged employees, who are low in extraversion, may not be able to build these resources. A diary study conducted over five consecutive working days with two measurement occasions per day (N = 116 employees) provided support for our multilevel, moderated-mediation model. Results indicated that when family-to-work conflict is high, previous-day’s work engagement leads to lower positive affect, which in turn results in lower levels of self-efficacy and social support. Moreover, for low extraversion employees, work engagement is associated with decreased positive affect, leading to lower self-efficacy and social support.

Overall, this study enhances our understanding of when and for whom work engagement may not lead to job and personal resources.

Verma, K. & Trevor, Y. K. Y. (2021) Positive mood and engagement: A moderated mediation model of promotion focus and social support, *IIMK/WPS/421/OB&HR/2021/03*

In this paper, we examined the within-person relations between positive mood at the beginning of the work day and job engagement during the day. We hypothesized that self-efficacy mediates the positive association between positive mood and state work engagement. We also investigated the boundary conditions and predicted that trait promotion focus and perceived social support moderate these relations. A diary study conducted over five consecutive working days with two measurement occasions per day (N = 119 employees) provided support for our moderated mediation model. Self-efficacy mediated the relationship between positive mood and state engagement. As predicted, these relationships were significant only for individuals low in promotion focus. As a key work characteristic, perceived social support strengthened the relations between positive mood, efficacy and engagement. Results establish causal links between positive mood and state engagement, and elaborate existing knowledge about when these effects are likely to occur.

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / AD HOC REVIEW

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Nair, U. K.	IIMB Management Review	Associate Editor

FACULTY - ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES



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QUANTITATIVE METHODS AND OPERATIONS MANAGEMENT

QM & OM Area comprises faculty with expertise in two key disciplines: Decision Sciences (Quantitative Methods (QM)) and Decision Making within the realms of Operations Management (OM) and Supply Chain Management (SCM). In particular, the area is concerned with teaching and research on designing, managing and improving systems and processes related to Operations and Supply Chains with the aid of tools and techniques in decision sciences such as Data analysis, Optimization, Stochastic processes, Inventory theory, Game theory, Queuing Theory, Simulation, to name a few. The research issues addressed by faculty members are diverse and include developing new techniques or improving existing techniques in Statistical Process Control, Acceptance Sampling, etc. apart from advancing the theory and practice in the areas of OM and SCM with a special focus on Project management, Service operations management (in diverse sectors such as health care, education), Process improvement (using Lean thinking, Six Sigma) and Logistics and Supply chain Management (with a focus on humanitarian supply chain, Reverse logistics, agro supply chains)

REFEREED JOURNAL PUBLICATIONS			
AUTHOR(S)	TITLE	JOURNAL	YEAR
Amarjit Kundu & Shovan Chowdhury	Ordering properties of the largest order statistics from Kumaraswamy-G models under random shocks	<i>Communications in Statistics - Theory and Methods</i>	2020
Anil Kumar Vishnubhotla, Rupesh Kumar Pati & Sidhartha S. Padhi	Can Projects on Blockchain Reduce Risks in Supply Chain Management?: An Oil Company Case Study	<i>IIM Kozhikode Society & Management Review</i>	2020
Arqum Mateen, Abhishek Srivastava & Ashis Kumar Chatterjee	Strategic selection of VMI replenishment policy with emission costs: an analytical approach	<i>Decision: Official Journal of the Indian Institute of Management Calcutta</i>	2020
C.R. Vishnu, R. Sridharan, P N Ram Kumar & V Regi Kumar	Analysis of the operational risk factors in public hospitals in an Indian state A hybrid DEMATEL–ISM–PROMETHEE approach	<i>International Journal of Health Care Quality Assurance</i>	2020
Gopalakrishnan Narayanamurthy, Tuhin Sengupta, Rupesh Kumar Pati, Vipul Gupta, Anand Gurumurthy & Mani Venkatesh	Assessment of Systemic Greenness: A Case Study of Tyre Manufacturing Unit	<i>Production Planning & Control - The Management of Operations</i>	2020
Jimut Bahan Chakrabarty & Shovan Chowdhury	Compounded generalized Weibull distributions - A unified approach	<i>Journal of Statistics and Management Systems</i>	2020
Jimut Bahan Chakrabarty, Shovan Chowdhury & Soumya Roy	Optimum life test plan for Type-I hybrid censored Weibull distributed products sold under general rebate warranty	<i>International Journal of Production Research</i>	2020

Marco Marozzi & Shovan Chowdhury	An index of teaching performance based on students' feedback	<i>Monte Carlo Methods and Applications</i>	2020
N. Ramachandran & G. Thangamani	Factors Determining Successful Implementation of ERP in Higher Education – A Review	<i>AIMS International Journal of Management</i>	2020
Raja Sreedharan V, Vijaya Sunder M, Vandana Madhavan & Anand Gurumurthy	Development of lean six sigma training module: Evidence from an emerging economy	<i>International Journal of Quality and Reliability Management</i>	2020
Wenli Li, Kunpeng Li, P N Ram Kumar & Qiannan Tian	Simultaneous product and service delivery vehicle routing problem with time windows and order release dates	<i>Applied Mathematical Modelling</i>	2020
Anand Gurumurthy, Vinoth Kumar Nair & S. Vinodh	Application of a hybrid selective inventory control technique in a hospital: a precursor for inventory reduction through lean thinking	<i>The TQM Journal</i>	2020
N. Harikannan, S. Vinodh & Anand Gurumurthy,	Sustainable industry 4.0 – an exploratory study for uncovering the drivers for integration	<i>Journal of Modelling in Management</i>	2020
Lijo John, Anand Gurumurthy, Arqum Mateen & Gopalakrishna Narayanamurthy	Improving the coordination in the humanitarian supply chain: exploring the role of options contract	<i>Annals of Operations Research</i>	2020
Asok K Nanda & Shovan Chowdhury	Shannon's entropy and its generalisations towards statistical inference in last seven decades	<i>International Statistical Review</i>	2021
Jimut Bahan Chakrabarty, Shovan Chowdhury & Soumya Roy	Optimum Reliability Acceptance Sampling Plan Using Type-I Generalized Hybrid Censoring Scheme for Products Under Warranty	<i>International Journal of Quality & Reliability Management</i>	2021

Kundu, A. & **Chowdhury, S.** (2020) Ordering properties of the largest order statistics from Kumaraswamy-G models under random shocks, *Communications in Statistics - Theory and Methods*, Volume 50, Issue 6, Pages 1502-1514

In this paper we compare the maximums of two independent and heterogeneous samples each following Kumaraswamy-G distribution with the same and the different parent distribution functions using the concept of matrix majorization. The comparisons are particularly carried out with respect to usual stochastic ordering when each sampling unit experiences a random shock. It is also shown that, under similar conditions no reversed hazard rate ordering exists between maximums.

Vishnubhotla, A. K., **Pati, R. K. & Padhi, S. S.** (2020) Can Projects on Blockchain Reduce Risks in Supply Chain Management?: An Oil Company Case Study, *IIM Kozhikode Society & Management Review*, Volume 9, Issue 2, Pages 189-201

Increase in competition and the strategic move of enhanced outsourcing has made supply chain more complex. Various applications and software solutions are available to better manage this complexity. It has been observed that often such initiatives may not provide the expected benefits. It has also been reported that an unclear

understanding of business needs (including perceived risks) is the main reason of supply chain failure. The present study attempts to capture enterprise level supply chain risk in an oil company (case company) in India and explore if perception of a decision maker favours use of blockchain technology project to reduce the supply chain risk. The study adopts the following methodology: in-depth semi-structured interviews and structured survey was carried out with the top management of the case company to identify various enterprise level risks for supply chain management (SCM) projects which were subsequently clustered under Operations, Finance, Human Resources, and Strategic Business Risk categories. Inputs on the probability of occurrence and impacts of the identified risks on the enterprise-wide supply chain was mapped on the risk severity matrix (heat map) to prioritize the risks. Subsequently, the second round of questionnaire was developed and a similar survey carried out again with the same sample show the change in risk perception due to potential application of blockchain technology. Interesting insights could be gained from the practitioner's perspective on the value contribution of using blockchain for improving management of SCM risks. It could be observed that a number of the high priority risk (in the initial scenario) could now be eliminated or managed due to specific characteristics of blockchain.. One of the major limitations of the present study is the lack of generalizability of the insights as it is based exclusively on the perspective of the case company towards the blockchain.

Mateen, A., Srivastava, A. & Chatterjee, A. K. (2020) Strategic selection of VMI replenishment policy with emission costs: an analytical approach, *Decision: Official Journal of the Indian Institute of Management Calcutta*, Volume 47, Issue 4, Pages 401-414

Organizations are actively trying to incorporate sustainability considerations in their strategic and operational decision making. Recent studies suggest that business process redesign offers a promising avenue for meeting business goals. In this paper, we build on some recent studies that have shown that vendor-managed inventory-based supply chain coordination not only leads to cost savings, but also is a very useful tool in reducing greenhouse gas emissions. Both operational- and emission-related costs are incorporated in such models. We present different ways of structuring the replenishment policy and show that each of the policies leads to different performance outcomes. Furthermore, we also discuss how these policies can be used to cater to the strategic imperatives facing an organization. Implications for proper design of government legislation have also been discussed.

Vishnu, C. R., Sridharan, R., **Kumar, P. N. R.** & Kumar, V. R. (2020) Analysis of the operational risk factors in public hospitals in an Indian state A hybrid DEMATEL–ISM–PROMETHEE approach, *International Journal of Health Care Quality Assurance*, Volume 33, Issue 1, Pages 67-88

Purpose - Risk management in the healthcare sector is a highly relevant sub-domain and a crucial research area from the humanitarian perspective. The purpose of this paper is to focus on the managerial/supply chain risk factors experienced by the government hospitals in an Indian state. The present paper analyzes the inter-relationships among the significant risk factors and ranks those risk factors based on their criticality.

Design/methodology/approach - The current research focuses on 125 public hospitals in an Indian state. Questionnaire-based survey and personal interviews were conducted in the healthcare sector among the inpatients and hospital staff to identify the significant risk factors. An integrated DEMATEL-ISM-PROMETHEE method is adopted to analyze the impact potential and dependence behavior of the risk factors.

Findings - The analysis asserts the absence of critical risk factors that have a direct impact on patient safety in the present healthcare system under investigation. However, the results illustrate the remarkable impact potential attributed to the risk factor, namely, staff shortage in inducing other risk factors such as employee attitudinal issues, employee health issues and absenteeism altogether resulting in community mistrust/misbeliefs. Maintenance mismanagement, monsoon time epidemics, physical infrastructure limitations are also found to be significant risk factors that compromise patient satisfaction levels.

Practical implications - Multiple options are illustrated to mitigate significant risk factors and operational constraints experienced by public hospitals in the state. The study warrants urgent attention from government officials to fill staff vacancies and to improve the infrastructural facilities to match with the increasing demand from the society. Furthermore, this research recommends the hospital authorities to start conducting induction and training programs

for the hospital employees to instill the fundamental code of conduct while working in hectic, challenging and even in conditions with limited resources.

Originality/value - Only limited papers are visible that address the identification and mitigation of risk factors associated with hospitals. The present paper proposes a novel DEMATEL-ISM-PROMETHEE integrated approach to map the inter-relationships among the significant risk factors and to rank those risk factors based on their criticality. Furthermore, the present study discloses the unique setting of the public healthcare system in a developing nation.



Narayanamurthy, G., Sengupta, T., **Pati, R. K.**, Gupta, V., **Gurumurthy, A.** & Venkatesh, M. (2020) Assessment of Systemic Greenness: A Case Study of Tyre Manufacturing Unit, *Production Planning & Control - The Management of Operations*, Volume 31, 2020 - Issue 11-12, Pages 1035-1060

In this paper, we develop an assessment framework to evaluate the systemic greenness of a tyre manufacturing unit by capturing the interactions between the green practices implemented. By reviewing the existing literature, we propose a stakeholder-based green practices framework comprising of operation strategy practices, process practices, employee practices, regulatory practices, customer practices, competition practices, social practices, and supplier practices. The empirical data on the interactions of green practices between and within stakeholders are collected by conducting a detailed case study of a large radial tyre manufacturing unit in India. We use graph-theoretic approach to incorporate the interactions between different green practices and assess the systemic greenness of the case organisation. Based on the systemic greenness attained, we rank the green practices within stakeholders and also between the stakeholders. We conduct scenario analysis to develop a systemic greenness index and a scale to assist practitioners in evaluating and benchmarking the greenness performance. We also discuss implications for theory and practice along with the inherent limitations.

Chakrabarty, J. B. & **Chowdhury, S.** (2020) Compounded generalized Weibull distributions - A unified approach, *Journal of Statistics and Management Systems*, Volume 23, Issue 5, Pages 887-913

In this paper we analyze a unified approach to study a family of lifetime distributions of a system consisting of random number of components in series and in parallel proposed by Chowdhury (2014). While the lifetimes of the components are assumed to follow generalized (exponentiated) Weibull distribution, a zero-truncated Poisson is assigned to model the random number of components in the system. The resulting family of compounded distributions describes several well-known distributions as well as some new models. Bivariate extension of the proposed family of distribution is also introduced. Some important statistical and reliability properties of the family of distributions are investigated. The distribution is found to exhibit both monotone and non-monotone failure rates. Parameters of the proposed distributions are estimated by the expectation maximization (EM) algorithm. Some numerical results are obtained through Monte-Carlo simulation. The asymptotic variance-covariance matrices of the estimators are also derived. Potential of the distribution is explored through two real data sets and compared with similar compounded distribution and the results demonstrate that the family of distributions can be considered as a suitable model under several real situations.

Chakrabarty, J. B., **Chowdhury, S.** & **Roy, S.** (2020) Optimum life test plan for Type-I hybrid censored Weibull distributed products sold under general rebate warranty, *International Journal of Production Research*, Volume 58, Issue 18, Pages 5693-5706

The selection of an appropriate life test plan is extremely important for any product as it not just improves the quality of the product but also reduces testing costs. In this approach, however, the choice of suitable costs play an

important role. In this paper, a decision model is developed to determine the optimal life testing plan (LTP) by minimising the relevant costs involved for non-repairable products sold under the general rebate warranty. LTP are developed in the presence of Type-I hybrid censoring for products having Weibull distributed lifetimes. A constrained optimisation approach is followed considering both producer's and consumer's risk and suitable analysis techniques are employed in obtaining the optimal solution. Monte Carlo simulation is conducted for numerical illustration. In order to study the sensitivity of the optimal solution due to mis-specification of parameter values and cost components, a well-designed sensitivity analysis is incorporated using a real-life Type-I hybrid censored data set.

Marozzi, M. & **Chowdhury, S.** (2020) An index of teaching performance based on students' feedback, *Monte Carlo Methods and Applications*, Volume 26, Issue 2, Pages 83-91

Evaluation of teaching performance of faculty members, on the basis of students' feedback, is routinely performed by almost all tertiary education institutions. Objective assessment of faculty members requires a comprehensive index of teaching performance. A composite indicator is proposed to assess teaching performance of faculty members. It is based on the combination of several items evaluated by students such as punctuality, communication ability and subject coverage. Robustness of the indicator is assessed applying uncertainty analysis. An application to a data set from an Indian institution is presented. It is shown that the proposed index can be used to rank faculty members from the least to the worst performer according to students' feedback.

Ramachandran, N. & Thangamani, G. (2020) Factors Determining Successful Implementation of ERP in Higher Education – A Review, *AIMS International Journal of Management*, Volume 14, Issue 3, Pages 159-170

Implementing Enterprise Resource Planning (ERP) system is complicated and very costly too. Many Higher Education Institutions (HEIs) are not able to implement ERP successfully. It has claimed that many HEI meets their expected outcomes, only 60% to 80%. As per the available literature about ERP implementation in HEI, many countries struggling due to various factors. This paper is going explore the literature reviews of various important factors for the successful implementation of ERP in HEI, particularly in the Indian context.

Sreedharan, R. V., Sunder, V. M., Madhavan, V. & **Gurumurthy, A.** (2020) Development of lean six sigma training module: Evidence from an emerging economy, *International Journal of Quality and Reliability Management*, Volume 37, Issue 5, Pages 689-710

Purpose - Nowadays, firms are keen on improving the quality culture in the organizations. The proven success of Lean and Six Sigma has given rise to the synergetic Lean Six Sigma (LSS) approach that has been catching fire in the past one decade. However, there exists a gap between the understanding and implementation of LSS in the organizations, especially in the emerging economies. Taking this as a valuable opportunity, the purpose of this paper is to present a development of LSS training module.

Design/methodology/approach - This study starts with a literature review of LSS to reinforce the understanding of the research subject in scope of manufacturing sector. Then, an online questionnaire was designed and used to collect responses from 181 companies located in the Indian sub-continent. Subsequently, the results obtained from the survey were analyzed using COARSE approach.

Findings - This study reveals two key findings and associated contributions. First, it was found that the overall awareness of LSS within the responded manufacturing firms is about 70.4 percent. Second, there is no single standard training module that exists in any of the sampled firms to cater to their quality programs. Hence, in order to improve the LSS awareness which could subsequently help managers as a resource for creating an efficient workplace, this paper presents a structured LSS training framework.

Research limitations/implications - Although this paper presents the importance of LSS and associated awareness level among the responded firms, more empirical evidence is required to generalize the model findings. Second, this study is scoped to firms that work out of the Indian sub-continent, and this provides a future opportunity to expand the scope of this research toward a global study for a comparison between emerging and developed economies. Third, this study is limited to manufacturing firms and hence paves an opportunity to research on a similar theme in services context as well.

Practical implications - Before embarking on an LSS journey, an organization can use the LSS training module proposed in this study to assess the employee awareness on LSS. Furthermore, organizations that already have a mature LSS practice can incorporate the LSS training module for periodic evaluation of the employees for effective change management.

Originality/value - The training module presented in this paper is the original contribution by the authors. This is no association to any single identifiable organization or associated funding. The direct practical implication of its application in real time is the value that managers could derive from the proposed LSS training framework.

Li, W., Li, K., **Kumar, P. N. R.** & Tian, Q. (2020) Simultaneous product and service delivery vehicle routing problem with time windows and order release dates, *Applied Mathematical Modeling*, Volume 89, Part 1, Pages 669-687

In this paper, a new variant of the well-known vehicle routing problem with time windows (VRPTW) called as the simultaneous product and service delivery problem with order release dates is studied. The problem is motivated by the operations of a 3PL service provider who manages the last mile delivery of electrical and electronic home appliances of a large retailing company based out of China. Apart from the usual constraints on time windows and vehicle capacities, an interesting characteristic of this problem is that the product and service delivery has to happen simultaneously with the explicit consideration of order release dates. This situation necessitates the presence of a skilled service technician at the time of product delivery itself. Being a proven *NP*-hard problem, we propose a mixed-integer linear programming (MILP) formulation for the problem. For solving large problem instances, an adaptive large neighborhood search (ALNS) algorithm is developed with three new customized removal operators. The proposed approaches are validated using real-life data as well as benchmark problem instances available in the literature. The computational results are quite encouraging and demonstrate the superior performance of the proposed algorithm in terms of computational time as well as the quality of the solutions generated. We also analyze the effect of length of time windows and compare simultaneous and separate modes of delivery and identify favorable conditions for choosing one mode over the other.

Gurumurthy, A., Nair, V. K. & Vinodh, S. (2020) Application of a hybrid selective inventory control technique in a hospital: a precursor for inventory reduction through lean thinking, *The TQM Journal*, Volume 33, Issue 3, Pages 568-595

The cost of providing healthcare is spiralling up in recent times. On the one hand, patients expect the highest quality of service, while on the other hand, the managers of the healthcare services want to minimise the total operating expenses. Hence, healthcare organisations implement lean thinking (LT) to achieve these twin objectives. LT reduces the eight wastes that are prevalent in the healthcare processes and functions. In particular, if the wasteful inventories related to expensive medical supplies are reduced, the resulting cost savings can help in providing affordable and accessible healthcare.

Hence, in this paper, a case study of a hospital is presented where LT is implemented. One of the projects was related to inventory reduction in the store of the catheterisation laboratory (cath lab). A hybrid methodology called multi-unit selective inventory control (MUSIC) that combined these three dimensions (3D), namely, consumption value, criticality and lead time or ease of availability was used to classify the medical supplies into different categories.

Based on the results obtained, various inventory systems and the associated tools and techniques of LT were proposed. For example, a deep dive into the A-class items revealed that some of the medical supplies fell under both vital and scarce categories. Hence, it was recommended that the case hospital should follow the economic order quantity (EOQ) with safety stock approach as these items were to be shipped from other states in India. Subsequently, the focus should be on developing a local supplier and attempts should be made to establish a *kanban* system with adequate information sharing.

This study demonstrates the step-by-step methodology of MUSIC-3D which would guide the procurement managers to apply the same in their organisation. It also helps them in identifying appropriate elements of LT for inventory reduction before the actual deployment.

None of the papers has utilised the MUSIC-3D methodology as a precursor for inventory reduction, specifically within the domain of LT. Similarly, identifying and proposing different type of inventory systems and various LT practices based on this unique method is a novel attempt.

Harikannan, N., Vinodh, S. & **Gurumurthy, A.** (2020) Sustainable industry 4.0 – an exploratory study for uncovering the drivers for integration, *Journal of Modelling in Management*, Volume 33, Issue 3, Pages 568-595,

Purpose - The concept of sustainable manufacturing has been adopted by manufacturing organizations to develop eco-friendlier products and processes. In recent times, industries are progressing toward Industry 4.0 (I4.0). Guided with smart intelligent devices, I4.0 can possibly decrease excess production, material movement and consumption of energy. If so, it is hypothesized that there is a good synergy between I4.0 and sustainability, which warrants an integrated approach for implementation. This amalgamation is termed as “Sustainable industry 4.0.” Hence, this paper aims to systematically identify and analyze the drivers for this integration.

Design/methodology/approach - This paper presents the analysis of 20 drivers identified from literature review for simultaneous deployment of I4.0 and sustainable manufacturing. Interpretive structural modeling (ISM) is used to derive the structural model for analyzing the causal association between drivers. Cross-Impact Matrix Multiplication Applied to Classification (MICMAC) analysis is being performed to group the drivers.

Findings - The results showed that the dominant drivers derived are societal pressure and public awareness (D18), government policies on support I4.0 (D12), top management involvement and support (D15) and government promotions and regulations (D16). Also, the MICMAC analysis revealed many driving, dependent, linkage and autonomous drivers.

Research limitations/implications - The opinion from experts with combined expertise on I4.0 and sustainability was obtained. The respondent size could be increased in future studies.

Practical implications - The study has been done based on inputs from industry practitioners. Managerial and practical implications are presented. ISM shows that the drivers for deploying sustainable I4.0 are highly inter-related. It also reveals the pre-requisites for each level of the drivers.

Originality/value - The idea of analyzing the drivers for sustainable I4.0 is the original contribution of the authors.

John, L., **Gurumurthy, A., Mateen, A.** & Narayanamurthy, G. (2020) Improving the coordination in the humanitarian supply chain: exploring the role of options contract, *Annals of Operations Research* (Available online)

The uncertainty associated with the location, severity and timing of disaster makes it difficult for the humanitarian organization (HO) to predict demand for the aid material and thereby making the relief material procurement even more challenging. This research explores whether options contract can be used as a mechanism to aid the HO in making procurement of relief material less challenging by addressing two main issues: inventory risk for buyers and over-production risk for suppliers. Furthermore, a contracting mechanism is designed to achieve coordination between the HO and aid material suppliers in the humanitarian supply chain through optimal pricing. The options contract is modelled as a stylized version of the newsvendor problem that allows the HO to adjust their order quantity after placing the initial order at the beginning of the planning horizon. This flexibility helps to mitigate the risk of both overstocking and understocking for the HO as well as the risk of overproduction for the supplier. Our results indicate that the optimal values for decision parameters are not “point estimates” but a range of prices, which can facilitate negotiation between the two parties for appropriate selection of contract parameters under an options contract. The results imply that options contract can aid in the decentralized approach of fixing the prices between the HO and the supplier, which in turn would help in achieving systemic coordination.

Nanda, A. K. & **Chowdhury, S.** (2021) Shannon’s entropy and its generalisations towards statistical inference in last seven decades, *International Statistical Review*, Volume 89, Issue 1, Pages 167–185

Starting from the pioneering works of Shannon and Weiner in 1948, a plethora of works have been reported on entropy in different directions. Entropy-related review work in the direction of statistical inference, to the best of our knowledge, has not been reported so far. Here, we have tried to collect all possible works in this direction during the last seven decades so that people interested in entropy, specially the new researchers, get benefited.

Chakrabarty, J. B., **Chowdhury, S. & Roy, S.** (2020) Optimum Reliability Acceptance Sampling Plan Using Type-I Generalized Hybrid Censoring Scheme for Products Under Warranty, *International Journal of Quality & Reliability Management*, Volume 38, Issue 3, Pages 780-799

Purpose - The purpose of this paper is to design an optimal reliability acceptance sampling plan (RASP) using the Type-I generalized hybrid censoring scheme (GHCS) for non-repairable products sold under the general rebate warranty. A cost function approach is proposed for products having Weibull distributed lifetimes incorporating relevant costs.

Design/methodology/approach - For Weibull distributed product lifetimes, acceptance criterion introduced by Lieberman and Resnikoff (1955) is derived for Type-I GHCS. A cost function is formulated using expected warranty cost and other relevant cost components incorporating the acceptance criterion. The cost function is optimized following a constrained optimization approach to arrive at the optimum RASP. The constraint ensures that the producer's and the consumer's risks are maintained at agreed-upon levels.

Findings - Optimal solution using the above approach is obtained for Type-I GHCS. As a special case of Type-I GHCS, the proposed approach is also used to arrive at the optimal design for Type-I hybrid censoring scheme as shown in Chakrabarty et al. (2019). Observations regarding the change in optimal design and computational times between the two censoring schemes are noted. An extensive simulation study is performed to validate the model for finite sample sizes and the results obtained are found to be in strong agreement. In order to analyze the sensitivity of the optimal solution due to misspecification of parameter values and cost components, a well-designed sensitivity analysis is carried out using a real-life failure data set from Lawless (2003). Interesting observations are made regarding the change in optimal cost due to change in parameter values, the impact of warranty cost in optimal design and change in optimal design due to change in lot sizes.

Originality/value - The research presents an approach for designing optimal RASPs using Type-I generalized hybrid censoring. The study formulates optimum life test sampling plans by minimizing the average aggregate costs involved, which makes it valuable in dealing with real-life problems pertaining to product quality management.

FORTHCOMING REFEREED JOURNAL ARTICLES		
AUTHOR(S)	TITLE	JOURNAL
Anilkumar, E. N., Sridharan, R. & Kumar, P. N. R.	Prioritisation of barriers in implementing sustainable practices in public healthcare sector: an integrated DEMATEL, ISM and PROMETHEE model	<i>International Journal of Services and Operations Management</i>
Chaurasia, S., Pati, R. K., Padhi, S. S., Jensen, J. M. K. & Gavirneni, N.	Achieving the United Nations Sustainable Development Goals-2030 through the Nutraceutical Industry: A Review of Managerial Research and the Role of Operations Management	<i>Decision Sciences</i>
Dhaigude, A. S., Kapoor, R., Gupta, N. & Padhi, S. S.	Linking supply chain integration to supply chain orientation and performance – A knowledge integration perspective from Indian manufacturing industries	<i>Journal of Knowledge Management</i>
Govindan, K., Rajeev, A., Padhi, S. S. & Pati, R. K.	Supply chain sustainability and performance of firms: A meta-analysis of the literature	<i>Transportation Research Part E: Logistics and Transportation Review</i>
Lupu, C., Padhi, S. S., Pati, R. K. & Stoleriu, O. M.	Tourist choice of heritage sites in Romania: a conjoint choice model of site attributes and variety seeking behavior	<i>Journal of Heritage Tourism</i>

Mishra, N. & Barui, S.	Likelihood-Based Finite Sample Inference For Synthetic Data From Pareto Model	<i>RevStat Statistical Journal</i>
Nanda, A. K., Gayen, S. & Chowdhury, S	Errors due to departure from independence in exponential series system	<i>Communications in Statistics - Theory and Methods</i>
Padhi, S. S. & Mukherjee, S.	Optimal portfolio choices to split orders under supply disruption risks: An application of sport	<i>Decision Sciences</i>
Peiyang He , Kunpeng Li & Kumar, P. N. R.	An enhanced branch-and-price algorithm for the integrated production and transportation scheduling problem	<i>International Journal of Production Research</i>
Premkumar, P., Gopinath, S. & Mateen, A.	Trends in third party logistics—the past, the present & the future	<i>International Journal of Logistics Research and Applications</i>
Shalique, M. S., Padhi, S. S., Jayaram, J. & Pati, R. K.	Adoption of symbolic versus substantive sustainability practices by lower-tier suppliers: A behavioural view	<i>International Journal of Production Research</i>
Thangamani, G.	Availability Modeling and Estimation of FCCU Unit Using Generalized Stochastic Petri Nets	<i>International Journal of Quality & Reliability Management</i>
Vishnu, C. R., Das, S. P., Sridharan, R., Kumar, P. N. R. & Narahari, N. S.	Development of a reliable and flexible supply chain network design model: a genetic algorithm based approach	<i>International Journal of Production Research</i>
Puram, P. & Gurumurthy, A.	Celebrating a decade of International Journal of Lean Six Sigma – a bibliometric analysis to uncover the “as is” and “to be” states	<i>International Journal of Lean Six Sigma</i>
John, L., Gurumurthy, A.	Are quantity flexibility contracts with discounts in the presence of spot market procurement relevant for the humanitarian supply chain? An exploration	<i>Annals of Operations Research</i>

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Doane, D. P., Seward, L. E. & Chowdhury, S.	Applied Statistics in Business and Economics	<i>McGraw Hill</i>	2020	Books
Doane, D., Seward, L. & Chowdhury, S.	Applied Statistics in Business and Economics, Sixth Edition, SIE	<i>McGraw Hill, Revised Book</i>	2020	Books
Keating, B., Wilson, J. H. & Chowdhury, S.	Forecasting and Predictive Analytics, 7th Edition (SIE)	<i>McGraw Hill, Revised Book</i>	2020	Books

Bedi, J., Pati, R. K. & Padhi, S. S.	Understanding the Industry 4.0 Revolution using Twitter Analytics	<i>Industry 4.0 Technologies for Business Excellence: Frameworks, Practices, and Applications, Publisher: Taylor Francis (in press)</i>	2021	Book Chapters
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CONFERENCE PAPERS, PRESENTED & FORTH COMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Asit Tripathy, Pati, R. K. & Padhi, S. S.	Impact of Take-Back Regulation on Product Design	<i>51st Annual Conference of the Decision Sciences Institute, Houston, USA, 20 - 23 November</i>	2020
Choudhury, S., Padhi, S. S. & Sahoo, S. K.	Content Analysis of responses to E-learning advertisements	<i>04th International Conference on Marketing, Technology & Society, 07-09th December</i>	2020
Chowdhury, S.	Stochastic comparison on sample extremes of dependent heterogeneous observations	<i>International Conference on Applied Linear Algebra, Probability and Statistics (ALAPS 2020)</i>	2020
Chowdhury, S.	Optimum accelerated life testing sampling plans for type I hybrid censored Weibull distributed products under warranty	<i>Virtual 2020 INFORMS Annual Meeting, 8-13 November</i>	2020
Chowdhury, S.	Stochastic comparison of parallel systems with log Lindley distributed components under random shock	<i>6th International Conference on Fuzzy Systems and Data Mining (FSDM2020), 13-16 November</i>	2020
Kundu, S. & Roy, S.	On Estimation of Product Life Cycle Curves	<i>3rd ICDE & 14th ISDSI Annual Conference, 27-29 December</i>	2020
Manikandan, C.K.N., Kanwal, K. & Padhi, S. S.	A study on distribution and sales planning of electric vehicle charging concept of an Indian public sector company	<i>04th International Conference on Marketing, Technology & Society, 07-09th December</i>	2020
Kumar, P. N. R.	On the amenability of an Ant Colony Algorithm for the Convoy Movement Problem	<i>3rd ICDE & 14th ISDSI Annual Conference, 27-29 December</i>	2020
Roy, S.	Statistical Analysis of Progressive Type-I Interval Censored Data under Competing Risks	<i>14th International Conference in Monte Carlo & Quasi-Monte Carlo Methods in Scientific Computing, 10-14 August</i>	2020
Kumar, P. N. R.	Convoy Movement Problem with Multiple Objectives	<i>International Conference on Operations & Supply Chain Management, 17 January</i>	2021
Umesh, B. M., Dutta, A. & Pati, R. K.	One Nation One Market Project- Identifying challenges and way forward	<i>PMI Research and Academic Virtual Conference, 4-6 March</i>	2021

CASE STUDIES/ PUBLISHED & FORTHCOMING			
AUTHOR(S)	TITLE	DETAILS	YEAR
Sarkar, A. & Chowdhury, S.	Forecasting, Planning and Distribution of an Indian Ethnic Wear Manufacturer	<i>IIMK/CS/124/QM&OM/2021/02</i>	2021

Sarkar, A. & Chowdhury, S. (2021) Forecasting, Planning and Distribution of an Indian Ethnic Wear Manufacturer, *IIMK/CS/124/QM&OM/2021/02*

The case, set in the context of a traditional saree supply chain, presents the nuances of forecasting process for fashion products and the challenges of planning the supply chain. The case includes a detailed description on the various stages of the saree supply chain which would give the participants a very good idea about how traditional family-owned businesses and supply chains are managed in India. The case would also help the participants, specially business students who are generally exposed to more professionally-managed firms, to connect what they have learned in their classrooms and how they apply in practice in India. At the end of the case, the participants are expected to appreciate the nuances involved in forecasting a fashion product and the challenges involved. They would also appreciate their exposure on how business decisions are taken in the absence of data and would realize the value of data-based decision making. The instructor would also be able to sensitise the participants on how to map a forecasting technique to its context and select the most suitable method.

NON- REFEREED PUBLICATIONS / PRESENTATIONS				
AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Shalique, M. S. & Padhi, S. S.	Industry 4.0: Tackling rash driving habits 'smartly'	<i>Mathrubhumi (English)</i>	2021	Popular Press

WORKING PAPERS			
AUTHOR(S)	TITLE	DETAILS	YEAR
Agrawal, S., Sinha, A. S. & Padhi, S. S.	Review of Social Innovation: Dimensions, Elements and Links to Innovation Domains	<i>IIMK/WPS/398/SM/2020/14</i>	2020
Padhi, S. S. & Mukherjee, S.	Optimal Portfolio Choices to Split Orders Under Supply Disruption Risks	<i>SSRN</i>	2020
Chowdhury, S., Kundu, A. & Mishra, S. K.	Comparisons of Order Statistics from Some Heterogeneous Discrete Distributions	<i>arXiv.org (Cornell University)</i>	2021
Chowdhury, S., Kundu, A. & Modok, B.	Monitoring Percentiles of Proportion Data - An Application in Healthcare	<i>IIMK/WPS/413/QM&OM/2021/05</i>	2021
Srivastav, D., Praveen, P., Sensarma, R. & Gurumurthy, A.	Does salary dispersion affect team performance in cricket? Evidence from the Indian Premier League	<i>IIMK/WPS/441/ECO/2021/05</i>	2021
Suresh, S.	A Critical Analysis on the Impact of Work From Home Policy in India	<i>IIMK/WPS/429/QM&OM/2021/06</i>	2021
Suresh, S.	A perspective on Electric Vehicle Adoption from an Indian Context	<i>IIMK/WPS/409/QM&OM/2021/01</i>	2021
Suresh, S. & Bhattacharya, M.	Revisiting Income Inequality Measures	<i>IIMK/WPS/412/QM&OM/2021/04</i>	2021

Suresh, S. & Bhattacharya, M.	Testing the Change in Correlation Structure across Markets : High-Dimensional Data	<i>IIMK/WPS/411/QM&OM/2021/03</i>	2021
Suresh, S. & Bhattacharya, M.	Normal Mixture Process	<i>IIMK/WPS/410/QM&OM/2021/02</i>	2021

Agrawal, S., Sinha, A. S. & Padhi, S. S. (2020) Review of Social Innovation: Dimensions, Elements and Links to Innovation Domains, *IIMK/WPS/398/SM/2020/14*

The present study addresses the need for consolidation of the field of social innovation by providing a conceptual clarity in terms of delineating its elements and dimensions, differentiating it from the related field of social entrepreneurship and distinguishing it from innovation which is its precursor (in some senses) as well as bringing in definitional clarity to the field. We trace the evolution of the field and bring together the conceptualization, typologies and definitions from the past studies, to enable us to define social innovation holistically. This study is a systematic literature review and highlights the two streams, namely agentic and structuralist perspective in which social innovation has grown. We use business model innovation and innovation diffusion model as frameworks from the innovation literature to make our case for social innovation. The study has also reviewed related domains of innovation, vis-à-vis, open innovation and design thinking in terms of their overlap with social innovation elements or process. This study also captures the barriers to social innovation and proposes the future scope of social innovation in terms of its link to domains like frugal innovation and bricolage.

Padhi, S. S. & Mukherjee, S. (2020) Optimal Portfolio Choices to Split Orders Under Supply Disruption Risks, *SSRN*

This paper focuses on developing flexible sourcing strategies to mitigate supply disruptions using the resource dependency theory (RDT). Sourcing under supply chain disruptions has been seen as one of the challenging tasks of decision-makers because maintaining a strategic partner and getting the desired quantity from backup suppliers within the stipulated time is difficult. Hence, this study seeks to understand how to set a revised target of a primary supplier under supply disruptions by applying the well-known Duckworth–Lewis–Stern (DLS) method. Further, we also model the buyer’s preferences towards supply disruption risks where the primary supplier fails to meet the DLS-specified target within the pre-fixed duration and trying to obtain the remaining quantity from some backup supplier(s). We apply the mean-variance decision-theoretic model to derive testable comparative static properties regarding how the buyer optimally manages the portfolio of risky options based on her relative trade-offs between risks and returns. Then, we demonstrate the robustness of the theoretical predictions with a set of experimental evidence, comprising a total of 300 purchase managers, across 30 different groups of respondents. Finally, using this experimental data, this paper also applies quantile regression to estimate the preference structure across different quantiles of the risk distribution for all the respondents.

Chowdhury, S., Kundu, A. & Mishra, S. K. (2021) Comparisons of Order Statistics from Some Heterogeneous Discrete Distributions, *arXiv.org (Cornell University)*

In this paper, we compare extreme order statistics through vector majorization arising from heterogeneous Poisson and geometric random variables. These comparisons are carried out with respect to usual stochastic ordering.

Chowdhury, S., Kundu, A. & Modok, B. (2021) Monitoring Percentiles of Proportion Data - An Application in Healthcare, *IIMK/WPS/413/QM&OM/2021/05*

Focus Area - Beta control charts are used for monitoring proportion data as an alternative to the standard p and np charts. These charts in general use average of proportion data to set up the control limits assuming in-control parameters known. Specific percentile of proportions may be a key quality performance measure as opposed to average for an effective process monitoring scheme. Moreover, it may be of interest to the practitioners to monitor the top or bottom percentiles of proportion data more than the other percentiles/average. In this sense, control chart based on distribution truncated suitably over the support of the random variable may be a better choice over the same with complete support. This paper considers the problem of detecting shift(s) in the percentiles of a truncated

beta distributed process monitoring scheme. Performance of the proposed chart is evaluated through an application in healthcare.

Methodology - Parametric bootstrap method is used to develop the control chart for monitoring percentiles of a truncated beta distributed process when in-control parameters are unknown. Extensive Monte Carlo simulations are carried out with various combinations of the percentiles, false-alarm rates and sample sizes to evaluate in-control performance of the proposed bootstrap control charts in terms of the average run lengths. The out-of-control behaviour and performance of the proposed bootstrap percentile charts are thoroughly investigated for several choices of shifts in the parameters of truncated beta distribution and is also compared with beta distributed process.

Findings - The simulated values of in control average run length (ARL) are found to be close to the theoretical results implying that the proposed chart for percentiles perform well with both positively and negatively skewed data. Also, the out of control (OOC) ARL values for the percentiles decrease sharply with both downward and upward small, medium and large shifts in the parameters. The phenomenon indicates that the chart is effective in detecting shifts in the parameters. However, the extent of effectiveness of the chart i.e., the speed of detection of shifts varies depending on the type of shift, the parameters, and the percentile being considered. It is shown that the chart has performed best to detect shifts in the post-operative complications in patients in a hospital set-up.

Srivastav, D., Praveen, P., Sensarma, R. & Gurumurthy, A. (2021) Does salary dispersion affect team performance in cricket? Evidence from the Indian Premier League, *IIMK/WPS/441/ECO/2021/05*

This study examines the relationship between salary dispersion and team performance in cricket, using the Indian Premier League (IPL) data from 2008 – 2019. We employ a dynamic panel regression to test the applicability of the Equity theory and the Tournament theory in explaining team performance. Our results show that higher salary dispersion positively affects team performance, supporting the tournament theory. The study also highlights the effect of relative and overall spending by teams on their performance. The findings could be used for managing players and teams better apart from fine-tuning the strategies during player bidding. This study contributes to the sports management literature by being among the first studies to explore the impact of salary dispersion on team performance in Twenty20 cricket.

Suresh, S. (2021) A Critical Analysis on the Impact of Work from Home Policy in India, *IIMK/WPS/429/QM&OM/2021/06*

The sudden outbreak of the pandemic, the works places across of the world were forced to take up work from home or remote working as a strategy for overcoming the operational difficulties due the strict lock down across the world. After a year of the being under the forced circumstances, slowly the employers are encouraged to adopt this work from as a permanent policy in the years to come. Many big Indian companies including Tata Steel, Infosys, Maruti Suzuki, Philips etc are evaluating the job roles that will enable WFH permanently In this context we present a critical analysis on the work from home policies understand the merits and demerits of such changed work environment especially from an Indian context in this paper. The study focuses on critically analysis the impacts of WFH policy from environmental and economical point of view.

Suresh, S. (2021) A perspective on Electric Vehicle Adoption from an Indian Context, *IIMK/WPS/409/QM&OM/2021/01*

India has aimed for a 30% electric vehicle adoption by 2030. As a part of the electric vehicle adaptation, the government is moving towards coming up with a policy framework for electric vehicles and related sectors like raw material sourcing, battery



manufacturing, charging stations, etc. This paper is intended to draw a comparative analysis between the ICE vehicles and Battery Electric Vehicles on operational aspects as well as its environmental implications. The paper stands out in highlighting certain important factors which are needed to be considered while devising a policy framework towards electric vehicle adoption. Based on the conclusion, few policy suggestions are made for a better sustainable policy framework for the effective adaptation of electric vehicles for the future in an Indian context.

Suresh, S. & Bhattacharya, M. (2021) Revisiting Income Inequality Measures, *IIMK/WPS/412/QM&OM/2021/04*

Income inequality refers to the differences in income earned and overall standard of living among a group of people. Income inequality has very important social and economic consequences in a country. Measuring income inequality had been in focus for quite some time. The focus of our study is to introduce an income inequality measure which will be independent of the income distributional pattern.

Suresh, S. & Bhattacharya, M. (2021) Testing the Change in Correlation Structure across Markets: High-Dimensional Data, *IIMK/WPS/411/QM&OM/2021/03*

The Correlation Structure associated with a portfolio is subjected to vary across time. Studying the structural breaks in the time dependent Correlation matrix associated with a portfolio had been a subject of interest for a better understanding of the market movements, portfolio selection etc. The current paper proposes a methodology for testing the change in time dependent correlation structure of a portfolio in the high dimensional data using the techniques of generalised inverse, singular valued decomposition and multivariate distribution theory which has not been addressed so far. The asymptotic properties of the proposed test are derived. Also, the performance and the validity of the method is tested on real data set.

Suresh, S. & Bhattacharya, M. (2021) Normal Mixture Process, *IIMK/WPS/410/QM&OM/2021/02*

An interesting idea suggested in the existing literature states that any probability distribution pattern can be approximated to any precision by combining an arbitrary number of normal components. Motivated by the stated idea, we propose a new and simple, yet powerful stochastic process and discuss its construction from the microscopic movement of a particle in space. We call this new process Normal Mixture process. The intrinsic characteristics imbibed into the proposed process brings in several desirable properties making it a good candidate for modelling financial time series data like the stock price movements. In the paper, we have also illustrated how the proposed model gives a better fit compared to existing models through data analysis.

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / AD HOC REVIEW

NAME	TITLE	DESIGNATION
Mateen, A.	Transportation Research Part-E	Ad Hoc Reviewer
	Computers and Industrial Engineering	Ad Hoc Reviewer
	International Journal of Logistics Management	Ad Hoc Reviewer
	International Journal of Logistics - Research & Applications	Ad Hoc Reviewer
	Journal of Multi Criteria Decision Analysis	Ad Hoc Reviewer
Pati, R. K.	International Journal of Production Research	Ad Hoc Reviewer
Chowdhury, S.	International Journal of Production Research	Ad Hoc Reviewer
	Total Quality Management and Business Excellence	Ad Hoc Reviewer
	Journal of Applied Probability	Ad Hoc Reviewer
	Journal of Statistical Computation and Simulation	Ad Hoc Reviewer
	Communications in Statistics-Theory and Methods	Ad Hoc Reviewer
	Communications in Statistics-Simulation and Computation	Ad Hoc Reviewer
	Statistics and Probability Letters	Ad Hoc Reviewer
	Statistics-Journal of Theoretical and Applied Statistics	Ad Hoc Reviewer

Padhi, S. S.	OPSEARCH	Associate Editor
Gurumurthy, A.	International Journal of Logistics Management	Reviewer
	Journal of Strategic Marketing	Reviewer
	Journal of Humanitarian Logistics and Supply Chain Management	Reviewer
	Journal of Cleaner Production	Reviewer
	International Journal of Lean Six Sigma	Reviewer
	Journal of Manufacturing Technology Management	Reviewer
	Journal of Adult and Continuing Education	Reviewer
	IEEE Transactions on Engineering Management	Reviewer
	South Asian Journal of Business Studies	Reviewer
	Production Planning and Control	Reviewer
	International Journal of Productivity and Quality Management	Reviewer
	International Journal of Operational Research	Reviewer
	Annual International Conference of the European Operations Management Association (EurOMA 2021)	Reviewer
	International Journal of Lean Six Sigma	Editorial Board Member
	Journal of Manufacturing Technology Management	Editorial Board Member

FACULTY - QUANTITATIVE METHODS AND OPERATIONS MANAGEMENT



Anand G



Arqum Mateen



Ashutosh Sarkar



Raju C



Ram Kumar P.N.



Rupesh Kumar Pati



Saji Gopinath



Sandip Barui



Saparya Suresh



Shovan Chowdhury



Sidhartha S Padhi



Soumya Roy



Thangamani G



STRATEGIC MANAGEMENT

Strategic Management area consists of faculty members having doctorates from leading business schools. Almost all the area members have valuable experience of working in the responsible managerial positions in leading organizations. The faculty members have experience in teaching in leading business schools in India, USA, UK, Europe and the Middle East. The research output produced by the faculty members in the last couple of years has been significant. The faculty members have published in leading academic journals such as Journal of International Management, International Journal of Human Resources Management and presented papers during major conferences of Academy of Management, Strategic Management Society, British Academy of Management and Academy of International Business. Broadly the faculty members conduct research in areas like diversification, location choices (clusters), internationalization of emerging market firms, strategic planning, business-level strategy, entrepreneurship, corporate governance, public sector enterprises, sports, business model innovation and strategic renewal of organizations.

REFEREED JOURNAL PUBLICATIONS			
AUTHOR(S)	TITLE	JOURNAL	YEAR
P. Rameshan	Boss is not yet pleased; did the performance matter?	<i>Emerald Emerging Markets Case Studies</i>	2020
S. Subramanian	Increasing Shareholder Activism: A Challenge for the Managers Across Governance Systems	<i>IUP Journal of Corporate Governance</i>	2020
Vidya Sukumara Panicker & Rajesh Srinivas Upadhyayula	Limiting role of resource dependence: an examination of director interlocks, board meetings and family ownership	<i>Cross Cultural and Strategic Management</i>	2020

Rameshan, P. (2020) Boss is not yet pleased; did the performance matter?, *Emerald Emerging Markets Case Studies*, Volume 10, Issue 1, Pages 1-37.

The case is about the experiences of Raamit Pell, a Middle-level Executive at Accadia Management Services, and his encounters with a new boss, Pret Sohn. Raamit Pell had joined Accadia at a time when the organization was undergoing some political and cultural turmoil. When Pret Sohn came in as the new Chief Executive Officer six months later, there were a lot of expectations. But, Pret Sohn too began following Accadia's existing political culture, indulging in unhealthy organizational practices. He caused mental harassment to many executives. One such executive was Raamit Pell. Despite Raamit's excellent performance, Pret Sohn denied him a well-deserved promotion. Sohn justified it by saying that performance alone did not matter. Raamit felt deeply disturbed and considered quitting Accadia. He was reluctant to leave as a defeated man. Subsequently, he received an offer from another subsidiary of Accadia's holding agency. As he was undergoing a three-month mandatory notice period for his release, Raamit became concerned about his decision to leave Accadia. Deep in his mind he longed to redeem his hurt pride at Accadia. So, he was pondering whether he had taken the decision to resign in haste.

Learning outcomes - To evaluate a difficult career choice under compelling organizational circumstances. To analyse a complex organizational culture to understand the nuances of career decisions. To relate career dilemmas

to relevant conceptual and theoretical strands of organizational behaviour. To interpret the leadership style and its interaction with organizational culture. To determine possible strategic recourses to deal with the dynamics of destructive leadership and toxic cultures.

Subramanian, S. (2020) Increasing Shareholder Activism: A Challenge for the Managers Across Governance Systems, *IUP Journal of Corporate Governance*, Volume 19, Issue 3, Pages 7-22.

Traditionally, shareholder activism has been an important mechanism only in the context of Anglo-American governance system, as it traces its foundations to Principal- Agency conflict. However, in recent years, shareholder activism is becoming an effective governance tool even in other governance systems. Further, in Anglo-American markets also, the scope of shareholder activism is expanding to include non-financial/social objectives. Given these changes, this paper tries to explain how and why shareholder activism would become a significant governance mechanism across governance models. It presents evidence for growing shareholder activism in non-Anglo-American governance systems with the support of both existing literature and hard data. The paper also highlights that shareholder activism is accommodating non-financial/social objectives in the US market. The paper argues that the managers across various governance models would find it challenging to manage the shareholder activism.

Panicker, V. S. & Upadhyayula, R. S. (2020) Limiting role of resource dependence: an examination of director interlocks, board meetings and family ownership, *Cross Cultural and Strategic Management*, Volume 28, Issue 2, Pages 424-451.

Purpose - This paper attempts to examine the activity and involvement of board of directors in internationalization activities of firms in emerging markets, by evaluating the resource provisioning roles of interlocks provided by board of directors, and the frequency of board meetings. We demonstrate that the effectiveness of board involvement is contingent upon the levels of family ownership in firms since family ownership could impact the firm's ability to utilize the presence of different types of board members.

Design/methodology/approach - The authors test our hypotheses on a sample of listed Indian companies, extracted from the Prowess database published by the Centre for Monitoring Indian Economy (CMIE), a database of the financial performance of Indian companies. On a panel of 3,133 firm years of 605 unique Indian firms with foreign investments, over a time period of 2006–2017, the authors apply different estimation techniques.

Findings - The results demonstrate that both board meeting frequency and director interlocks are instrumental in supporting internationalization activities in emerging market firms. However, family ownership moderates the role of insider and independent interlocks on internationalization investments in different ways; the authors find that interlocks provided by independent directors support internationalization activities in family firms, whereas those provided by insider directors do not. Further, the study also finds that board meetings are less effective in internationalization of family firms.

Practical implications - The authors conclude that family firms aiming at international diversification require to develop more connected and networked independent directors to enable internationalization in firms. While independent director interlocks enhance the international investments, it is also useful to know that board meetings are ineffective in utilizing the resources in family firms. This points to the possibility that family firms should device mechanisms to integrate family meetings with board meetings so that they can utilize the within-family processes to aid in their internationalization decisions.

Originality/value - The study contributes to resource dependence theory by understanding its limiting role in family firms. Theoretically, it helps delineate the limiting resource provision role of the insider directors vis-à-vis independent directors. The authors argue that the resource provision role of insider director interlocks does not effectively help in internationalization in comparison to independent director interlocks in family-dominated firms. Consequently, the study shows the limiting role of resource provision and utilization by family-owned firms in comparison to non-family-owned firms.

FORTHCOMING REFEREED JOURNAL ARTICLES

AUTHOR(S)	TITLE	JOURNAL
Agrawal, S. & Sinha, A. S.	Ambidexterity: An evolutionary review	<i>Amity Journal of Management Research</i>
Dixit, D., Sinha, A. S. & Shrivastava, R.	Process and Content Model of CSR Decision Making - A stakeholder Approach	<i>International Journal of Business Research & Management</i>
Ojha, A. P. & Nandakumar, M. K.	Is Shame-Proneess The Missing Link Between Social Norms, Policymaking and Productive Entrepreneurship?	<i>Journal of Strategy and Management</i>
Pati, R., Ghobadian, A., Nandakumar, M. K. , Hitt, M. A. & O'Regan, N.	Entrepreneurial behavior and firm performance: The mediating role of business model novelty	<i>R&D Management</i>
Sahasranamam, S., Nandakumar, M. K. , Pereira, V. & Temouri, Y.	Knowledge capital in social and commercial entrepreneurship: Investigating the role of informal institutions	<i>Journal of International Management</i>
Subramanian, S.	Corporate Governance Issues at Fortis Healthcare-Religare Enterprises Group	<i>Case Folio</i>
Yadav, N. & Nandakumar, M. K.	Developing a comprehensive business case for sustainability: an inductive study	<i>International Journal of Organizational Analysis</i>

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Dhayanithy, D.	Strategy Huddle: Management Lessons from Sports	<i>SAGE Publications Pvt. Ltd</i>	2021	Books
Mitra, S.	Covid 19 changed business and life: Nothing seems same anymore	<i>Notion Press</i>	2021	Book Chapters

CONFERENCE PAPERS, PRESENTED & FORTH COMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Balasubrahmanyam, S.	Profitable Management of Customer Expectations in a Hyper-Competitive World	<i>04th International Conference on Marketing, Technology & Society, 7-9 December</i>	2020
Balasubrahmanyam, S.	Servitization as a Route to overcome Various Barriers to Consumption	<i>04th International Conference on Marketing, Technology & Society, 7-9 December</i>	2020
Balasubrahmanyam, S.	Can a Customer Value Proposition be a Double-Edged Sword?	<i>04th International Conference on Marketing, Technology & Society, 7-9 December</i>	2020
Dixit, D. & Sinha, A. S.	Institutions that fosters or hinders women entrepreneurship: A cross-country study	<i>British Academy of Management Annual Conference</i>	2020
George, N.	Shooting the Messenger: Firing Auditors Following Decline in Accounting Performance	<i>Strategic Management Society Annual Conference, October</i>	2020

George, N.	The Entrepreneur's Business Model: How is value created?	<i>ICDE & 14th ISDSI Annual Conference</i>	2020
George, N.	A Behavioral Perspective on the Resource-Based Theory	<i>ICDE & 14th ISDSI Annual Conference</i>	2020
Ghobadian, A., Baruch, Y., Khapova, S., O'Regan, N., Nandakumar, M. K., Castaner, X., Huse, M., Lu, J., Sinha, P. N., Pereira, V. E. & Kwan, H. K.	Preparing to Become a Global Faculty	<i>80th Annual Academy of Management (AOM) Conference, 7-11 August</i>	2020
Kerai, A.	CEO Attributes and Family Firm Internationalization: The Moderating Effect of Business Group Affiliation and Competitive Intensity	<i>AIB 2020 Online Conference</i>	2020
Nandakumar, M. K., Appadu, N., Lee, D & Veliyath, R.	The Determinants of Post-M&A Performance – What we know and What Next?	<i>British Academy of Management Conference</i>	2020
Nandakumar, M. K., Appadu, N., Veliyath, R. & Galeazzo, A.	Post-M&A Performance in Cross-Border Acquisitions - The Role of M&A Experience	<i>80th Annual Academy of Management (AOM) Conference, 7-11 August</i>	2020
Rajeev, P. N., Mitra, S. & Joy, S.	Community Based Organizations and Institutional Voids in Emerging Economies: Case of Nenmeni in Kerala, India	<i>The New School Conference on Management and Social Justice, November</i>	2020
Sinha, A. S.	A critical hermeneutical analysis of CSR reports of three major IT firms in India	<i>Strategic Management Forum Annual Conference, 21-23 December</i>	2020
Subramanian, S.	MNCs and emerging market Joint ventures - Impact of the value system of the family-owned business group- A study of Godrej Group	<i>7th International Research GSOM Emerging Markets Conference</i>	2020
Upadhyayula, R. S.	Internationalization and Ownership Groups of Emerging Market State-Owned Enterprises: An Integrated Resource Dependence-Agency View	<i>AIB 2020 Online Conference</i>	2020
Venkataraman, S.	Business Greening as a Promotion Tool: Between Atonement and Easy Adoption	<i>04th International Conference on Marketing, Technology & Society, 7-9 December</i>	2020
Venkataraman, S.	Corporate Citizenship Amidst Covid-19: Paradigm Shift, Event-driven CSR or Opportunistic Promotion?	<i>04th International Conference on Marketing, Technology & Society, 7-9 December</i>	2020

George, N.	Filling institutional voids: Operations capability and capital markets	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Kerai, A.	Does work from home arrangement deinstitutionalize traditional office spaces: A conceptual perspective	<i>ICMC-2020</i>	2021
Kerai, A.	Multi-nationality and Profit Shifting among Family Firms: Evidence from India	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Mitra, S. & Deepak, A.	Social Value and Process Challenges in Solid Waste Management during Covid-19 pandemic: Case of a Social Enterprise	<i>TISS Digital Conference on Social Enterprise-Values and Processes, 7-9 January</i>	2021
Venkataraman, S.	Championing Green Initiatives: Recompensing or Satisficing	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021
Venkataraman, S.	CSR during Covid-19: A crisis-fuelled opportunity for enlightened capitalism	<i>18th AIMS International Conference on Management, 4-6 March</i>	2021

NON- REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Ramasundaram, A. & Dhayanithy, D.	Why Brand Dhoni has become Iconic?	<i>The Hindu Businessline</i>	2020	Popular Press
Krishnan, T. N. & Dhayanithy, D.	Book Review - Mind Masters: Winning lessons from a champion's life	<i>IIMK</i>	2021	Others
Subramanian, S.	Lessons from TVS Group rejig: Towards filling each other's cup but not drinking from the same cup	<i>The Economic Times</i>	2021	Popular Press
Subramanian, S.	How can family businesses keep themselves from splitting? By separating ownership and management	<i>The Economic Times</i>	2021	Popular Press

WORKING PAPERS

AUTHOR(S)	TITLE	DETAILS	YEAR
Agrawal, S., Sinha, A. S. & Padhi, S. S.	Review of Social Innovation: Dimensions, Elements and Links to Innovation Domains	<i>IIMK/WPS/398/SM/2020/14</i>	2020
Hazarika, L. & Dhayanithy, D.	Cognitive perspective to Organizational Innovation: Evidence from F1 racing	<i>IIMK/WPS/382/SM/2020/09</i>	2020

Hazarika, L. & Sinha, A. S.	Effect of virtual organizing on formal-informal interplay within an organization	<i>IIMK/WPS/396/SM/2020/12</i>	2020
Rameshan, P.	Crisis Leadership of World Leaders: Anecdotal Evidence from Global Covid-19 Fightback	<i>IIMK/WPS/385/SM/2020/11</i>	2020
Yadav, S. & Dhayanithy, D.	Escalation of Commitment as Sunk-Cost Justification: Impact of Individual Status and Reputation	<i>IIMK/WPS/383/SM/2020/10</i>	2020
Basu, M. & Sinha, A. S.	The Glass-Ceiling Phenomenon: A Literature Review and Research Agenda	<i>IIMK/WPS/425/SM/2021/03</i>	2021
Dixit, D. & Sinha, A. S.	Unravelling the Glass Ceiling Phenomenon Using Critical Hermeneutics	<i>IIMK/WPS/426/SM/2021/04</i>	2021
Mitra, S.	Learnings for Business in times of pandemic	<i>IIMK/WPS/447/SM/2021/09</i>	2021
Mitra, S.	Revisiting Healthcare Management in India: Opportunities from Migrant Mobility Data during Covid-19	<i>IIMK/WPS/448/SM/2021/10</i>	2021
Patel, J. & Sinha, A. S.	Women Entrepreneurship in Rural India: A Study on Women of Gujarat	<i>IIMK/WPS/438/SM/2021/07</i>	2021
Patel, J. & Sinha, A. S.	Evolution of Feminism and Feminism Movements in India	<i>IIMK/WPS/439/SM/2021/08</i>	2021
Sinha, R. S. & Sinha, A. S.	Does Entrepreneurial Spiral Work in Large Organisations? A Formal-Informal Organizations' Interplay Perspective	<i>IIMK/WPS/428/SM/2021/06</i>	2021
Sinha, R. S. & Sinha, A. S.	Entrepreneurial Ideation: An Effectual perspective on the new venture creation	<i>IIMK/WPS/427/SM/2021/05</i>	2021
Yadav, S. & Upadhyayula, R. S.	Geographic cluster or global linkages? What accelerate emerging market firms foreign entry speed	<i>IIMK/WPS/404/SM/2021/02</i>	2021
Yadav, S. & Upadhyayula, R. S.	Timing and speed of small and young firm's internationalization: A critical review and future research agenda	<i>IIMK/WPS/403/SM/2021/01</i>	2021

Agrawal, S., Sinha, A. S. & Padhi, S. S. (2020) Review of Social Innovation: Dimensions, Elements and Links to Innovation Domains, *IIMK/WPS/398/SM/2020/14*

The present study addresses the need for consolidation of the field of social innovation by providing a conceptual clarity in terms of delineating its elements and dimensions, differentiating it from the related field of social entrepreneurship and distinguishing it from innovation which is its precursor (in some senses) as well as bringing in definitional clarity to the field. We trace the evolution of the field and bring together the conceptualization, typologies and definitions from the past studies, to enable us to define social innovation holistically. This study is

a systematic literature review and highlights the two streams, namely agentic and structuralist perspective in which social innovation has grown. We use business model innovation and innovation diffusion model as frameworks from the innovation literature to make our case for social innovation. The study has also reviewed related domains of innovation, vis-à-vis, open innovation and design thinking in terms of their overlap with social innovation elements or process. This study also captures the barriers to social innovation and proposes the future scope of social innovation in terms of its link to domains like frugal innovation and bricolage.

Hazarika, L. & Dhayanithy, D. (2020) Cognitive perspective to Organizational Innovation: Evidence from F1 racing, *IIMK/WPS/382/SM/2020/09*

The study aims to study the link between cognition structure of individual decision makers and strategic decisions of organizations. Specifically, the impact of positive affect and cognitive anxiety on the innovative quotient of organizations. The study is based on the context of formula one car racing teams due to their heavy reliance on cutting edge technology for performance. Data for top ten racing teams over a period of three years is analyzed. The findings suggest a positive relation between positive affect and innovation and negative relation between cognitive anxiety and innovation. The study contributes towards the literature on micro foundations of strategic decision making.

Hazarika, L. & Sinha, A. S. (2020) Effect of virtual organizing on formal-informal interplay within an organization, *IIMK/WPS/396/SM/2020/12*

Virtual organizing as a cost-effective practice, has become a trend in both small and big organizations. The Covid-19 pandemic has made virtual organizing even more relevant for today's organizations. Although literature shows a balanced picture of positive and negative impacts of organizing human efforts virtually, it fails to explain how virtual organizing impacts the nerve of an organization – the interplay of formal-informal organizing. Hence this study synthesizes the extant literature to address the gap. This study additionally utilizes extended case method (Burawoy, 1998) to leverage on reflexive learning as a qualitative research method. Organizational attachment theory (Bowlby, 1969; Hazan & Shaver, 1990) is used as a theoretical lens to study the phenomenon. The paper contributes towards the virtual organizing literature by extending its knowledge in the informal organizing context. The practical implication of the study aids practitioners of virtual organizing to assess its overall effectiveness and to mitigate associated risks.



Rameshan, P. (2020) Crisis Leadership of World Leaders: Anecdotal Evidence from Global Covid-19 Fightback, *IIMK/WPS/385/SM/2020/11*

This paper evaluates the crisis response of top leaders of 21 selected countries and the WHO and UN heads in respect of Covid-19 actions. The 21 countries had accounted for over four-fifth of global Covid-19 cases and nearly three-fifth of deaths as of May 9, 2020. The study uses anecdotal evidences taken from various media sources as well as insights from available crisis management and leadership literature to make intuitive and exploratory observations and draw inferences on leader behaviour based on these leaders' actions over a 5-month period from January to May 2020. The study throws up several conclusions. First, countries vary in their Covid-19 incidence and fatalities; countries having higher incidence and fatalities were mostly those with weak leader actions on the crisis. Countries taking early and/or stronger actions generally had higher recovery-to-death ratio. Second, on the basis of the leaders' orientation towards public health & life motive, political constituency or legitimacy motive, and global opinion/image motive, the paper classifies the leaders' action styles as 'missionary', 'strategist', 'politician', 'gamer' and 'supporter', with the 'missionary' leaders focused just on the public health & life even when some of them had an underlying political mission, and the 'gamers' largely interested in their political constituency or legitimacy. Third, in terms of leadership styles, 'missionary' leaders mostly followed a positive stewardship, charismatic or transformational style; 'strategist' leaders had a mixed transactional, transformational or narcissistic style; politicians mostly followed a heroism style; and 'gamer' leaders were characterized by narcissistic, authoritarian or heroism style. Heads of WHO and UN were transactional in style. Fourth, with respect to personal strategy of leaders, 'nurturing selfimage' was more popular with 'heroism' style of leadership and 'politician' action style. The personal strategy of 'problem solving' was followed by leaders of different leadership styles, but mostly 'missionary' leaders. Leaders who had a 'repositioning' angle to their personal strategy achieved better results from their crisis leadership irrespective of their leadership and action styles. Transactional leaders mostly preferred 'system leveraging' as their personal strategy, whereas 'play victim/villainize' was a personal strategy associated with narcissistic or authoritarian leadership and a 'gamer' action style. Finally, when the study is extended to Covid-19 data on infections and deaths of sample countries for a 3-week period beyond May 9, 2020, we find the 'missionary' leaders (on action style) as the most successful in terms of slow progress rates (<1%) of infection and death – seven of these leaders belonged to the OECD group of countries. At the same time, the worst progress rates (going up to 7.8%) were found in the case of BRI[.]S countries of the BRICS group (with the fifth one, China, being the originator of the pandemic), without regard to the action or leadership styles or personal strategy. Thus, the socio-economic-institutional state of development of the sample countries emerges as an important factor in their Covid-19 outcomes. One inference that we can draw from this last point is that the advanced countries are more likely to win the Covid-19 fight first, despite their initial severe suffering and some of their leaders' initial irresponsible actions.

Yadav, S. & Dhayanithy, D. (2020) Escalation of Commitment as Sunk-Cost Justification: Impact of Individual Status and Reputation, *IIMK/WPS/383/SM/2020/10*

Extant literature on escalation of commitment have focused mainly on group, firm and external macro level factors as determinant of firm level decisions. This study examines the impact of individual-level factors on the escalation of commitment (EOC) of team decisions. We draw from the self-justification theory and signaling perspective to examine the impact of sunk cost, status, and reputation of EOC. We used longitudinal data from 2008 to 2019 of the Indian Premier League (IPL) to test the proposed hypotheses. We found sunk cost and player reputation are positively related to the escalation of commitment. We also found the moderating effect of player status on the sunk cost and EOC relationship.

Basu, M. & Sinha, A. S. (2021) The Glass-Ceiling Phenomenon: A Literature Review and Research Agenda, *IIMK/WPS/425/SM/2021/03*

In a patriarchal society with values that are mostly male-dominated, it is indeed difficult for a woman to secure a deserving platform for herself. Gender issues thus have received much importance in the field of management studies. One such prominent gender issue is the glassceiling phenomenon that exists in workplaces. This paper does a review of 98 articles on the glass-ceiling effect and has segregated each article under one of the four baskets - (i) Evidence of the glass-ceiling phenomenon. (ii) Sources of origination of the glass-ceiling, (iii) Consequences of the existence of a glass-ceiling & what happens when it is broken (iv) Ways to shatter the glass ceiling in the workplace. Further to this, several research agendas have been put forward for future researchers. This paper contributes immensely to the existing body of knowledge pertaining to the glass-ceiling issue and will also help future scholars to streamline their research avenues.



Dixit, D. & Sinha, A. S. (2021) Unravelling the Glass Ceiling Phenomenon Using Critical Hermeneutics, *IIMK/WPS/426/SM/2021/04*

The glass-ceiling phenomenon is a well-discussed topic in gender research under management studies. However, the phenomenon had been captured in research using mostly quantitative research designs. Even though few papers had used qualitative designs, they were increasingly limited to interviews, analyzing archival data, ethnographic studies and case studies. This paper attempts to unfold the glass-ceiling phenomenon by employing critical hermeneutics, an interesting methodology used for textual interpretations in the interpretive paradigm. Three books had been chosen for this study, all authored by women leaders of reputed organizations. Hermeneutics had been performed on the texts of these books by placing them in the broader social context of workplace gender discrimination. Excerpts from these books had been matched to understand the deeper meaning of the superficial words. No study had previously employed this method to analyze the glass-ceiling phenomenon. The limitations and future research directions had also been discussed.

Mitra, S. (2021) Learnings for Business in times of pandemic, *IIMK/WPS/447/SM/2021/09*

Mitra, S. (2021) Revisiting Healthcare Management in India: Opportunities from Migrant Mobility Data during Covid-19, *IIMK/WPS/448/SM/2021/10*

Patel, J. & Sinha, A. S. (2021) Women Entrepreneurship in Rural India: A Study on Women of Gujarat, *IIMK/WPS/438/SM/2021/07*

Feminism as an ideology is associated with women's rights and women's movements across the world. The purpose of this paper is to clear the misconceptions about feminism in the third world countries by highlighting the major feminist movements in India. Firstly, it talks about the evolution of feminism in India and across the globe. It showcases the works of feminists like Mahatma Phule, Raja Ram Mohan Roy, Ishwarchandra Vidyasagar and talks about Brahminical feminism in India. It then draws attention to feminism after independence when 'The Committee for the Status of Women in India' was set up to review the status of women in the country. It also discusses different prominent movements which took place in India like the Shetkari movement, Chipko movement, Hindu Militant feminism, etc. and how some of those movements led to the enactment of new laws favoring women while how some proved negative for the cause of feminism. The paper concludes with an analysis on Indian feminism, for which different opportunities to overcome threats and weaknesses are discussed.

Patel, J. & Sinha, A. S. (2021) Evolution of Feminism and Feminism Movements in India, *IIMK/WPS/439/SM/2021/08*

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Sinha, R. S. & Sinha, A. S. (2021) Does Entrepreneurial Spiral Work in Large Organisations? A Formal- Informal Organizations' Interplay Perspective, *IIMK/WPS/428/SM/2021/06*

Organisational scaling has been a critical research area in management science; however, non-practitioner journals have not focused much on 'how' do organisations scale. In this work, we extend the works of Shepherd et al. (2010)'s entrepreneurial spirals. Entrepreneurial spirals have been looked at as an explanatory mechanism to explain how small Entrepreneurial organisations scale up. In this work, we try to examine whether entrepreneurial spirals can also explain how intrapreneurship can be propagated in large organisations. Our paper delves into how we can learn from entrepreneurial spirals so that it can be adapted in the context of big organisations and unravel new and potent explanations about how intrapreneurship develops in large organisations. This conceptualisation helps us to create the notion of intrapreneurial spirals as an interplay between formal and informal organisations. This multi-level interaction has the potential to enhance the entrepreneurship literature by providing a novel perspective to intrapreneurship.

Sinha, R. S. & Sinha, A. S. (2021) Entrepreneurial Ideation: An Effectual perspective on the new venture creation, *IIMK/WPS/427/SM/2021/05*

Effectuation theory explains how to uncover and exploit opportunities in new markets with high levels of uncertainty. Through inductive analysis, we not only identify the existing five dimensions of effectuation- bird in the hand, affordable loss, lemonade, pilot in the plane, crazy quilt but also identify the three facets of imaginativeness-creative imaginativeness, practical imaginativeness and social imaginativeness as an essential component of effectuation theory. Therefore, in this work, we argue that effectuation is more than just a mode of action (behavioural dimension) and has a cognitive dimension attached to it. This understanding shall propel future researchers to investigate the emotional dimension, thereby establishing the theoretical construct of Effectual Mindset (EM).

Yadav, S. & Upadhyayula, R. S. (2021) Geographic cluster or global linkages? What accelerate emerging market firms foreign entry speed, *IIMK/WPS/404/SM/2021/02*

This study examines, whether emerging market firms use global linkages as a substitute to the location in geographical clusters to promote the speed of foreign market entry. Drawing from economic geography, we find a slower speed of foreign market entry by firms located outside geographical clusters in the home country as compared to firms inside clusters. This relationship is further moderated by the firm's cognitive proximity in the foreign markets (measured as a firm's extent of informal global linkages). Cognitive proximity increases the transfer of tacit knowledge and weakens the negative impact of firm cluster absence on the speed of foreign entry. We test the proposed hypotheses using the cox proportional hazard model based on a longitudinal sample of 747 Indian firms in the information technology industry (IT) from 2000 to 2019.

Yadav, S. & Upadhyayula, R. S. (2021) Timing and speed of small and young firm's internationalization: A critical review and future research agenda, *IIMK/WPS/403/SM/2021/01*

The literature on the importance of time in the internationalization process of entrepreneurial firms has pulled the attention of international business researchers in the last two decades. The phenomenon of internationalization speed as a time-based dimension is studied both in the context of young entrepreneurial firms and large multinationals. Yet, the theoretical foundations and synthesis of empirical literature remain absent, thus call for a critical assessment and review of the literature. We examine 67 articles in 34 scholarly journals from 2000 to the current period. We use an inductive approach and qualitative content analysis for a comprehensive and critical assessment of literature.

First, we define the concept of internationalization speed and highlighted its multidimensionality. We provide a synthesis of literature based on antecedents and outcomes of internationalization speed to identify ambiguity in the empirical literature. Further, we discuss the issues of conceptualization and operationalization of speed along with methodological issues in the empirical literature. Finally, we provide future research agendas based on the gaps in the theoretical literature.

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AUTHOR(S)	TITLE	DETAILS	YEAR
Sarkar, A., Krishnan, T. N., Upadhyayula, R. S., Kakani, R. K. & Sensarma, R.	Post Covid-19 World: Scenarios and opportunities for major sectors of the economy	<i>IIMK/WHS/01/OB&HR/2021/01</i>	2021

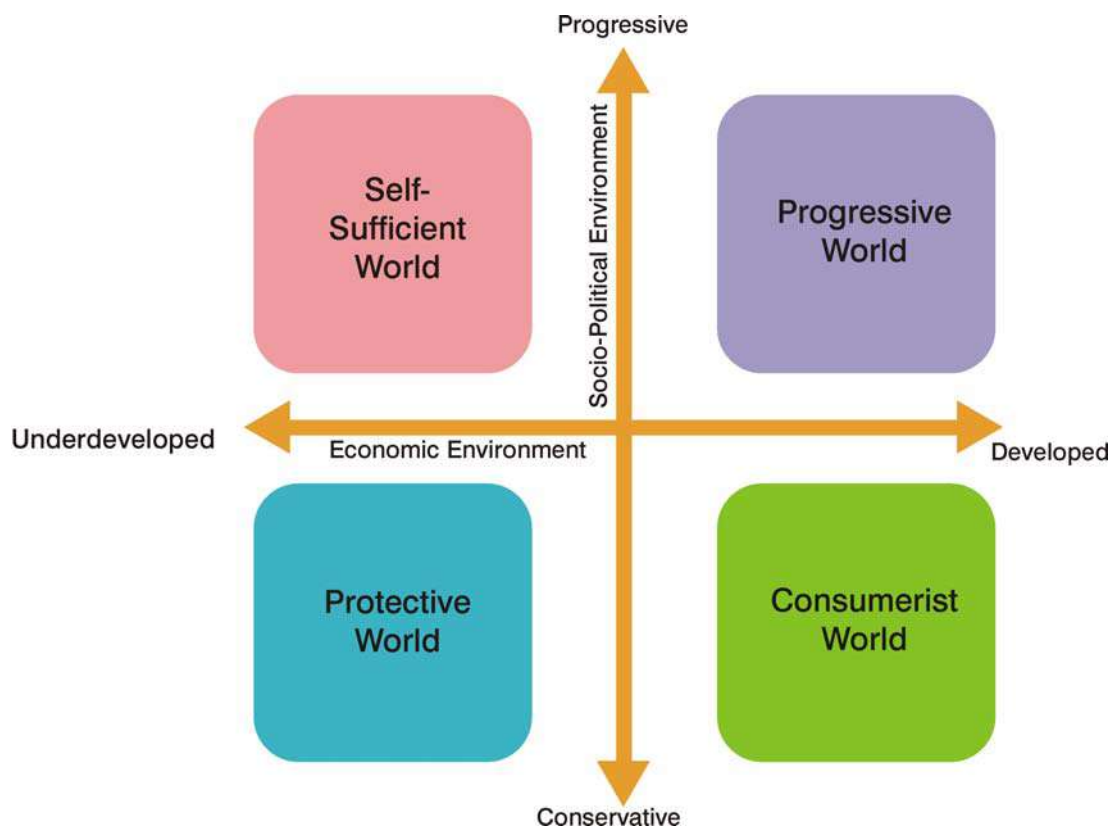
Sarkar, A., Krishnan, T. N., Upadhyayula, R. S., Kakani, R. K. & Sensarma, R. (2021) Post Covid-19 World: Scenarios and Opportunities for Major Sectors of the Economy, *IIMK/WHS/01/OB&HR/2021/01*

The crisis related to the COVID-19 pandemic is unprecedented in its impact and scope. Businesses are continuously exploring alternatives and making changes to the way they are used to undertake their activities. While the old is being rewritten, newer models and opportunities are also emerging. Organizations find it hard to navigate and envision the future post the pandemic. In this context, this study carries out a macro-environmental analysis of the impact of the pandemic, how such impact would affect economies, society and the government, and portray medium to long term scenarios on how the macro economic situation could evolve post the pandemic. It would particularly focus on trends in Social, Technological, Economic, Environmental and Political (STEEP) changes that the Indian economy could witness. We believe the analysis would help firms to adapt business models to overcome challenges of COVID-19 as well as prepare them to exploit some of the possible opportunities going forward. Given the sudden and wide spread impact the pandemic has caused to the world and Indian economy, and the uncertainty related to the time spread of its impact in the country, any assessment and recommendation for the way forward for the sectors is going to be at best indicative. Within these constraints, the white paper tries to understand the impact of the pandemic better and its implications for five major sectors of the economy - Agriculture, Education, Tourism, IT and Construction.

The study takes a two stage approach to analyse the impact of the pandemic and its effects on key sectors of the economy. The first stage deals with understanding, imagining, and brainstorming the COVID-19 and its effect on the economy and society. For this the team reviewed and analysed literature, reports and publicly available data which is followed by brainstorming and internal discussion and carried out a STEEP (Social, Technological, Economic, Environmental and Political) analysis. The STEEP analysis helped the team to imagine and build post-COVID scenarios and characterise them. In the next stage we solicited inputs from few senior executives and industry experts in order to better understand how each of the five sectors (Agriculture, Education, Tourism, IT and Construction) are hit by the pandemic and explored potential opportunities that exists within these sectors. The framework characterising the various post-COVID scenarios was used as a template to illustrate and to analyse the emerging trends for the above five sectors. We make suggestions on key indicators to be tracked in order to ascertain the direction of movement to a particular scenario.

STEEP analysis is a popular tool to promote discussions and figure out various influences for organizational planning and forecasting especially in situations of high uncertainty. It helps to consider a variety of external factors beyond our individual experiences and values. These have been used in previous research and practice especially by sectors where quantifying the risks is less feasible. The trends that we analyse and highlight are those that are likely to surface in the medium (post 18 months) to long term scenario (36 months and beyond) post COVID.

We construct four different scenarios – referred as post-COVID worlds - based on the changes that may likely to have on our society, economy, environment, politics and technology adoption and innovation. For constructing the scenarios, we propose measuring changes along the following two dimensions.



The first dimension is the ***economic environment*** that refers to *economic growth and reforms*, conducive environment for doing business, and *technology adoption* commensurate with the economic growth. An *underdeveloped economic environment* represents an economic condition characterized by lower growth rate, absence of major economic reforms facilitating economic growth, absence of a conducive environment for business consequently leading to lower adoption of technology by citizens and businesses, lack of opportunities in urban areas, lower urbanization and lesser migration to cities and few regions. On the hand, a *developed economic environment* represents an economic condition characterized by higher growth, economic policies that creates a positive environment for business, and can afford higher level of adoption of technology by citizen and businesses, consequently leading to greater urbanization and migration.

The second dimension is ***social and political environment*** that is a combination of social and political dimensions. The *social dimension* refers to the shared values, interests, and priorities in life for the society as a holistic unit in terms of their sensitivity to sustainability, consciousness about health, hygiene and safety, inclusivity and social harmony, emphasis is on experiential dimension of life, education and technological innovation. The *political dimension* refers to the citizen empowerment, authority and control exercised by the government. A *progressive social and political environment* represents a society that is more sensitive to sustainability, physical and mental wellbeing emphasizing health, hygiene, safety, education, and experiential dimensions of life such as comfort, convenience, and happiness. A *conservative social and political environment* represents a social and political environment that is represented by a society that is less sensitive to sustainability, physical and mental wellbeing emphasizing on health, hygiene, safety, education. For such society learning and education is more of an economic necessity than a process of internal inquiry. The society prioritizes comfort, entertainment, and luxury than on experiential dimensions like, nature travel, exploration, community activities etc.

Leading indicators to be tracked, strategies and focus areas for businesses in each of the five sectors are detailed as part of the White paper.

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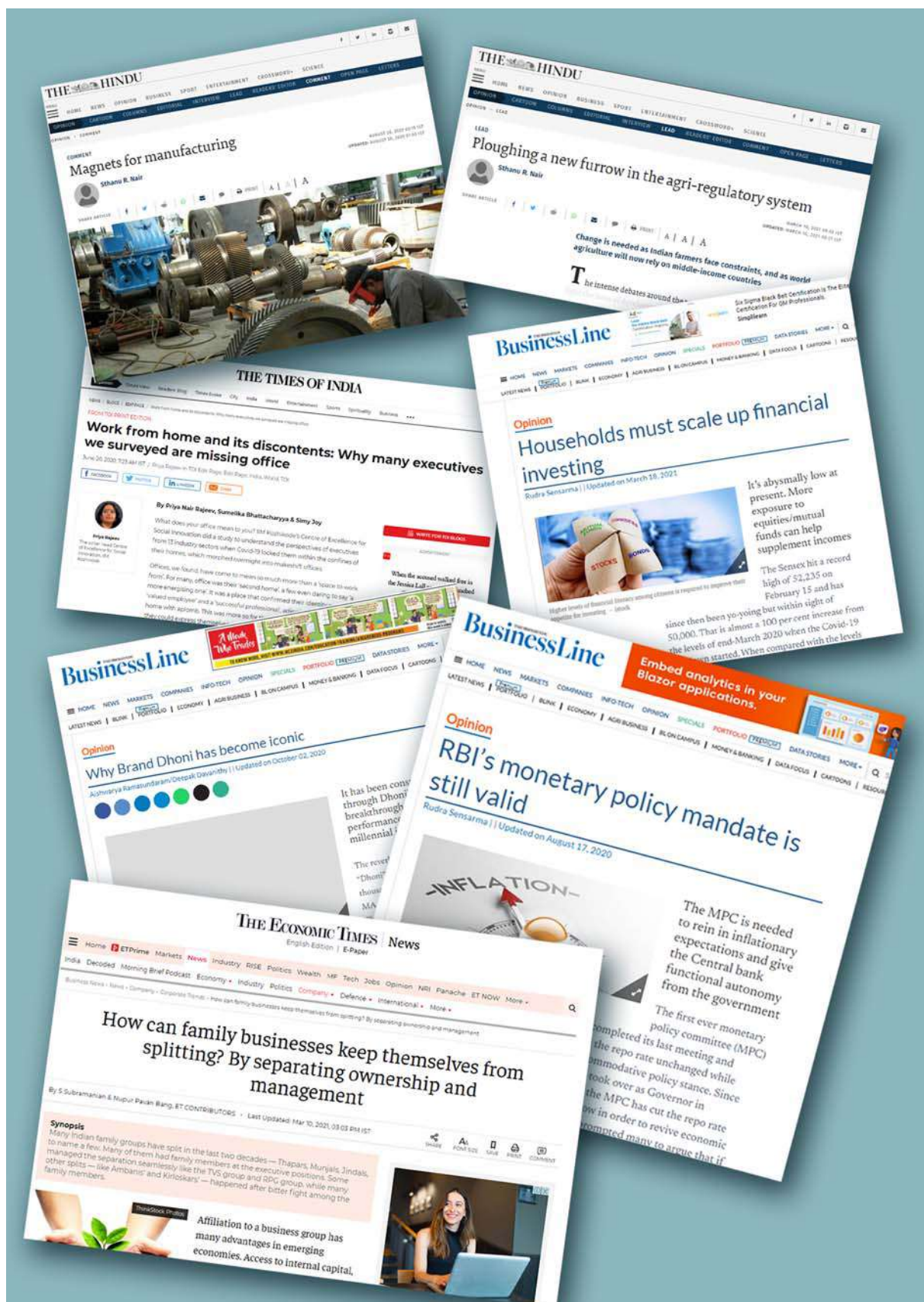
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