



भारतीय प्रबंध संस्थान कोषिकोड
Indian Institute
of Management
Kozhikode



IIM KOZHIKODE

RESEARCH NEWSLETTER

2021 – 2022 | VOLUME 20

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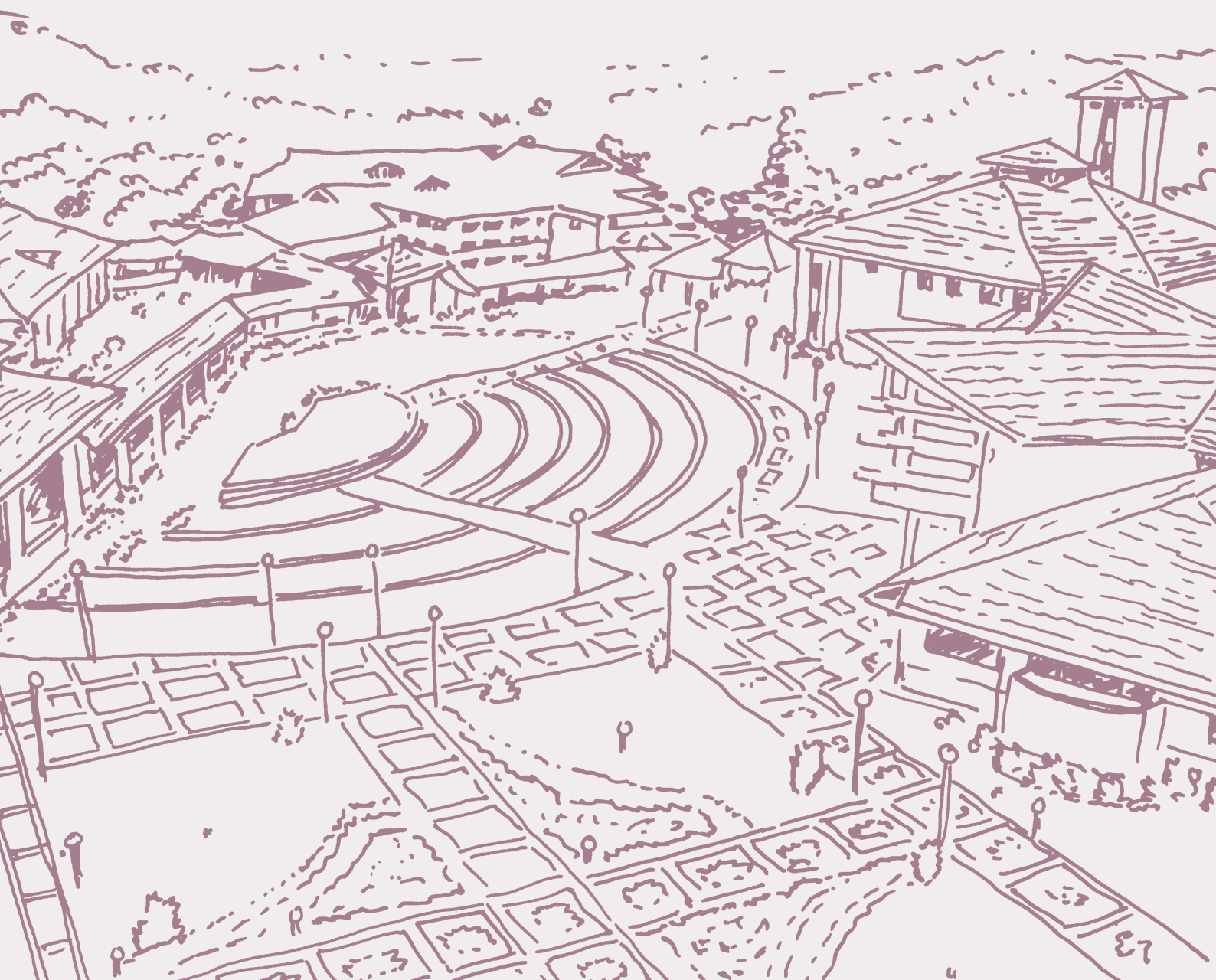
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MESSAGE FROM THE DIRECTOR

I am excited to present the 20th edition of our institute's Research Newsletter, which provides a snapshot of the research achievements of our faculty members and doctoral students. I am happy to inform you that during the last academic year, we have doubled the number of journal publications compared to the previous two years. We have hit a century of journal publications (110 in total). Similarly, the number of papers presented at various conferences also significantly increased. This time, it is a double century (220+)!! Although we had a slow and steady increase in our faculty strength during the last academic year, the growth in the number of journal and conference publications is exponential. The exponential increase in the publications also ensured that we could maintain our 4th Rank among the IIMs this year in the 2022 NIRF Ranking.

I want to thank the entire research community of IIMK for this achievement. They have put in tremendous efforts to improve the research productivity of the institute, despite an increase in their teaching and administrative requirements. This increase in research contributions will significantly impact the IIMK's scientific and research reputation in the coming days. Similar to the game of cricket, the players need to demonstrate consistency in hitting centuries. I am sure our players (the faculty members and the doctoral students) will not only hit centuries in terms of the number of publications consistently but also keep increasing their bar in carrying out high-quality and impactful research during the forthcoming years. I assure them that the institute will provide the necessary support.

Last academic year, the institute also hosted the 8th edition of the prestigious PAN IIM Conference and the 2nd Edition of the International Conclave on Globalizing Indian Thought (GIT 2021). These conferences were organised to conclude the Silver Jubilee celebrations of the institute. Both these events were a huge success, as 343 participants registered for the PAN IIM conference, which witnessed 261 presentations. Renowned international academicians like Dr. Peter Senge, Sloan School of Management, Massachusetts Institute of Technology, USA, Prof. Tarun Khanna, Professor, Harvard Business School, USA and Dr. Dipak Jain, Former Dean, Kellogg School of Management, USA, delivered the inaugural and valedictory addresses virtually. Similarly, 173 participants registered for the GIT Conclave and 118 presentations were made. Illustrious speakers such as Sister B.K. Shivani, Brahma Kumaris Movement, Mr. S. Sivakumar, Head, Agri and IT Business, ITC Limited, graced the occasion with their keynote talks. To abide by the dictum of "Globalizing Indian Thought", the 3rd edition of the flagship International Conclave on Globalizing Indian Thought will be organised this year from 1-3 December 2022. Please visit our website to know more about the same and be a part of this prestigious and unique conference.

Exciting days are ahead for the institute as it is growing rapidly, not only in terms of programmes, faculty members and students but also in terms of ranking, reputation and visibility. I request you to share our excitement and set aside some time to flip through the pages of this newsletter. You can learn more about the accomplishments of our students and faculty members as they continue to get recognised for their outstanding work in creating new knowledge.

With warm regards,

Prof. Debashis Chatterjee



MESSAGE FROM THE CHAIRPERSON, RESEARCH

The 25th year indeed is a year to remember for the institute. After the institute received the prestigious EQUIS certification, action plans are underway to get the coveted AACSB accreditation too. The institute is ranked as the 5th best management school in India according to the 2022 National Institutional Ranking Framework (NIRF), a nationwide ranking framework established by the Ministry of Education, Government of India. Although there was a drop of one rank compared to the previous year, IIMK could retain the spot of being the 4th best among all the IIMs. A major contributing factor to all these achievements is the research undertaken by our faculty and doctoral students.

The last academic year saw tremendous growth (more than 100%) of papers published in peer-reviewed journals. A new record was set as more than 100 journal papers got published. This is the highest number of publications that the institute has seen over the last 25 years. Among them, approximately 37% of the research articles were published in A* and A journals. It is heartening to see that 22 papers have been accepted in 2021, which will get published in the next academic year. Similarly, there was a marked increase (approximately 50% more) in the number of conference publications also. Considering the forthcoming publications and assuming a good number of the conference presentations getting converted into journal papers, there is a possibility that the institute will scale newer heights in terms of the number of journal publications during the next academic year. The IIMKs repository received about 123 working papers and cases.

The institute also organised the prestigious 8th PAN IIM World Management Conference and the flagship 2nd International Conclave on “Globalizing Indian Thought (GIT 2021)” during 16-18 December 2021. It witnessed significant participation, with more than 650 papers getting submitted, but only 280 high-quality papers were accepted for presentation. About 60% of them were rejected during the review process. A total of 340 participants registered for the conference. Similarly, for the GIT 2021, 155 papers were submitted, and 118 papers were accepted for presentation. Both these events were organised in a hybrid mode. The research office too provided necessary support to the growth of the institute’s research. Three new research projects were initiated, and seven research seminars were organised. Eminent researchers from different institutes in India and abroad presented their research work.

A summary of all our research achievements during the last academic year has been compiled in this 20th edition. Please go through the same to get an idea about the research interests of our faculty and doctoral students. I hope you will find it interesting. Please feel free to contact them for any possible collaboration and be a part of our research journey.

Sincerely yours,

Prof. Anand Gurumurthy



IIM KOZHIKODE RESEARCH NEWSLETTER

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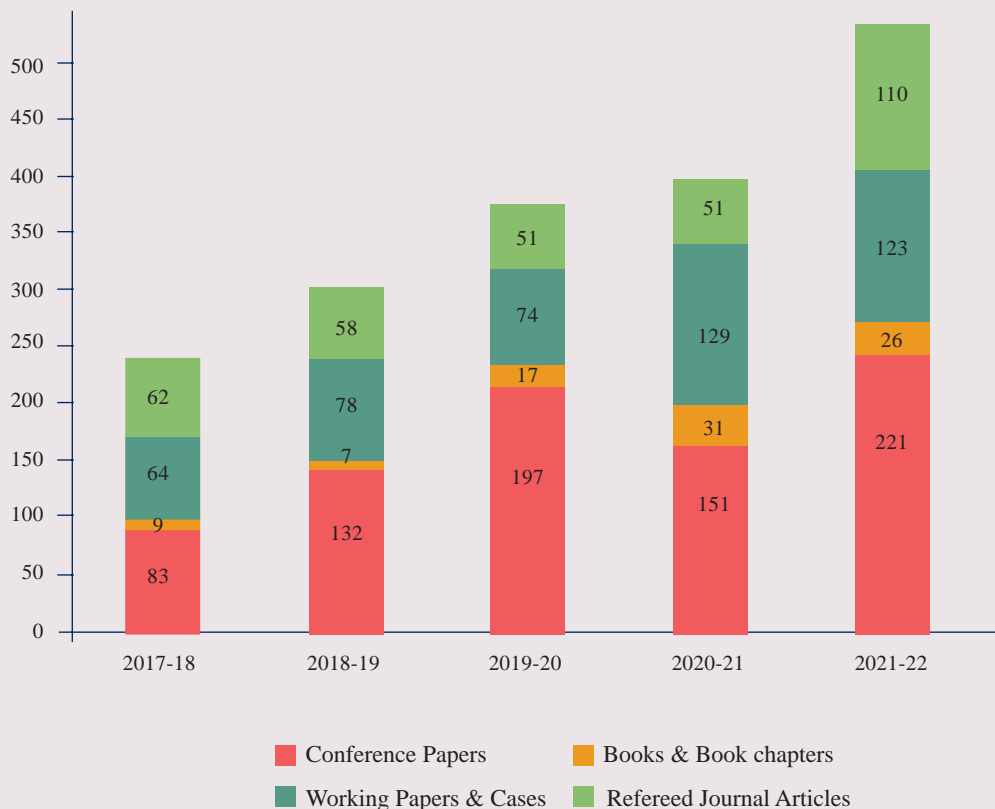




RESEARCH & PUBLICATIONS HIGHLIGHTS

A total of 110 research articles were published in reputed peer reviewed journals out of which 8 are in A* category journals, 33 are in A category journals and 28 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. Further, 22 research articles have been selected for publication and identified as ‘forthcoming’. Three Research Projects have been initiated during the current year, and Seven Research Seminars were also conducted.

RESEARCH TRENDS @ IIMK – AN OVERVIEW 2017-18 to 2021-22



RESEARCH SEMINARS 2020-2021

SPEAKER	TOPIC	DATE	YEAR
Prof. Subramanian R. Iyer Associate Professor, Anderson School of Management, The University of New Mexico	The Politics of Share Repurchases: What does the evidence say?	08 July	2021
Prof. S. Arunachalam Assistant Professor of Marketing Academic Director - Centre of Innovation and Entrepreneurship Indian School of Business, Hyderabad Campus	Throwdown (A Multi-Segment Sales Contest) vs. Traditional (Single Segment) Sales Contest: Evidence from Field and Lab Experiments	30 September	2021
Prof. Ritika Jain Assistant Professor, Centre for Development Studies, Trivandrum	Effect of COVID-19 lockdown on the profitability of firms in India	21 October	2021
Prof. Sarang Deo Professor, ISB Hyderabad	Integrated operations and disease modeling to evaluate COVID-19 pandemic response: Illustrative examples from India	25 November	2021
Prof. Priya Narayanan Assistant Professor, IIM Kozhikode	Re(de)fining Dual-Process Theories of Information Processing: The ACCU Model	17 February	2022
Prof. Anirban Ghatak Assistant Professor, IIM Kozhikode	T-Metric: a New Citation Metric for Time-Dependent Impact Measurement	10 March	2022
Prof. Ashutosh Sarkar & Prof. Shovan Chowdhury Professors, IIM Kozhikode	Forecasting & Supply Chain Planning in an Indian Ethnic Wear Industry - A Case Study	31 March	2022

RESEARCH GRANT PROJECTS 2021-2022

PRINCIPAL INVESTIGATOR	TITLE	AREA
Prof. Satish Krishnan	The Role of Creative Mindsets in Reducing Daily Rudeness: Insights from a Field Experiment. <i>SGRP/2021-22/02</i>	Information Systems
Prof. Pronobesh Banerjee	Rating and Choice Deferral: How rating attribute values from real to a standard scale (10 GB RAM to 80/100) impacts choice. <i>SGRP/2021-22/04</i>	Marketing Management
Prof. Payal Anand	Investigating factors affecting workplace loneliness in the COVID 19 context. <i>SGRP/2021-22/05</i>	Organizational Behaviour and Human Resources



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
Paul Frijters, Chitwan Lalji & Debayan Pakrashi	Daily weather only has small effects on wellbeing in the US	<i>Journal of Economic Behavior & Organization</i>	2020
Ayush Agrawal, Chitwan Lalji & Debayan Pakrashi	He Has Gone to a Better Place, but She Has Not: Health Status of Hindu Widows in India	<i>The Journal of Development Studies</i>	2021
Kausik Gangopadhyay & Debasis Mondal	Productivity, Relative Sectoral Prices, and Total Factor Productivity: Theory and Evidence	<i>Economic Modelling</i>	2021

Frijters, P., **Lalji, C.**, & Pakrashi, D. (2020) Daily weather only has small effects on wellbeing in the US, *Journal of Economic Behavior & Organization*, Volume 176, Pages 747-762

Average surface temperatures in the US are now 1.11° Celsius higher than a century ago, and the last years witnessed above-average precipitation. We combine the daily Gallup data and the Agricultural Analytics dataset to address the question of whether such changes in the weather have increased or decreased wellbeing. We find that warmer days are associated with reduced physical health, but higher levels of subjective wellbeing and a higher prevalence of positive emotions. These findings turn out to be completely non-robust, with effects reversing signs when one includes area and behavioural factors that themselves are endogenous. The only consistent result is that, irrespective of what one controls for, the effects are small, with equivalent wellbeing income variations for a 2° Celsius increase worth 0.3% of income.

Agrawal, A., **Lalji, C.** & Pakrashi, D. (2021) He Has Gone to a Better Place, but She Has Not: Health Status of Hindu Widows in India, *The Journal of Development Studies*, Volume 57, Issue 5, Pages 750-771

Using detailed individual and household-level data from the first two rounds of the India Human Development Survey (IHDS) conducted in 2004–05 and 2011–12, this paper estimates the health gap that exists between married and widowed women from Hindu households. We use the most commonly used anthropometric indicators of nutritional status in adults – body mass index and incidence of underweight – to estimate and decompose the gap

in health outcomes that exists between these two groups of women. The overall results presented in this paper suggest that widows from Hindu households have significantly lower body mass index and higher incidence of underweight compared to their married counterparts and also experience high levels of discrimination. Access to various government welfare schemes and increased autonomy, however, is found to offset the detrimental health effects of widowhood to a large extent.

Gangopadhyay, K. & Mondal, D. (2021) Productivity, Relative Sectoral Prices, and Total Factor Productivity: Theory and Evidence, *Economic Modelling*, Volume 100, Published online

This study examines the role of sectoral productivity in explaining the structural change process and relative sectoral prices in an economy. A simple two-sector general equilibrium model was developed to show that improvement in agricultural productivity relocates labor away from the agriculture sector under certain conditions. In contrast to the conventional wisdom that relative sectoral prices reflect relative sectoral productivities, this study shows the possibility of a U-shaped relationship between the two factors and found a structural break in their relationship based on the US data during 1920–1965. We estimate our model parameters by using the simulated method of moments after constructing a suitable structural model with historical data on the US economy for the previous two centuries (1820–2017). For the most plausible set of parameter values, our model could primarily replicate the relative price of farm movement and the agricultural labor share of the US economic history.

FORTHCOMING REFEREED JOURNAL ARTICLES

AUTHOR(S)	TITLE	JOURNAL
Ghatak, A.	How to Stop Collusion in Peer Review Exercises: Evidence from the Classroom	<i>Resonance</i>

CONFERENCE PAPERS, PRESENTED & FORTH COMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Gangopadhyay, K.	A General Equilibrium Model of Structural Transformation in India	<i>8th International Conference on Sustainability (SUSCON 2021) IIM Shillong, 26-30 July</i>	2021
Nair, S. R.	Assessing the Impact of Agriculture Market Digitization on Farmers' Price Realization: The Case of Indian eNAM	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Thomas, A.	Cognitive and Non-cognitive traits and Financial Outcome: Evidence from Spousal Data	<i>7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January</i>	2022
Sensarma, R.	Does Credit Usage of Rural Households depend on their Debt Literacy? Evidence from a Primary Survey	<i>10th India Finance Conference (IFC), 16-18 December</i>	2021
Thomas, A.	Financial Literacy, Entrepreneur Orientation, and Impact on Financial Wellbeing for Low Income Rural Woman Entrepreneurs: Evidence from India	<i>International Conference on Global Financial and Business Environment (ICGFBE 2021), 23-24 December</i>	2021
Thomas, A.	Fiscal Prudence and Economic Recovery: Understanding the Indian Growth Story	<i>3rd Annual Economics Conference, Ahmedabad University, 11-12 March</i>	2022
Thomas, A.	How Policy Makers Shift their Economic Perspectives Concerning Environment	<i>7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January</i>	2022

Gangopadhyay, K.	Measuring Structural Transformation of the Indian States: 1983–2018	<i>2021 Virtual Asian Meeting of the Econometric Society, 25-27 June</i>	2021
Sensarma, R.	Monetary policy, liquidity shock and bank lending	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Nair, S. R.	Role of Social Networks on Farmers' Adoption of Smartphones	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Lalji, C.	Sleeping pattern and psychological wellbeing	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Gangopadhyay, K.	Structural Transformation and poverty reduction in India	<i>37th Eurasian Business and Economic Society, EBES Berlin, Germany, 6-8 October</i>	2021
Gangopadhyay, K.	The Contribution of Structural Transformation in the productivity growth for India	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Thomas, A.	The determinants of Stock Market Participation: Panel Evidence from English Longitudinal Survey of Ageing	<i>7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January</i>	2022
Thomas, A.	Wealth Accumulation among Indian Households What matters	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021

CASE STUDIES - PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Ghatak, A.	Covid19 Vaccination Dilemma	<i>IIMK/CS/134/ECO/2021/12</i>	2021

NON- REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Nair, S. R.	Electoral bonds have been a mixed bag	<i>The New Indian Express</i>	2021	Popular Press
Nair, S. R.	Finding the right public-private mix in farming	<i>The Hindu Business Line</i>	2021	Popular Press
Nair, S. R.	Kerala's growth prospects, a long-term view	<i>The Hindu Business Line</i>	2021	Popular Press
Sensarma, R.	Reforms can immunise Indian economy against shocks in 2022	<i>Moneycontrol</i>	2021	Others
Sensarma, R.	With volatile growth and inflation, RBI has to keep re-inventing monetary policy	<i>Moneycontrol</i>	2021	Others
Sensarma, R.	Budget 2022 makes Digital India work for development	<i>Moneycontrol</i>	2022	Others
Nair, S. R.	Indian government bows to pressure, repeals farm laws	<i>East Asia Forum</i>	2022	Others

Sensarma, R.	Kerala Budget 2022: A forward-looking budget, but some misses too	<i>The Times of India</i>	2022	Popular Press
Sarkar, A. & Sensarma, R.	The Success Of Agriculture Sector Depends On Reforms By Stealth	<i>Swarajya</i>	2022	Others
Sensarma, R.	Ukraine War: How serious is the risk of stagflation in India?	<i>Moneycontrol</i>	2022	Others

WORKING PAPERS

AUTHOR(S)	TITLE	DETAILS	YEAR
Gangopadhyay, K., Mondal, D. & Thajudeen, T.	A Dynamic General Equilibrium (DGE) Model of Structural Transformation for India	<i>IIMK/WPS/467/ECO/2021/10</i>	2021
Ghatak, A., Rajendran, B., Gujraniya, D. & Singh, S.	A Game-Theoretic Modeling of Deception-based Security System with Strategic Signaling	<i>IIMK/WPS/479/ECO/2021/12</i>	2021
Jayanth, R. S. S., Nair R. S. & Thajudeen, T.	Assessing the Impact of Agriculture Market Digitization on Farmers' Price Realization: The Case of Indian eNAM	<i>IIMK/WPS/491/ECO/2022/04</i>	2022
Lalji, C.	Autonomy in partner choices: Evidence from the Indian marriage market	<i>IIMK/WPS/538/ECO/2022/13</i>	2022
Ghatak, A.	Averting Collusion in Reciprocal Rating Systems	<i>IIMK/WPS/474/ECO/2021/11</i>	2021
Sensarma, R.	Does Economic Freedom Influence the FDI - Growth Nexus in BRICS-ASEAN Economies?	<i>IIMK/WPS/530/ECO/2022/11</i>	2022
Sensarma, R.	Does knowledge empower? A story of debt literacy and credit usage in rural consumer finance	<i>IIMK/WPS/529/ECO/2022/10</i>	2022
Ghatak, A.	Estate Division Problem: The Core and The Godly Interference	<i>IIMK/WPS/497/ECO/2022/06</i>	2022
Lalji, C.	Family's meal arrangement practices and health outcomes of women	<i>IIMK/WPS/483/ECO/2022/15</i>	2022
Nair, S. R., Jayanth, R. S. S. & Deva Prasad, M.	India's Contract Farming Act – A Critical Assessment	<i>IIMK/WPS/490/ECO/2022/02</i>	2022
Lalji, C.	Inter-economic group marriages and health status of (ever) married women in India	<i>IIMK/WPS/482/ECO/2022/14</i>	2022
Thomas, A., Gangopadhyay, K., Balooni, K., Balasubramanian, S. & Padmanabhan, M.	Is Government Health Subsidy Targeted Enough in India? Estimation of Private and Public Treatment Costs for Cancer Patients	<i>IIMK/WPS/523/ECO/2022/07</i>	2022

Lalji, C.	Keep in touch (with the natal family): Evidence from (ever) married women in India	<i>IIMK/WPS/479/ECO/2022/12</i>	2022
Ghatak, A.	The Interplay of Identity and Social Network from an Evolutionary Game Theoretic Perspective	<i>IIMK/WPS/496/ECO/2022/05</i>	2022
Ghatak, A.	Think it, don't overthink it: Learning from a children's puzzle	<i>IIMK/WPS/486/ECO/2022/01</i>	2022
Ghatak, A.	T-Metric: a New Citation Metric for Time-Dependent Impact Measurement	<i>IIMK/WPS/487/ECO/2022/02</i>	2022
Sensarma, R.	What Explains Excess Liquidity of Banks? Empirical Evidence from India	<i>IIMK/WPS/525/ECO/2022/07</i>	2022
Lalji, C.	What's in a name: Does your name on home ownership or rental papers matter?	<i>IIMK/WPS/542/ECO/2022/16</i>	2022

Gangopadhyay, K., Mondal, D. & Thajudeen, T. (2021) A Dynamic General Equilibrium (DGE) Model of Structural Transformation for India, *IIMK/WPS/467/ECO/2021/10*

An immature secondary sector is hampering a sustainable economic development in India. The present study is an attempt to understand the underlying factors causing the unbalanced growth of the Indian economy using a general equilibrium model for a period from 1983 to 2013. The three sector model simulates the output and employment share of the country to compute the labour productivity. The model output of employment share shows that the actual labour share of the secondary sector and the tertiary sector are relatively very less compared to the expected share. The actual labour share of the agriculture sector is much higher compared to the expected labour share of the sector. The labour productivity is computed using the model output on labour and output and then decomposes the productivity growth in to three components using canonical decomposition method (de Vries et. al., 2015). Finally the three components are used to compute a measure called structural transformation index (Gangopadhyay et. al., 2020) to quantify the extent of structural transformation happened in the economy.

Ghatak, A., Rajendran, B., Gujraniya, D. & Singh, S. (2021) A Game-Theoretic Modeling of Deception-based Security System with Strategic Signaling, *IIMK/WPS/479/ECO/2021/12*

Deception technologies are gaining popularity in the domain of cyber-defense. This paper attempts to model deception as a strategic decision in a non-cooperative game setting. We have modeled the interaction between cyber security systems and the hacker as an attackerdefender game. A costless exponential learning scheme is introduced for the attacker wherein the game is played on an abstract network graph. The game is simulated on an active directory user network for privilege escalation attack scenario. Deceptions, in the form of fake users, are planted across the network. The strategy of the game lies in the placement of decoys at a different location in the network to obstruct the attackers desired path for achieving his objective. The results demonstrate that even the simplest deception-based security system significantly slows the attacker to achieve his objectives. Moreover, the results suggest that the network parameters and cost shading associated with nodes play an essential role in deciding the outcome.

Jayanth, R. S. S., Nair, S. R. & Thajudeen, T. (2022) Assessing the Impact of Agriculture Market Digitization on Farmers' Price Realization: The Case of Indian eNAM, *IIMK/WPS/491/WPS/2022/04*

Indian farmers have repeatedly faced poor market access and a lack of remunerative prices. To address these issues, the government of India introduced a key reform viz. the electronic National Agriculture Markets (eNAM) in 2016. This reform envisages digitization of agriculture market platforms, closed auction systems and assaying facilities among other features. In this backdrop, this paper uses Gioia framework-based qualitative analysis and

qualitative analysis to understand the evolution of market reforms in India, the perception of farmers towards market digitalization, and evaluate its impact on farmers' price realization. Results from the qualitative analysis confirmed by the quantitative analysis suggest that the market digitalization has created several troubles for the farmers and has failed in providing remunerative prices. This paper provides policy insights on the upcoming market digitization and expansion of the direct sale system.

Lalji, C. (2022) Autonomy in partner choices: Evidence from the Indian marriage market, *IIMK/WPS/538/ECO/2022/13*

Using the second wave of the India Human Development Survey, that is, IHDS-2 for the year 2011-12, the present paper makes an attempt to understand the relationship between autonomy in partner choices and wellbeing of married women. Wellbeing includes a wide range of outcome variables such as health (general health and probability of being underweight), gender relations (women's decision-making power and mobility) and labour market outcomes (such as probability of working for pay/wages, probability of having the most say in work related decisions and willingness to work). Women who had an autonomy in partner choices were found to have better health outcomes, higher decision-making power in the household and higher mobility score, relative to women who did not have any autonomy to choose their partners. Furthermore, women who had the autonomy were found to have higher chances of being employed for wages, had higher say in their work-related decisions and had higher willingness to work than their counterparts.

Ghatak, A. (2021) Averting Collusion in Reciprocal Rating Systems, *IIMK/WPS/474/ECO/2021/11*

Design/Methodology/Approach: This paper develops a novel algorithm for the scoring of students' peer review process and simulates the algorithm using two different group sizes to establish the efficacy of the algorithm. **Purpose:** Reciprocal rating is often used to measure individual performance within corporate entities, or in peer-review of students' performances in group assignments. Intentional distortion of assessment can be achieved in such scenarios through careful contracting between participants. The algorithm proposed in this paper ensures that no contract can be agreeable to two rational participants in a two-way rating system. **Findings:** The algorithm presented in this paper shows that if this modified score function is used to award marks to the students after the peer-review exercise, there is no rational incentive for any two students to collude and give each other high peer-review marks. **Research limitations:** This algorithm is not yet tested in a real classroom environment and collusion between more than two subjects is kept as a matter of future research. **Originality:** Although numerous research works have been carried out to prevent collusion between students during a peer-review process, none of the existing methods are strategyproof. This algorithm provides a strategy-proof method of preventing coalition between students in a peer-review exercise.

Sensarma, R. (2022) Does Economic Freedom Influence the FDI - Growth Nexus in BRICS-ASEAN Economies? *IIMK/WPS/530/ECO/2022/11*

This paper examines the relationship between foreign direct investment, economic freedom and economic growth in BRICS-ASEAN countries. Further, we investigate the role of economic freedom in conjunction with productive capacities, human capital and financial institutions in spillover of foreign direct investment to economic growth. We apply Two Stage Least Square method for this analysis. We find a positive role of economic freedom along with productive capacities, human capital and financial institutions on transmission of foreign direct investment to economic growth. This demonstrates that productive capacities, human capital and financial institutions, apart from economic freedom, are instrumental in spillover of foreign direct investment to economic growth in the economies of BRICS-ASEAN. We provide the policy implications of our study

Sensarma, R. (2022) Does knowledge empower? A story of debt literacy and credit usage in rural consumer finance, *IIMK/WPS/529/ECO/2022/10*

We study the role of debt literacy as an empowerment device in accessing credit in rural India. We use primary data collected from 600 rural households in the state of Kerala in India, that include measures of credit usage and debt literacy drawn from the literature. Using Instrumental Variable regressions, we find a positive and significant effect of debt literacy on credit usage. We find similar results in subsamples comprising of agricultural households and female respondents. This finding is in contrast with prior studies that found a negative relation between debt literacy and debt. Our finding that individuals with higher debt literacy tend to hold more debt underscores the importance of debt literacy in their ability to avail of credit. We obtain similar findings when we repeat the analysis

with a national level dataset and use treatment effects based on inverse probability weighting with regression adjustment. Our findings could help financial institutions to use debt literacy training as a part of responsible lending and could also inform the design of financial education policies to address the informational and capability limitations of households.

Ghatak, A. (2022) Estate Division Problem: The Core and The Godly Interference, *IIMK/WPS/497/ECO/2022/06*

This article offers a simple method to reduce the Core of a Transferable Utility game to a singleton where the Core happens to have more than one elements in it. By presenting a popular folklore, this article infers that the solution of an integer-constrained estate division problem can be achieved by introducing a temporary player who gets no utility by participating in the game. This article refers to this temporary player as a god. It shows that such ‘god’-ly interference can help us to make sense the Core by making it a unique one.

Lalji, C.(2022) Family’s meal arrangement practices and health outcomes of women, *IIMK/WPS/483/ECO/2022/15*

Gender discrimination at the household level in India has been observed in many ways. One of the most common form exists in the family’s meal arrangement practices, wherein men and women do not eat together, and women usually eat their meals after men or their meal arrangements varies. The main focus of the current study is to see if there exist any gaps in health outcomes (such as general physical health and incidence of underweight) among women who belong to households following different meal arrangement practices, that is – (1) Men and women eat together or women eat first and (2) Men eat first or family meal arrangements vary. On observing the two rounds of the India Human Development Survey (IHDS), we find that there does exist a gap in health outcomes. Women who eat meals later (or their meal arrangements varies) were found to have lower general physical health and higher incidence of underweight.

Nair, S. R., Jayanth, R. S. S. & Deva Prasad, M. (2022) India’s Contract Farming Act – A Critical Assessment, *IIMK/WPS/490/ECO/2022/02*

“The Farmers (Empowerment and Protection) Agreement on Price Assurance and Farm Services Act, 2020” is an important legislative landmark in the context of Indian agricultural policy. The major concerns relating to the adoption of the contract farming system in the Indian context are proposed to be resolved through the enabling legislative measures proposed in the Act. This article critically examines the various provisions contained in the Act to assess its potential in mitigating the key concerns of adopting the CF practice in India. The analysis involving stakeholder consultation reveals that, despite certain shortcomings, the Act fills the existing legal-gap in regulating contract farming system and provides a practical legislative framework for adopting contract farming system in India by balancing the interests of the two key stakeholders – farmers and firms - involved in the system. The scope and relevance of the Act could be improved further by addressing the concerns and suggestions emanating from the stakeholder consultation.

Lalji, C.(2022) Inter-economic group marriages and health status of (ever) married women in India, *IIMK/WPS/482/ECO/2022/14*

We estimate the gaps in health outcomes (such as self-assessed physical health, BMI, incidence of underweight and incidence of normal weight) between women who had same and inter-economic group marriages. For this purpose, we use data from the two waves of the India Human Development Survey (IHDS) (2004-05 and 2011-12) and use various panel data techniques. The health status of women with inter-economic group marriages were found to be lower than the health status of women who had same-economic group marriages. Women from inter-economic group marriages were found to have lesser (self-assessed) physical health and higher chances of being underweight (relative to women from same-economic group marriages – where both partner’s family had same economic status at the time of marriage).

Thomas, A., Gangopadhyay, K., Balooni, K., Balasubramanian, S. & Padmanabhan, M. (2022) Is Government Health Subsidy Targeted Enough in India? Estimation of Private and Public Treatment Costs for Cancer Patients, *IIMK/WPS/523/ECO/2022/07*

In the emerging economics like India, the focus of public health policies is shifting towards treatment of non-communicable disease from the prevention of communicable disease. Public welfare demands appropriate targeted healthcare subsidy for the non-communicable disease. We have collected the cancer patients’ expenditure data

from both the patients and hospital management. The focus of this study is a not-for-profit cancer hospital located in Kerala state. We have analysed the variation of expenditure categorised as government subsidy towards treatment, private expenditure towards medical goods and services, and private expenditure towards non-medical goods and services against the socio-economic variables. We have calculated the catastrophic health expenditure for the patients. We find that the lower income households face the risk of catastrophic health expenditure more and have no greater support of government subsidy.

Lalji, C.(2022) Keep in touch (with the natal family): Evidence from (ever) married women in India, *IIMK/WPS/479/ECO/2022/12*

In the current study, we plan to see whether there exists any association between frequency of speaking to natal family members post marriage (high and low frequency) and women’s health status, autonomy and freedom of movement at the matrimonial home. For this purpose, we use the 2011-12 wave of the India Human Development Survey. We observe health outcomes (namely self-reported health and probability of being underweight) to be adverse for women who speak less frequently with their natal family members (relative to those who spoke more often). Lesser autonomy is observed among women who are less connected with their natal family than those who are highly connected with their natal family. Freedom of movement is also found to be lower among women who speak less frequently with their natal family members.

Ghatak, A. (2022) The Interplay of Identity and Social Network from an Evolutionary Game Theoretic Perspective, *IIMK/WPS/496/ECO/2022/05*

In this paper, we attempt to model the pattern of human social connection. We have observed that in the daily run of life, people always choose their fellow travelers in some way or other. We hypothesize that such a choice of connection is not random, rather it follows a well-defined dynamic process. As examples, in a public transport, when someone is choosing a seat among many available, or when an under-graduate student is deciding on the supervisor for her graduate studies, or when a child goes to school and instantly makes friend with a certain section of children and not all, it suggests a manifestation of a specific preference of connecting to some kind of people over the others. We, in this paper, model the preference structure that determines the pattern of human social Connections. We also suggest an evolutionary mechanism that is likely to be operative behind the existing pattern of choice.

Ghatak, A. (2022) Think it, don’t overthink it: Learning from a children’s puzzle, *IIMK/WPS/486/ECO/2022/01*

In this article, we provide a simple example of a two-player game with asymmetrical resource to show how strategic choice of bounded rationality can be helpful for the less endowed contestant. We also demonstrate through the game that there are situations where being ‘primitively rational’ is a more efficient choice than being (or trying to be) hyper-rational. It underscores a peculiar situation where choosing to think less proves to be a superior strategy to overthinking. We use a lender-borrower game and a children’s puzzle to demonstrate our argument.

Ghatak, A. (2022) T-Metric: a New Citation Metric for Time-Dependent Impact Measurement, *IIMK/WPS/487/ECO/2022/02*

In this paper, we come up with a new citation analysis metric that accounts for recency, temporality, and citation count together in scholarly productions. Number of citations of an academic production plays a major role in deciding the popularity of it in the age of digital archiving. The popularity of an article and in turn its citation count also, in a way, paves the way forward for further research in the domain. Although, there has been criticisms about



such overemphasis on citation counts, no alternative metric has come up to replace citation count as the primary metric of relevance for scholarly articles. In this paper, we argue against using citation count as the most important measure of relevance of scholarly articles because citation count entirely overlooks the temporal nature of the citations. As scholarly articles differ in their impact over time, we argue that the idea of time dependent impact should be taken into consideration in order to ‘rank’ the scholarly productions in terms of their impact. Hence, we propose T-metric as an alternative to the current practice of using citation count to measure the impact of academic articles/books/essays.

Sensarma, R. (2022) What Explains Excess Liquidity of Banks? Empirical Evidence from India, *IIMK/WPS/525/ECO/2022/07*

We study excess liquidity in the banking system as well as at bank level in India. We apply Autoregressive Distributed Lag model for the aggregate level estimation and standard panel regressions for bank level estimation. We find different factors responsible for the prevalence of excess liquidity in the banking system as a whole and at the bank level. The common factors which are responsible for build-up of excess liquidity are required reserves, exchange rate and call rate. For instance, we find that the response of excess liquidity to required reserves is negative at both aggregate and bank-level. At the aggregate level, excess liquidity reacts negatively to exchange rate and positively to the inter-bank call rate. However, at the banklevel, exchange rate has a positive effect while the call rate has a negative effect on excess liquidity.

Lalji, C.(2022) What’s in a name: Does your name on home ownership or rental papers matter?, *IIMK/WPS/484/ECO/2022/16*

The India Human Development Survey (2004-05 and 2011-12) data indicates that around 17% of women have their names on home ownership or rental papers. Existing literature suggests that women’s name in property empowers her. In the current paper, we plan to see whether women’s name in home ownership or rental papers helps improve her health outcomes (such as incidence of underweight) and whether it empowers her (through indicators such as higher say in household decisions namely, decision to buy expensive items, decision on number of children and decision on children’s wedding). For this purpose, we use the two rounds of the IHDS data – 2004-05 and 2011-12. We find higher incidence of underweight among women whose name is not there on home ownership or rental papers. Furthermore, women whose name is there on home ownership or rental papers have higher say in the household decisions (relative to their counterparts).

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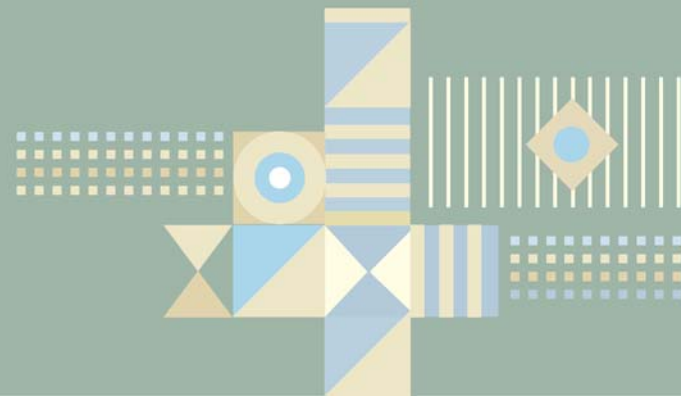
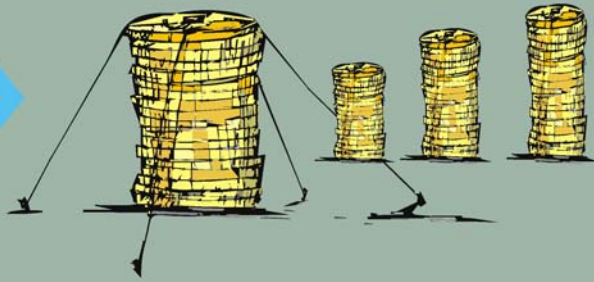
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FINANCE, ACCOUNTING & CONTROL

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
Nishi Malhotra & Pankaj Kumar Baag	A Literature Review: Self-help Group Bank Linkage Programme	<i>Journal of Internet Banking and Commerce</i>	2021
Nemiraja Jادیappa, L. Emily Hickman, Ram Kumar Kakani & Qambar Abidi	Auditor tenure and audit quality: an investigation of moderating factors prior to the commencement of mandatory rotations in India	<i>Managerial Auditing Journal</i>	2021
Nishi Malhotra & Pankaj Kumar Baag	Finance Literacy As A Tool For Microfinancing: A Literature Review	<i>International Journal of Business and Economics</i>	2021
S S S Kumar	Is There a Bubble in the Indian Stock Market?	<i>Economic and Political Weekly</i>	2021
Nishi Malhotra & Pankaj Kumar Baag	Issues in Group Lending as a Source of Microfinance: A Literature Review	<i>The IUP Journal of Bank Management</i>	2021
Athira A & Pankaj Kumar Baag	Literature Review on Methodological Aspects of Audit Independence & Materiality Perspective	<i>AIMS International Journal of Management</i>	2021
Partha Mohapatra, Ajit Dayanandan, Sudershan Kuntluru & Athira A	Audit partner rotation, and its impact on audit quality: Evidence from India	<i>Cogent Economics & Finance</i>	2021
Nishi Malhotra & Pankaj Kumar Baag	How Social Capital Impacts The Sustainability Of Group Lending Programmes- A Grounded Theory Approach	<i>International Journal of Business and Economics</i>	2021
Balagopal Gopalakrishnan, Joshy Jacob, & Sanket Mohapatra	Risk-sensitive Basel regulations and firms' access to credit: Direct and indirect effects	<i>Journal of Banking & Finance</i>	2021
Ekta Sikarwar	Time-varying foreign currency risk of world tourism industry: effects of COVID-19	<i>Current Issues in Tourism</i>	2021
Harikrishnan Ramesh Varma & Ram Kumar Kakani	A district magistrate's call on a disaster warning: paranoid or pragmatic?	<i>The CASE Journal</i>	2022

Prakriti Soral, Surya Prakash Pati & Ram Kumar Kakani	Knowledge Hiding As A Coping Response To The Supervisors' Dark Triad Of Personality: A Protection Motivation Theory Perspective	<i>Journal of Business Research</i>	2022
Ekta Sikarwar	Board Attributes, Hedging Activities And Exchange Rate Risk: Multi-Country Firm-Level Evidence	<i>Economic Modelling</i>	2022
Rachappa Shette, Sudershan Kuntluru & Ajit Dayanandan	Do Indian Firms Manage Earnings To Avoid Losses?	<i>International Journal of Corporate Governance</i>	2022
Surya Prakash Pati & Ram Kumar Kakani	Explaining High Performance Among Indian Administrative Service (IAS) Officers: A Job Demands-Resources Perspective	<i>Review of Public Personnel Administration</i>	2022
Sumit Kumar & Pankaj Kumar Baag	Impact of Size, Future Earning, and growth to the Sustainability performance of US Sustainable Corporate Bonds	<i>International Journal of Business and Economics</i>	2022
Nishi Malhotra & Pankaj Kumar Baag	Process Views of Peer Mechanism in Joint Group Lending through the Theoretical Lens of Agency Theory: A Systematic Review of Literature	<i>IIMS Journal of Management Science</i>	2022

Malhotra, N. & Baag, P. K. (2021) A Literature Review: Self-help Group Bank Linkage Programme, *Journal of Internet Banking and Commerce*, Volume 26, Issue 9

Self-help group bank linkage initiative is aimed at providing access to Microfinance to people at the bottom of pyramid. These people lack collateral and formal financial institutions are wary to lend to them due to lack of collateral and information asymmetry. Group lending through social capital provides a panacea to the issue of lack of physical collateral. Despite all assertions, group lending is fraught with issues of institutional unsustainability, lack of financial literacy and lack of theory and understanding on Peer mechanism of selection and monitoring. This study utilizes the systematic review method to evaluate various studies in domain of Self-help group bank linkage. This study will contribute to theory building on Peer mechanism in domain of group lending. It will add to existing repository of literature reviews in domain of peer mechanism for Joint liability groups

Jadiyappa, N., Hickman, L. E., **Kakani, R. K. & Abidi, Q.** (2021) Auditor tenure and audit quality: an investigation of moderating factors prior to the commencement of mandatory rotations in India, *Managerial Auditing Journal*, Volume 36, Issue 5, Pages 724-743

Purpose -The Indian Companies Act 2013 mandated auditor rotations in the financial year 2018–2019. Similar regulations are being considered in many countries, based on the assumption that longer tenure is detrimental to audit quality; yet, the evidence from investigations of this assumption is inconclusive. This paper aims to examine the effect of moderating factors on the relation between audit quality and audit tenure, given the regulatory trend and the lack of consensus in extant literature.

Design/methodology/approach - This paper examines the relationship between audit quality and audit tenure among Indian firms from 2001 to 2015 and tests for moderating factors including auditor compensation, business group affiliation and chief executive officer (CEO) duality.

Findings - Contrary to the objective of mandatory rotations, this study finds that longer auditor tenure generally enhanced audit quality among Indian firms prior to mandatory rotations. However, for companies paying abnormally high compensation to auditors, this paper finds that longer tenure decreases audit quality, particularly if the firm is affiliated with a business group or firms where the CEO also serves as the board chair. Thus, the potential benefits of mandated shorter tenure appear to be confined to high-fee paying companies with a business group affiliation and/or a dual-role CEO.

Originality/value - This study is one of the first to examine conditioning factors that affect the relationship between audit quality and auditor tenure. Results suggest that regulations limiting auditor tenure would be beneficial only to the shareholders of a narrow group of firms; while for the majority of firms, limiting auditor tenure may actually be counter-productive.

Malhotra, N. & Baag, P. K. (2021) Finance Literacy As A Tool For Microfinancing: A Literature Review, *International Journal of Business and Economics*, Volume 6, Issue 2, Pages 189-215

The research goal of this study is to provide a summary of economic research and literature in the domain of financial literacy. There are 1.7 billion people in the world who do not have access to financial services. One of the goals of the UN Sustainable Development Goals is to reduce poverty through financial inclusion. Financial literacy has risen to prominence as a key element for achieving universal financial inclusion. Financial literacy is defined as the knowledge and ability of a person to understand the financial concepts. There is lack of theoretical framework and quantitative instruments for assessing the impact of financial literacy on financial behaviour. Financial literacy is a major policy issue in the realm of social and sustainable finance. The purpose of this study is to look at the existing literature in the realm of financial literacy and develop a comprehensive definition of financial literacy. For this study, the PRISMA methodology of systematic literature review was used. Financial knowledge, according to the research, does not lead to financial behaviour. Financial attitude plays an important role to transform financial knowledge into financial behaviour. There is need for further research to develop a theoretical framework and a quantitative method for measuring financial literacy. For policymakers and academics, this study will provide thorough insights into the meaning, definition and various dimensions of financial literacy as a concept.

Kumar, S. S. S. (2021) Is There a Bubble in the Indian Stock Market?, *Economic and Political Weekly*, Volume 56, Issue 42, Pages 16-20

The recent surge in stock prices in India sparked off a debate on a possible bubble in the Indian stock market. The attempt here is to detect and date stamp bubbles present, if any, in the Indian stock market using a recursive econometric technique. This technique can help identify bubbles as they emerge, not just after they have exploded. This study does not indicate any explosive price behaviour in the Indian stock market. Thereby, the presence of any bubbles during the study period is not detected. The sharp decline and the subsequent recovery of the stock prices during the past 15 months was most probably an overreaction to the pandemic.

Nishi, M. & Baag, P. K. (2021) Issues in Group Lending as a Source of Microfinance: A Literature Review, *The IUP Journal of Bank Management*, Volume 20, Issue 4, Pages 24-46

Most underbanked and unbanked persons lack collateral, and lenders know nothing about their creditworthiness. [...]moral hazard and adverse selection are concerns. [...]of the absence of regulation, JLGs are unable to preserve financial records or have regular meetings. Due to credit rationing by formal institutions, the poorest section of rural India relies on informal sector such as moneylenders for their credit needs. [...]the phenomenon of financial inclusion of poor through credit and thrift is an extremely important area of research. Peer monitoring and enforcement creates disincentive to default for the members in the group. [...]there is a contradiction in the literature about the role of joint liability in ensuring better repayments and hence financial sustainability of groups (Wydick, 1999).

Athira, A. & Baag, P. K. (2021) Literature Review on Methodological Aspects of Audit Independence & Materiality Perspective, *AIMS International Journal of Management*, Volume 15, Issue 2, Pages 536-543

This paper focuses on the literature, contributes to the philosophy of audit materiality and auditor independence. The study covers a large period ranging from 1996 to 2019. Auditing provides an independent examination of the books and accounts. The concept of audit materiality and independence of the auditor plays a vital role in the process of expressing an opinion by the auditor. The level of materiality determines the reliability of the audit report and independence ensures the quality of the opinion. The major implications of the study indicate the importance of auditing standards and the improvement in the regulatory requirements.

Mohapatra, P., Dayanandan, A., **Kuntluru, S. & Athira, A.** (2021) Audit Partner Rotation, And Its Impact On Audit Quality: Evidence From India, *Cogent Economics & Finance*, Volume 9, Issue 1

Using multiple indicators of audit quality, the study examines the impact of audit partner rotation on audit quality in India based on 1,694 firm years for the period of 2011–2017 when the institutional set up for audit partner rotation was voluntary. The empirical results indicate that the audit partner rotation had no significant impact on audit quality as measured by discretionary accruals and going concern audit opinion. The study finds that other factors like loss year, size of the firm, value, leverage have a statistically significant impact on audit quality. The empirical results also indicate an inverse relationship between audit fees and audit partner rotation implying, price-cutting of the audit. The findings are important to regulators regarding the significance of audit partner rotation in enhancing audit quality.

Nishi, M. & Baag, P. K. (2021) How Social Capital Impacts The Sustainability Of Group Lending Programmes - A Grounded Theory Approach, *International Journal of Business and Economics*, Volume 6, Issue 2, Pages 327-352

This research study aims at generating a Grounded Theory on how social capital enables the Self-help groups linked to banks to attain financial sustainability. Globally, 1.7 billion people are below the poverty line, and these people do not have physical collateral. The banks and financial institutions are wary of lending to the poor. Group lending with bank linkages is a social innovation that, through social capital, ensures access to finance to the people at the bottom of the pyramid. The extant literature is available in the domain of social capital, but how it is operationalized and the factors impacting the efficacy of the social capital to generate financial sustainability have not been explored. This study has developed a theoretical model of how social capital impacts the sustainability of group lending interventions viz—self-help group bank linkage. The study establishes that network structure and form of network ties have a profound impact on the success of this initiative.

Gopalakrishnan, B., Jacob, J. & Mohapatra, S. (2021) Risk-sensitive Basel regulations and firms' access to credit: Direct and indirect effects, *Journal of Banking & Finance*, Volume 126, Published online

This paper examines the impact of risk-sensitive Basel regulations on debt financing of firms around the world. It investigates how firms cope with the impact through adjustments to their financing sources and capital investments. We find that the implementation of Basel II regulations is associated with reduced credit availability for lower-rated firms. Such firms mitigate the shortage in bank credit through increased reliance on accounts payable, lower payouts to shareholders, and reduced capital investments. The impact of the capital regulation is lower in countries that rely on the internal ratings-based approach. The key results are robust to controls for banking crises, bank-specific controls, and the inclusion of loan-level information. The findings of this paper substantially contribute to the understanding of the real effects of risk-sensitive bank capital regulations.

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.

Varma, H. R & Kakani, R. K. (2022) A district magistrate's call on a disaster warning: paranoid or pragmatic?, *The CASE Journal*, Volume 18, Issue 2, Pages 337-356

Theoretical basis - This case uses two key theoretical notions for discussion and analysis: Policy-trade off model by Deborah Stone is adapted to the context of decision-making during the cyclone warning [Stone, Deborah. *Policy Paradox: The Art of Political Decision-Making*. Third, New York: W.W. Norton & Co, 2012.]. The critical success factors in disaster response- John R. Harrald's five-stage framework is applied to analyse Case B. [Harrald, John R. "Agility and Discipline: Critical Success Factors for Disaster Response:" *The ANNALS of the American Academy of Political and Social Science*, 8 September 2016.

Research methodology - This case is written with the information collected through interviews, over three months from March 2020, with Ms Ranjana Chopra (Indian Administrative Services), a senior civil servant working for the Government of Odisha, who was associated with the event in the case. Secondary sources, including newspaper reports and meteorological bulletins from the Indian Meteorological Department, is also made use of.

Case overview/synopsis - Anupama Gowda was the District Magistrate of Kalinga in the state of Odisha, in the Eastern coast of the Indian peninsula. In April 2019, when the meteorological department issued a cyclone warning, she had to take a call on how to go ahead. Her team did not seem too enthused as Kalinga was away from the coast and meteorological warnings were taken as routine. The case discusses Gowda's dilemma on whether to push for full-fledged preparations or a limited preparation at least or leave it laissez-faire. She made the decision by 24th April and "what happened" serve as Case B.

Complexity academic level - This case is intended to cover two key competencies: decision-making in ambiguity for public service professionals or bureaucrats and disaster response within a limited time period and resources.

This case is useful for undergraduate-level foundational courses with decision-making under ambiguity as a component; in management, public policy and public administration disciplines. Executive training or short-term courses for early-career public service professionals (with no solid background in management/policy theory) on decision-making at the local administration level.

Soral, P., Pati, S. P. & Kakani, R. K. (2022) Knowledge Hiding As A Coping Response To The Supervisors' Dark Triad Of Personality: A Protection Motivation Theory Perspective, *Journal of Business Research*, Volume 142, Pages 1077-1091

In the current era of a knowledge-based economy, where the main driver is knowledge transfer, knowledge hiding among employees has become a stumbling block. Drawing on the protection motivation theory, we provide another explanation for employees' engagement with knowledge-hiding behavior. Specifically, we argue that knowledge hiding is a preventive coping mechanism against the threat induced by supervisors' dark triad of personality traits. We also introduced mattering and job security as cognitive mediations between the supervisor's dark triad of personality traits and subordinates' knowledge-hiding behavior. Our results indicate that the supervisor's dark personality traits enhance subordinates' knowledge-hiding behavior, mediated by low mattering perception and threatened job security. We also provide a list of knowledge-hiding antecedents studied over the past ten years. Theoretical and practical contributions along with future research directions are also presented.

Sikarwar, E. (2022) Board Attributes, Hedging Activities and Exchange Rate Risk: Multi-Country Firm-Level Evidence, *Economic Modelling*, Volume 110, Issue 2

This study examines whether board attributes determine firms' exchange rate risk by influencing their hedging activities. Prior literature demonstrates that strong corporate governance encourages value-enhancing hedging, but the effects of firm-level governance such as board structure on the level of firms' risk exposure have rarely been investigated. By analyzing a sample of firms in 10 emerging markets during 2011–2019, I investigate the effects of board attributes—such as size, leadership, independence, and gender diversity—on firms' exchange rate risk. This study provides the first evidence that firms with larger boards and higher board independence face lower exchange rate risk due to more efficient hedging. Moreover, firms with gender-diverse boards become more effective in hedging and face lower exposure when board independence is higher. The findings signify that better monitoring by the board of directors over managers makes hedging more effective, resulting in lower exchange rate risk.

Shette, R., Kuntluru, S. & Dayanandan, A. (2022) Do Indian Firms Manage Earnings To Avoid Losses?, *International Journal of Corporate Governance*, Volume 12, Pages 283-303

The present study examines whether managers of Indian firms focus on avoiding losses and how they avoid reporting losses, based on 1,725 non-financial firms listed on National Stock Exchange of India from 2001 to 2019. The earnings distribution approach is employed to determine if firms manage earnings to avoid losses. The empirical analysis is performed using various scaling measures and width of class intervals. The study finds profound evidence for the existence of earnings management to avoid losses. The earnings management level is higher in the year subsequent to reporting positive earnings in one or two years. It also finds that the higher level of current assets and current liabilities and cash flow from operations are used as major components to avoid losses. The empirical evidence supports the analytical foundation of cumulative prospect theory. The findings are useful to regulators, investors, and managers in making an effective decision.

Pati, S. P. & Kakani, R. K. (2022) Explaining High Performance Among Indian Administrative Service (IAS) Officers: A Job Demands-Resources Perspective, *Review of Public Personnel Administration*, Pages 1–21, Published online

Indian Administrative Service (IAS) officers are careerist senior civil servants (SCS) in the world's largest democracy, holding senior roles of policymaking and implementation. Therefore, identifying exceptionally performing SCS to unravel their "job demands" along with "personal resources" should help with understanding how best to manage these critical human resources. Employing a qualitative approach, we interviewed 11 high performing IAS officers identified through a unique career progression index. Our data analysis revealed that the IAS suffers from the following job demands: difficulty in coordination with other departments and stakeholders, financial inadequacy, and dishonest subordinates or coworkers. This study also found that self-directed learning, personal reputation, empathy, and service orientation are essential personal resources for high-performing SCS. While expanding the list of job demands and personal resources in the public administration context, our research provides a deeper insight into the challenges confronting careerist SCS in lower-middle income developing countries.

Kumar, S. & Baag, P. K. (2022) Impact of Size, Future Earning, and growth to the Sustainability performance of US Sustainable Corporate Bonds, *International Journal of Business and Economics*, Volume 7, Issue 1, Pages 24-52

One of the significant challenges towards the UNSDG (United National Sustainability Development Goals) is funding sustainable projects. Sustainable bonds are an essential financing instrument where the bond proceeds are used to finance or refinance an eligible sustainable project. This effort aims to analyze the sustainability commitment of US Corporate’s sustainable bonds. We investigated the US corporate sustainable bonds SDG commitments to the “Firm size,” “Future earning and growth potential,” and the Extent of institutional investors ownership.” We found a positive relationship between sustainability commitment or score and “Future earning and growth potential.” We discover no significant association between the sustainability commitment of sustainable corporate bond issuance in the United States and company size or ownership concentration. The critical implication of this research is to understand investment targets if the end goal is to factor in Sustainability in the investment strategy.

Nishi, M. & Baag, P. K. (2022) Process Views of Peer Mechanism in Joint Group Lending through the Theoretical Lens of Agency Theory: A Systematic Review of Literature, *IIMS Journal of Management Science*, Volume 12, Issue 3, Pages 144-162

Formal institutions are unwilling to lend to the micro poor due to information asymmetry and lack of physical collateral, (Rai & Sjöström, 2010), (Angelucci, Karlan et al., 2015). However, group lending helps to address this problem by leveraging social capital, (Harriss & de Renzio, 1997). The goal of this study is to see how Peer Monitoring, Selection and Enforcement might help formal financial institutions to overcome Moral Hazard and Adverse Selection issues that come with working with disadvantaged borrowers in an agency relationship. The systematic literature review method was used to conduct the analysis. This study examines the growth of literature in the field of joint liability via the theoretical lens of agency theory, as well as a process view of literature in the field of Peer monitoring, selection and enforcement. According to the study, adverse selection in a Joint Liability Group is mitigated by Peer Selection which is motivated by social ties and borrower risk type and moral hazard is mitigated by Peer monitoring and enforcement. In a group, Peer mechanism is a major factor that mitigates agency problems and default in repayment of loans, (Noglo & Androuais, 2015). There is scope for further research in the domain of impact of risk diversification and random matching on the sustainability of Joint Liability Group.

FORTHCOMING REFEREED JOURNAL ARTICLES

AUTHOR(S)	TITLE	JOURNAL	YEAR
Kumar, S., Shaji, K. V. & Baag, P. K.	Impact of ESG Integration on Equity Performance between Developed and Developing Economy: Evidence from S and P 500 and NIFTY 50	<i>Empirical Economics Letters</i>	2021
Nishi, M. & Baag, P. K.	Factors Impacting Financial Inclusion An Empirical Study	<i>Prajnan</i>	2021
Nishi, M. & Baag, P. K.	Sustainability of Self-Help Groups: A Literature Review	<i>The IUP Journal of Entrepreneurship Development</i>	2021
Nishi, M. & Baag, P. K.	Organizational Agility achieved through Acceptance of technology: A conceptual model of how digitization improves Organizational Agility	<i>International Journal of Technology Management and Sustainable Development</i>	2022
Nishi, M. & Baag, P. K.	How Financial Literacy and Peer Effect Influence Financial Outcomes in Self-Help Groups in India?	<i>The IUP Journal of Bank Management</i>	2022
Nishi, M. & Baag, P. K.	Evaluation of impact of peer monitoring on sustainability of SHGs.	<i>International Journal of Business and Economics</i>	2022
Bansal, A., Gopalakrishnan, B., Jacob, J. & Srivastava, P.	Impact of operational fragility on stock returns: Lessons from COVID 19 crisis	<i>International Review of Finance</i>	2022

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Abidi, Q.	Shifting Orbits: Decoding the Trajectory of the Indian Start-up Ecosystem	<i>Universities Press India Pvt. Ltd.</i>	2021	Book Chapters
Malhotra, N. & Baag, P. K.	Handbook of Research on Innovative Management Using AI in Industry 5.0 —Chapter 3	<i>IGI Global</i>	2021	Book Chapters
Baag, P. K., Malhotra, N. & Balachandran, R.	Commercial Bank Management	<i>SYBGEN Learning Pvt Ltd.</i>	2023	Book (Forthcoming)
Baag, P. K., Arun, K. G. & Ramesh, K. K.	Management Accounting 2nd edition	<i>SYBGEN Learning Pvt Ltd.</i>	2023	Book (Forthcoming)
Malhotra, N. & Baag, P. K.	Valuation of Credit Card Scheme in ERedefining Global Economic Thinking for Welfare Society	<i>APP (T & F)</i>	2023	Book Chapter

CONFERENCE PAPERS, PRESENTED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Malhotra, N. & Baag, P. K.	A systematic literature review of Joint Liability Group through theoretical lens of Agency Theory	<i>DOCMAD -2021 - IRM A -Dr Verghese Kurien Centenary 15-17 November</i>	2021
Ramprasath, L. & Abdulla, M. S.	BBECT: Bandit Based Ethical Clinical Trials	<i>2021 Winter Simulation Conference</i>	2021
Kuntluru, S.	Determinants of Sustainability Reporting Practices of Financial Institutions in India	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Kuntluru, S.	Do ownership Groups Influence Audit Qualifications? Empirical Study from India	<i>World Finance Conference, Turin, 1-3 August</i>	2021
Lukose, J. P. J.	Does MAT is effective in reducing tax avoidance? Differential impact on Business groups	<i>Financial Markets and Corporate Governance Conference (FMCG), 7-10 April 2021</i>	2021
Kuntluru, S.	Does Promoter ownership impact Audit outcomes? Evidence from India	<i>The Sixth Cross Country Perspective in Finance (CCPF) Symposium</i>	2021
Lukose, J. P. J.	Earnings quality among Private firms in India	<i>Financial Markets and Corporate Governance Conference (FMCG), 7-10 April 2021</i>	2021
Sikarvar, E.	Effect of foreign exchange interventions on corporate hedging activities: Evidence from Indian firms	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Lukose, J. P. J.	Effect of founder family's management control and ownership on R&D activities	<i>Financial Markets and Corporate Governance Conference (FMCG), 7-10 April 2021</i>	2021
Nishi, M. & Baag, P. K.	Evolution of Financial Inclusion in Villages of India	<i>XVI International Conference on Public Policy and Management, IIM Bangalore, 23-25 August</i>	2021

Nishi, M. & Baag, P. K.	Factors Impacting Women Empowerment through Financial Inclusion	<i>IIMV Management Doctoral Colloquium, 'Shadh Samagam', IIMVMDC2021, IIM Visakhapatnam, 9-10 December</i>	2021
Nishi, M. & Baag, P. K.	How Financial Literacy & Gender impact the Financial Inclusion among Women participants in Indian Handicraft sector?	<i>ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur, 9-10 December</i>	2021
Nishi, M. & Baag, P. K.	How Financial Literacy Impacts Financial Inclusion among SHGs in Handicraft Sector in India?	<i>NASPAA South Asia Virtual Conference 2021 - IIMA 12-14 November</i>	2021
Kuntluru, S.	Impact of promoter ownership on Modified Audit opinion	<i>Administrative Sciences Association of Canada Annual Conference, ASAC, 2021, 12-15 June</i>	2021
Gopalakrishnan, B.	In-kind financing during a pandemic: Trade credit and COVID-19	<i>Vietnam Symposium in Banking and Finance, Hanoi, Vietnam, 28-30 October</i>	2021
Lukose, J. P. J.	Insider Ownership and Choice of Equity Selling mechanisms - Evidence from India	<i>Financial Markets and Corporate Governance Conference (FMCG), 7-10 April</i>	2021
Kumar, S. S. S.	Institutional Herding in India: Evidence from Panel Causality Tests	<i>9th International E-Conference on Emerging Trends in Corporate Finance and Financial Markets 28-29 October</i>	2021
Sampath, A. & Gopalakrishnan, B.	Is CSR the key to unlocking debt financing during COVID-19? A multicountry perspective	<i>Rajagiri Conference on Economic and Finance, RCEF 2021, 19-20 October</i>	2021
Kuntluru, S.	Ownership, Governance and Agency Cost: Evidence from India	<i>India Finance Conference, IFC2021, IIM Bangalore, 16-18 December</i>	2021
Gopalakrishnan, B.	Pandemic Panic? Effects of Health System Capacity on Firm Confidence During COVID-19.	<i>RCEA Money-Macro-Finance Conference: The Pandemic Crisis, Macro-Financial Distress, Risks and Opportunities, 27-28 July</i>	2021
Nishi, M. & Baag, P. K.	Process View of Peer Monitoring	<i>8th International Conference on Sustainability (SUSCON 2021) IIM Shillong, 26-30 July</i>	2021
Nishi, M. & Baag, P. K.	SHG Bank Linkage Programme - A Literature review Study	<i>International Conference on Sustainable Finance, Economics & Accounting in the Pre- and Post-Pandemic Era-IIM Jammu, 30-31 July</i>	2021
Kuntluru, S.	Sustainability Reporting by Indian corporates: Evidence from Banking Sector	<i>8th International Conference on Sustainability (SUSCON 2021), IIM Shillong, 26-30 July</i>	2021
Gopalakrishnan, B.	Trade Credit and the COVID-19 pandemic: Role of country connectedness and work from home amenability	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Kuntluru, S.	Value Relevance of CSR spending: Evidence from India	<i>8th International Conference on Sustainability (SUSCON 2021), IIM Shillong, 26-30 July</i>	2021

Gopalakrishnan, B.	Work from home amenability and venture capital financing during COVID-19	<i>International Conference on Business Analytics and Intelligence (ICBAI), 20-22 December</i>	2021
Kuntluru, S.	Blockchain technology: An accounting reporting perspective	<i>19th AIMS & 4th Jaipuria International Conference on Management, 7-9 January</i>	2022
Shette, R.	Cash Flows from Operations: Which is suitable method?	<i>19th AIMS & 4th Jaipuria International Conference on Management, 7-9 January</i>	2022
Sampath, A.	Did work from home 'really' work during COVID-19? Global evidence	<i>Management Doctoral Colloquium VGSOM IIT Kharagpur</i>	2022
Shette, R.	Do Indian Companies Manage Earnings to Avoid Decrease in Earnings?	<i>19th AIMS & 4th Jaipuria International Conference on Management, 7-9 January</i>	2022
Kumar, S & Baag, P. K.	ESG Integration and path to sustainable investment: A review of global perspective	<i>International Conference on Sustainable Finance, Economics & Accounting in the Pre- and Post-Pandemic Era-IIM Jammu, 30-31 July</i>	2022
Nishi, M. & Baag, P. K.	Evaluation of various Public Policy Schemes & Microfinance initiatives on the economic welfare of people in India	<i>2nd Lumiere Research Symposium, Great Lakes Chennai</i>	2022
Sikarvar, E.	Firm-level exchange rate risk around the world: The effects of COVID-19	<i>7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January</i>	2022
Nishi, M. & Baag, P. K.	Grounded Theory of Peer Mechanism in group lending	<i>5th Rajagiri Conference on New Paradigms in Management: RCNPM' 22, 5 January</i>	2022
Sampath, A.	The Impact of EPU on Investment and Financing Decisions of Private Firms: Evidence from India	<i>AIB South Asia 2022 Online Chapter Conference, 23-25 January</i>	2022

CASE STUDIES/ PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Kumar, S. S. S. & Thomas, S.	Big Bazaars Big Offer?	<i>The Case Centre</i>	2022
Varma, H. R. & Kakani, R. K.	Do not let it derail: the district head's dilemma	<i>The CASE Journal</i>	2021
Varma, H. R., Kakani, R. K. & Poovathingal, J. S.	Governing changes in government: the water story of Mahabubnagar	<i>The CASE Journal</i>	2021
Ramprasath, L.	Incorporating inflation in a key planning exercise	<i>IIMK/CS/161/FIN/2022/02</i>	2022
Thomas, S. & Kumar, S. S. S.	Indus Financials: Cost of Loan Moratorium	<i>Case Centre</i>	2021
Deva Prasad, M. & Sampath, A.	Is Over Regulation Good? A case of SEBI and Mutual Fund Regulation in India	<i>IIMK/CS/143/HLA/2022/01</i>	2022

Ghalke, A., Kakani, R. K. & Varma, H.	Pythagoras global: emerging market funds and the conundrum of family ownership	<i>Ivey Case Publishing</i>	2022
Basu, P., Kuntluru, S. & Jain, A.	SCAK Textiles: The way forward for next- generation entrepreneurs	<i>Ivey Case Publishing</i>	2021

Kumar, S. S. S. & Thomas, S. (2022) Big Bazaars Big Offer?, *The Case Centre*

This case is accompanied by a Video Short that can be shown in class or included in a digital coursepack. Instructors should consider the timing of making the video available to students, as it may reveal key case details. Describes a high-growth Indian retailer, Pantaloon Retail (India) Ltd, and two of the company’s formats - Big Bazaar and Food Bazaar. Challenges students to debate the company’s concept, its strategic decision on how quickly it would like to grow, and some key decisions on its supply chain. At the time of the case (2006), small ‘mom-and-pop’ stores still dominated Indian retailing, but that was changing rapidly because of the entry of ‘organized’ retailers such as Pantaloon. Pantaloon’s management faced some exciting opportunities as well as some potential competition from global retailers that were planning to enter the Indian market and large Indian business houses that were planning to establish retailing businesses.

Varma, H. R. & **Kakani, R. K.** (2021) Do not let it derail: the district head’s dilemma, *The CASE Journal*, Volume 17, Issue 3, Pages 438-455

Theoretical basis - The theoretical concepts and frameworks from the following literature are brought in to discuss the case situation. Freeman’s stakeholder framework, Yukl’s Influence Tactics, Johnson and Scholes’ Power-Interest Matrix Please see: Freeman, R. E. (2010). Strategic Management: A Stakeholder Approach. Pitman Publishing Inc. Yukl, G. (2002). Leadership in Organizations. Prentice-Hall. Johnson, G. and Scholes, K. (1999). Exploring Corporate Strategy: Text and Cases. Prentice-Hall.

Research methodology - Information required for the case was primarily collected from Lal Bahadur Shastri National Academy of Administration, Mussorie, India, where the newly recruited civil service officers (probationary trainees) of India are trained. The main protagonist, a senior officer in the Indian Administrative Services was interviewed by one of the authors. Secondary data from contemporary newspaper reports and government orders were also made use of.

Case overview/synopsis - Palakkad District Magistrate Gayathri Nair was tasked with acquiring 130 hectares of land for a government-sponsored public-private partnership project to set up a railway coach factory in Palakkad. After taking the landowners into confidence and fast-tracking the administrative process through the line departments, she successfully acquired 93 hectares of land for Phase I of the project. However, the intervention from local politicians and activists halted the next phase. Gayathri was pressured by her bosses to solve the standstill in four weeks. Unable to make the owners realize the benefits of the project, she witnessed a showdown between the agitating masses and the district administration. The entire episode is worsened by the partisan media coverage. The only options open to Gayathri, as the head of the district administration, are either to go ahead with forceful land acquisition and thereby, risk the wrath of the public or abandon the project and bury the months-long back-breaking teamwork. How could Gayathri handle the situation better? What steps could she take at various stages to ensure a balanced outcome for all the stakeholders in the project?

Complexity academic level - This case is applicable for the courses/sessions in training programmes for executives, and undergraduate courses related to project management, strategic management, leadership and public policy. It is also useful for courses and training programmes on stakeholder mapping and conflict management.

Varma, H. R., **Kakani, R. K.** & Poovathingal, J. S. (2021) Governing changes in government: the water story of Mahabubnagar, *The CASE Journal*, Volume 17, Issue 4, Pages 542-568

Theoretical basis - Kotter’s framework of change management adapted to the situation of public policy implementation under the leadership of a civil service officer in the rural areas of a developing economy in South Asia.

Research methodology - This case has been written using the primary data collected from the protagonist through personal and computer-based interviews. Some of the documents associated with the event shared by the protagonist

are also reproduced as case exhibits. Secondary data from government official websites were also used to enrich the case.

Case overview/synopsis - Mahbubnagar, an arid agricultural district in central India faced the threat of a water crisis owing to the unscientific water extraction by the resident farmers. The government appointed a task force to investigate the problem. The team executed the idea to harvest excess water from the fields through a cheap and efficient method. Though it showed spectacular results in the initial months, the farmers gave up the innovation soon. When the team met two years later, they were shocked by the unenthusiastic response of the farmers. This case pertains to the failure of policy innovations and change management in government.

Complexity academic level - This case is useful for undergraduate-level courses in public management, public policy and governance with modules in change management, innovation management, rural development and programme implementation. Training modules for novice public service professionals and programme management personnel in government organisations. Elective courses on public policy, government relations and public sector management for undergraduate students of business administration.

Ramprasath, L. (2022) Incorporating inflation in a key planning exercise, *IIMK/CS/161/FIN/2022/02*

How a simple tool learnt in Capital budgeting can help to figure out whether a retirement product is overpriced?

Thomas, S. & Kumar, S. S. S. (2021) Indus Financials: Cost of Loan Moratorium, *The Case Centre*

The case demonstrates the practical application of the 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 is higher if the moratorium occurs at an earlier period during the loan tenure. Four scenarios are created with varying time to maturity to understand the effect better. The case empowers a student to calculate the actual financial implication of an event like a loan moratorium from a borrower and lender perspective.

Deva Prasad, M. & Sampath, A. (2022) Is Over Regulation Good? A case of SEBI and Mutual Fund Regulation in India, *IIMK/CS/143/HLA/2022/01*

This case is about how over-regulation can result in unintended consequences and defeat the purpose of a policy itself. The core theme of this case is to discuss how good ideas can still result in unintended consequences without proper implementation. This case can be used for courses like business law, financial policy, and investments analysis & portfolio management.

Ghalke, A., **Kakani, R. K.** & Varma, H. (2022) Pythagoras global: emerging market funds and the conundrum of family ownership, *Ivey Case Publishing*

In 2016, Pythagoras Global (Pythagoras), an investment firm based in the United Kingdom, decided to launch a fund focused on emerging markets, especially those in Brazil, Russia, India, and China (BRIC countries). Making investment choices in India, however, was a difficult choice. The firm's investment policy focused on ethical corporate governance in the firms it invested in. Ryan Scott, Pythagoras's fund manager, favoured family-owned businesses, but the various ownership structures in family firms in India altered the cash flow and effective ownership rights in the subsidiary firms. These variations could lead to issues with governance and affect all other stakeholders, especially institutional and minority investors.

Scott needed to examine the firms proposed for investment and make a choice by assessing the investment opportunity and evaluating the companies through the lens of corporate governance.

Basu, P., **Kuntluru, S.** & Jain, A. (2021) SCAK Textiles: The way forward for next-generation entrepreneurs, *Ivey Case Publishing*

In January 2020, the chief executive officer of the family-run business Scak Textiles LLP (Scak), based in India, was thinking about how the company could achieve a new milestone of INR500 million in revenue by 2025. He wondered why the company, after coming so far, could not achieve that number with a sustainable margin. What else could he do to help Scak reach this target, and how could he solve the bottleneck of resource constraints? The bright next-generation entrepreneurs of the family were taking an active interest in the business and had strategic plans for enhancing the effectiveness of both business and revenue models while navigating the ever-

changing business ecosystem. The promoters of Scak wanted an outline of the entrepreneurs’ recommendations with adequate assumptions and a business valuation. The promoters would expect a 15 per cent return on additional capital invested; the corporate tax rate would be 30 per cent. The next-generation family members saw three possible options: add manufacturing operations, establish e-Commerce platforms for business-to-business and business-to-consumer businesses, or enter the business of exporting. Could they take up all three options, or should they maintain the status quo? The value and future of Scak would depend on their decision.

NON- REFEREED PUBLICATIONS / PRESENTATIONS				
AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Thomas, S. & Kumar, S. S. S.	Commodities: A Catalyst in Portfolio Diversification	The Hindu Business Line	2021	Popular Press

WORKING PAPERS			
AUTHOR(S)	TITLE	DETAILS	YEAR
Aneesha, M. A. & Baag, P. K.	Financial Inclusion Among Transgender Community: A Perspective	<i>IIMK/WPS/462/FIN/2021/05</i>	2021
Chacko, K. T. & Baag, P. K.	Financial Inclusion in India: An approach through FinTech as a solution	<i>IIMK/WPS/463/FIN/2021/06</i>	2021
Krishna, G. P. S. V. & Baag, P. K.	Financial Intermediaries: Its different role	<i>IIMK/WPS/464/FIN/2021/07</i>	2021
Srivastava, J., Sampath, A. & Gopalakrishnan, B.	Is CSR the key to unlocking debt financing during COVID-19? A multicountry perspective	<i>IIMK/WPS/481/FIN/2021/10</i>	2021
Ramprasad, L. & Abdulla, M. S.	Patients-at-Risk (PaR): A new performance measure for response-adaptive trials	<i>IIMK/WPS/468/FIN/2021/08</i>	2021
Thomas, S. & Kumar, S. S. S.	Why Commodities should be included in an Investment Portfolio? An analytical study	<i>MCX Working paper</i>	2021
Sekhar, C. S. & Lukose, J. P. J.	Banker on Board and the Debt-Equity Choice - Evidence from India	<i>IIMK/WPS/515/FIN/2022/03</i>	2022
Sikarwar, E.	Effect of Foreign Exchange Interventions on Corporate Hedging Activities: Evidence from Indian Firms	<i>IIMK/WPS/503/FIN/2022/01</i>	2022
Sekhar, C. S. & Lukose, J. P. J.	Insider Ownership and Private Placement - Evidence from India	<i>IIMK/WPS/514/FIN/2022/02</i>	2022
Gopalakrishnan, B., Jacob, J. & Mohapatra, S.	Government responses, business continuity, and management sentiment: Impact on debt financing during COVID-19	<i>IIMA Working Papers</i>	2021

Aneesha, M. A. & Baag, P. K. (2021) Financial Inclusion Among Transgender Community: A Perspective, *IIMK/WPS/462/FIN/2021/05*

This paper attempts to present a perspective to the existing gap in the literature by delving into the problems that the transgender community faces in accessing formal financial services. Though the topic of the gender gap and financial inclusion is widely discussed in the literature, many a time, the discussions are constrained to the binary gender classification of men and women. The existence of third genders or transgender people is often ignored, and this ignorance actually can thwart the attainment of the overall financial inclusion goal. This paper lays down the status of transgender and the extent of financial inclusion in India in general and specifically in Kerala, pointing

out the limiting supply-side and demand-side factors hindering financial inclusion among transgender people. Recommendations that could facilitate better financial inclusion of this marginalized group were discussed. These include policies to lift the social stigma, approachable policies, and procedures that involve removing psychological, physical, and regulatory barriers, including access to microfinance.

Chacko, K. T. & Baag, P. K. (2021) Financial Inclusion in India: An approach through FinTech as a solution, *IIMK/WPS/463/FIN/2021/06*

This paper presents an explorative and deductive perspective on the importance of FinTech and its possible impact on improving financial inclusion. Financial inclusion is a pressing issue with many policy implications. Governments and central banks worldwide have come up with different programs to achieve maximum financial inclusion. However, full financial inclusion is still a dream for many countries. Financial inclusion, its issues, and challenges can be supported with FinTech. However, FinTech has its own policy implication, potential benefits and pitfalls. Fintech should be complemented by supporting infrastructure and a robust legal environment to be effective with proper regulatory policies by government and regulatory financial institutions. Alternatively, we find that widespread and uneven access to digital infrastructure can also have its own direct and indirect risks which can be detrimental and will start another chain of financial exclusion. We also find that Idiosyncrasies related to machine learning and artificial intelligence coding errors can perpetuate the cycle of denying digital finance products and services to specific groups of people, leading to another form of financial exclusion. Another challenge is to keep in mind is the procyclical behavior of Fintech players which may post-pandemic effect the trend and can have many negative effects including lack of trust in digital finance

Krishna, G. P. S. V. & Baag, P. K. (2021) Financial Intermediaries: Its different role, *IIMK/WPS/464/FIN/2021/07*

The paper does a descriptive and explorative study to understand the importance of financial intermediaries (FI) role in the context of a monetary policy perspective, a financial inclusion perspective, and a fiscal policy perspective. In the process, the paper looks at the rights of FIs in lending money, taking deposits (only for banks), and other operations that include risk control and financial stability. The study finds that the monetary policy in procyclical leverage affects the FIs balance sheet, affecting the household balance sheet. It expands when the asset's price booms and vice versa. It also develops the capital market. The study also finds that the FIs (banks) are well organized to give financial literacy training as they interface between speculative money-related considerations of insufficiency and opportunity cost with a reasonable "cash in-the-pocket" associations. This can set the poor to an abundance accumulation of financial savings in a rational way. The study also looks at the frauds in the FIs and finds that internal and external factors are equally responsible for such scams.

Srivastava, J., Sampath, A. & Gopalakrishnan, B. (2021) Is CSR the key to unlocking debt financing during COVID-19? A multicountry perspective, *IIMK Working Paper Series*

In this study, we examine whether CSR engagement impacts the debt financing obtained by firms across the world. We find that firms with greater stakeholder engagement obtain higher debt financing during the COVID-19 pandemic period. The effect is more pronounced for less creditworthy firms, highlighting the importance of maintaining relationships with stakeholders. The positive association of CSR on debt financing during the pandemic period is higher for larger firms, asset-intensive firms, and firms from the developed markets. Our empirical analysis reinforces the importance of firms' stakeholder engagement to mitigate the adverse impact of economic shocks.

Ramprasath, L. & Abdulla, M. S. (2021) Patients-at-Risk (PaR): A new performance measure for response-adaptive trials, *IIMK/WPS/468/FIN/2021/08*

This article aims to remove the apparent conflict between statistical power and higher allocation to the better treatment, in a particular Ethical-optimal (Etoptimal) response-adaptive design for continuous responses. An existing criterion is extended to show that the Et-optimal design could be uniformly superior over the corresponding optimal design, in finite samples. Further, one of the reasons for why experimenters prefer the standard randomized control trial over a response-adaptive trial could be the high variability of patient allocations in the latter. Though there are many response-adaptive designs in the literature which promise higher allocation to the superior treatment, this is not always assured. Here we propose a new criterion, Patients-at-Risk, for evaluating response-adaptive designs, which partly addresses this problem. Under this new criterion, an algorithm based on the explore-exploit heuristic is shown to be superior to the Et-optimal design in this particular context, thus giving a win-win solution for both ethics and statistical power.

Thomas, S. & Kumar, S. S. S. (2021) Why Commodities should be included in an Investment Portfolio? An analytical study, *MCX Working paper*

In the recent times there is a renewed interest in commodity investing because of their unique characteristics like the ability to hedge inflation risk and insure against event risks. In this study we attempt to address the incremental diversification benefits provided by commodities to the traditional stock bond portfolios. The results from the study indicate that commodities play an important role in diversifying portfolio risk for both equity and bond portfolios. It was observed that not only exclusive equity (bond) portfolio but also a combination of equity and bond portfolios benefit from a moderate investment in commodities. In-sample portfolio analysis shows that three commodities are essential for achieving superior risk-adjusted returns. And these commodities are – gold, aluminum or zinc and natural gas. These commodities provide the best incremental diversification benefits. In the out-of-sample analysis Sortino ratios indicate that exclusive equity and bond portfolios underperform a portfolio of equity and bonds with moderate allocation to commodities. The commodities that figure in the optimal portfolio are gold, zinc, natural gas and aluminium. We opine that following a tactical asset allocation approach may improve the Sharpe ratios of the portfolios with commodities. On the basis of the results of the study, AMC's may expand the existing set of commodity investment avenues available for investors with new products like commodity ETFs so that investors can get diversification benefits from commodity investing.

Sekhar, C. S. & Lukose, J. P. J. (2022) Banker on Board and the Debt-Equity Choice - Evidence from India, *IIMK/WPS/515/FIN/2022/02*

We study the effect of bank nominee director on listed Indian firms' debt-equity choice and indirectly examine the trade-off, pecking order, and market timing theories. Consistent with the monitoring effect, our findings indicate that the presence of a bank nominee on a board of directors favours equity over debt. Contrary to expectations, the nominee's presence does not appear to favour high leverage. Additionally, having a banker on board promotes credit availability during periods of constrained external funding.

Sikarwar, E. (2022) Effect of Foreign Exchange Interventions on Corporate Hedging Activities: Evidence from Indian Firms, *IIMK/WPS/503/FIN/2022/01*

This study investigates the effect of foreign exchange interventions on corporate hedging. Using a sample of 419 Indian firms over the period 2001-2019, the results report that firms leave their exposure unhedged or partly hedged in response to high forex intervention. This indicates that firms consider interventions as a guarantee against sharp exchange rate fluctuations. Additionally, the effects of positive and negative interventions on hedging are asymmetric and, vary for importers and exporters. These findings offer important insights and implications for firm managers as well as policy makers.

Sekhar, C. S. & Lukose, J. P. J. (2022) Insider Ownership and Private Placement - Evidence from India, *IIMK/WPS/514/FIN/2022/01*

In the context of an emerging market economy, India, we examine the effect of insider ownership on the choice of private placement. Our findings indicate that the probability of private placements increases with promoter ownership in firms with less than 27% and more than 52% of promoter ownership. Private placements improve monitoring and add value to the firm at the lower levels, while at the higher levels, the interests of the owner-manager and the incoming block-holder seem to be more aligned. At the intermediate level (27-52 percent), we observe a negative relationship between promoter ownership and the probability of private placements, as the incumbent owner is averse to allowing control dilution.

Gopalakrishnan, B., Jacob, J. & Mohapatra, S. (2021) Government responses, business continuity, and management sentiment: Impact on debt financing during COVID-19, *IIMA Working Papers*

We examine how the government responses, amenability to remote working, and managerial outlook associated with COVID-19 influence debt financing by firms around the world. We find that the propensity and the amount of loan financing by firms is higher with greater stringency of lockdowns. Firms' debt raising during the pandemic is also influenced by the work-from-home amenability of industries. We find that firms with greater reliance on customer interaction have a higher propensity for debt financing at the onset of the pandemic, indicative of their heightened need for liquidity. The propensity for bond financing is higher for firms that have a higher degree of exposure to the pandemic. In contrast, firms that hold a positive sentiment about the impact of the pandemic are less likely to raise debt financing. Our key results are largely robust to the effects of quantitative easing by the major central banks. The study deepens the understanding of the heterogeneous impact of the pandemic on debt financing on account of various country-, industry-, and firm-level factors.

SESSION CHAIR/ TRACK CHAIR		
AUTHOR(S)	DETAILS	YEAR
Abidi, Q.	Finance, Accounting and Control, Session: Corporate Finance and Governance, 8th Pan IIM World Management Conference, 16-18 December	2021
Baag, P. K.	International Conference on Sustainable Finance, Economics & Accounting in the Pre- and Post- Pandemic Era -IIM Jammu, 30-31 July	2021

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / AD HOC REVIEW		
NAME	TITLE	DESIGNATION
Abidi, Q.	Managerial Auditing Journal	<i>Ad hoc Reviewer</i>
Baag, P. K.	Quality and Quantity	<i>Reviewer</i>
Baag, P. K.	Macroeconomics and Finance in Emerging Market Economies	<i>Reviewer</i>
Baag, P. K.	Paradigm: A Management Research Journal	<i>Reviewer</i>
Baag, P. K.	FIIB Business Review	<i>Reviewer</i>
Baag, P. K.	AIMS International Journal of Management	<i>Reviewer</i>
Baag, P. K.	Amity Journal of Finance	<i>Editorial Review Board</i>

FACULTY - FINANCE, ACCOUNTING & CONTROL



Abhilash S. Nair



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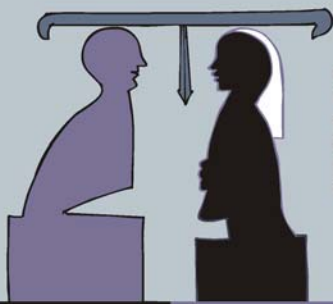
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Sudershan Kuntluru



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
Shannu Narayan	Corporate Board Governance from Critical Mass Theory Lens: Revisiting Indian Companies Act 2013	<i>GLS KALP: Journal of Multidisciplinary Studies</i>	2021
Deepa Sethi, Vijay Pereira & Vikas Arya	Effect of Technostress on Academic Productivity: E-Engagement Through Persuasive Communication	<i>Journal of Global Information Management (JGIM)</i>	2021
Shannu Narayan	Envisaging Inclusiveness through Transgender Person's Rights Law in India	<i>International Journal of Law Management and Humanities</i>	2021
Deva Prasad M.	Integrating Commercial Interest with Community Concerns: Analysis of India's CSR Policy	<i>GLS KALP: Journal of Multidisciplinary Studies</i>	2021
Salamah Ansari & R. Rajesh Babu	North American Free Trade Agreement (NAFTA) Disputes	<i>Yearbook of International Environment Law</i>	2021
Yusuf Hassan, Jatin Pandey, Biju Varkkey, Deepa Sethi & Hugh Scullion	Understanding Talent Management for Sports Organizations- Evidence from an Emerging Country	<i>International Journal of Human Resource Management</i>	2021
Abraham Pizam, Ahmet Bulent Ozturk, Adela Balderas-Cejudo, Dimitrios Buhalis, Galia Fuchs, Tadayuki Hara, Jessica Meira, Mercedes Raquel Garcia Revilla, Deepa Sethi, Ye Shen, Olimpia State, Ahmet Hacikara & Suja Chaulagain	Factors Affecting Hotel Managers' Intentions to Adopt Robotic Technologies: A Global Study	<i>International Journal of Hospitality Management</i>	2022

Salamah Ansari, Deva Prasad M. & R. Rajesh Babu	Fixing the Collective Action Problem In Sovereign Debt Restructuring: Significance of Global South Solidarity	<i>Third World Quarterly</i>	2022
Abha R. Dixit, Nishtha Malik, Manisha Seth & Deepa Sethi	The role of social entrepreneurial leadership and benchmarking in women empowerment	<i>Benchmarking: An International Journal</i>	2022

Narayan, S. (2021) Corporate Board Governance from Critical Mass Theory Lens: Revisiting Indian Companies Act 2013, *GLS KALP Journal of Multidisciplinary Studies*, Volume 1, Issue 3, Pages 1-11

Indian gender quota rule mandates to have at least one-woman director on corporate board. Gender diversity of board is a tool to assess a corporate governance compliance. The subject can be addressed from legal, public policy, political science and business studies gamut considering and realising that corporate governance norm compliance is very significant. Gender quota provision chiefly impacts the composition of boards of directors and thus the strategic direction of these publicly traded and state-owned enterprises. Critical mass theory which is applied to various fields, could be applied in this field also to ensure efficacy of the board by merit and composition. This paper highlights the need for “atleast three women directors” or one-third of the board should be women directors” for making the change.

Sethi, D., Pereira, V. & Arya, V. (2021) Effect of Technostress on Academic Productivity: E-Engagement Through Persuasive Communication, *Journal of Global Information Management*, Volume 30, Issue 5

The focus of most of the existing studies on technostress is with regard to working professionals. In spite of the explosion of digital device use in education, not many studies have identified its effects on students. This study examines the presence of technostress among management students aged 22-29 years. Using a sample of 300+ students of a management college of India, this study validates the technostress instrument. With the pandemic, education has seen a paradigm shift. Sessions including classes, interactions, discussions, team projects, assignments, examinations, have gone online and this has ushered the compulsion of spending more time with technology and digital devices (laptops, mobile phones, desktop etc). It examines the effect of technostress on academic productivity of students. The study further explores the students’ expectations from the college to control their technostress, thereby indicating the need of enhancing e-engagement through persuasive communication.

Narayan, S. (2021) Envisaging Inclusiveness through Transgender Person’s Rights Law in India, *International Journal of Law Management and Humanities*, Volume 4, Issue 5, Pages 404 – 414

In 2019, India passed a new legislation on transgender person’s rights pursuant to a judgment by its highest judiciary in 2014. The judgment and the subsequent legislation have legally recognised transgender community person or sexual minority individual as ‘third gender’. The paper investigates how transgender persons who were criminalised since the passage of the law during British era have lead to marginalising those individuals leading to exclusion for various welfare schemes and policies. The impact of the 2014 judgment passed by the Indian Supreme Court has accorded legal recognition to persons from diverse gender identity in India. The legislation passed in 2019 on the rights of transgender persons is a rights-based move in the right direction. There is lack of literature connecting the law passed during British era having an impact on social exclusion of the transgender persons. However, the plain interpretation of the law reveals the historical injustice meted out to transgender person community when they were categorised as criminal communities. After the passage of the 2019 legislation, it is evidentiary of how transgender community persons have occupied various areas of workspace, paving the way for restructuring gendered spaces. The legislation envisages transformation through education and employment or mainstreaming of the said persons. However, familial and other private rights, such as right to succession, etc. are the lacunas which exist in the legislation. The paper argues the need to have an anti-discrimination policy as a norm in workplace to be introduced, either as an amendment to the existing legislation or as a public policy guideline.

Deva Prasad, M. (2021) Integrating Commercial Interest with Community Concerns: Analysis of India’s CSR Policy, *GLS KALP: Journal of Multidisciplinary Studies*, Volume 1, Issue 2

A stocktaking analysis is attempted of the legally mandated CSR provisions and their practical impact on the corporate governance practices and re-orienting the corporate purpose. Along with this the benefit of stakeholder provision is now evident and creates a framework for relooking at the corporate purpose towards a more sustainable business model. The legally mandated CSR provision has led to mainstreaming the Indian thought of business and

society being positively co-existing with societal welfare and well-being an end-goal for companies. Indian law and policy experiments could be considered as a significant victory in the context of using the legal tool for ethical business conduct. The analysis in the paper throws light on the fact that the present functioning of the companies displays that the legally mandated CSR provision has led to a shift in the manner corporate philanthropy is viewed by Indian companies.

Ansari, S. & Babu, R. R. (2021) North American Free Trade Agreement (NAFTA) Disputes, *Yearbook of International Environment Law*

Hassan, Y., Pandey, J., Varkkey, B., **Sethi, D.** & Scullion, H. (2021) Understanding Talent Management for Sports Organizations- Evidence from an Emerging Country, *International Journal of Human Resource Management*, Volume 33, Issue 11, Pages 2192-2225

Talent Management (TM) has emerged as a key strategic issue for global organizations. Despite the growth of global sports entities, research on TM in this context is scarce. This paper addresses this research gap and investigates major challenges in TM faced by organizations in professional sports business and makes an increasingly significant contribution towards the global economy. The question of what constitutes 'talent' in sports and how it can be strategically managed is a matter of concern which expands the knowledge and understanding of Talent Management practices in a unique and rapidly developing sector. The current study explores the scope and boundaries of TM practices for professional sports entities in the context of emerging economies. The study uses case study approach to examine TM for the Nepal based Everest Premier League (EPL) The study draws on the Social Exchange Theory (SET) and Human Capital Theory (HCT) to understand talent management practices and demonstrates how differing natures of socio-economic exchange can be observed across actors and stages of TM in the business of sports.

Pizam, A., Ozturk, A. B., Cejudo, A. B., Buhalis, D., Fuchs, G., Hara, T., Meira, J., Revilla, M. R. G., **Sethi, D.**, Shen, Y., State, O., Hacikara, A. & Chaulagain, S. (2022) Factors Affecting Hotel Managers' Intentions To Adopt Robotic Technologies: A Global Study, *International Journal of Hospitality Management*, Volume 102

The objective of this study that was conducted with 1077 hotel managers in 11 countries in North and South America, Europe, Asia and the Middle East, was to identify the effects of technological, organizational, and environmental (TOE) factors on hotel managers' intentions to adopt robotic technologies in their hotels. Structural equation modeling (SEM) was utilized to test the study hypotheses. The results indicated that hotel managers' intention to adopt robotic technologies were positively influenced by their perceived relative advantage, competitive pressure and top management support and negatively influenced by their perceived complexity of the technology. The study results further demonstrated that the impacts of relative advantage, complexity, top management support, and competitive advantage on intention to adopt were moderated by innovativeness. The current study also addressed the theoretical and practical implications to existing knowledge and practice in the hotel industry.

Ansari, S., Deva Prasad, M. & Babu, R. R. (2022) Fixing The Collective Action Problem In Sovereign Debt Restructuring: Significance Of Global South Solidarity, *Third World Quarterly*, Published online

This paper attempts to analyse the limitations of contractual mechanisms of resolving collective action disputes against sovereign debtors. The Global South has been at the receiving end of the sovereign debt obligations and collective action clauses (CACs) agenda. The lack of control over the domestic economy and the human rights impacts of mounting sovereign debt brings to the fore the absolute lack of fairness and equity in the CAC-based framework for restructuring sovereign debt. The contemporary international order does not address the non-economic concerns of an indebted state. The unfair treatment meted out to the Global South opens the need for Third World approaches to international law (TWAIL) voices against sovereign debt. The current discourse and literature on CAC have remained mainly aloof to the contributions and importance of TWAIL in the context of CACs. Sovereign debt and the use of CACs need a fresh outlook based on the development of international human rights law. Alternative movements based on Global South solidarity against the present structural and systemic problems of sovereign debt and CACs need to be explored.

Dixit, A. R., Malik, N., Seth, M. & **Sethi, D.** (2022) The role of social entrepreneurial leadership and benchmarking in women empowerment, *Benchmarking: An International Journal*, Published online

Purpose - Women are the change agents in today's society. They are not only the harbingers of growth and development but also act as a major catalyst in the economic advancement and prosperity of the nation. India has

been witnessing an expansion in women entrepreneurs given the conducive startup ecosystem we have created over the years. It has inspired women to break the shackles and switch to being a game changer for themselves and many others over the years. The study aims to explore the impact of social entrepreneurial leadership on women empowerment and how does benchmarking help in this process.

Design/methodology/approach - Using a semi-structured questionnaire, the study conducted one-to-one in-depth and focused group interviews with the five women social entrepreneurs and their team. NVivo was used for content and thematic analysis.

Findings - Major themes identified from the study include financial independence, women empowerment, social identity, autonomy, mobility, attaining self-confidence, creativity and innovation, fulfillment of motives, action and social learning, and setting standards (benchmarks). The findings revealed that social entrepreneurial leadership has a significant impact on women empowerment through benchmarking.

Originality/value - Social entrepreneurial leadership has the potential to revolutionize the very concept of women empowerment. The research tries to study specific cases of social entrepreneurial leadership and how they have been instrumental in shaping up the life of others through their efforts and determination.

FORTHCOMING REFEREED JOURNAL ARTICLES		
AUTHOR(S)	TITLE	JOURNAL
Arya, V. Paul, J. & Sethi, D.	Like it or not! Brand communication on social networking sites triggers consumer-based brand equity	<i>International Journal of Consumer Studies</i>
Ansari, S.	Sovereignty and Status in East Asian International Relations by Seo-Hyun PARK	<i>Asian Journal of International Law</i>
Sharma, S., Gamoura, S., Deva Prasad, M. & Aneja, A.	Emerging Legal Informatics Towards Legal Innovation: Current Status and Future Challenges and Opportunities	<i>Legal Information Management</i>
Ansari, S. & Ranjan, A.	Towards an Equitable and Universal Health Coverage amidst COVID 19 Pandemic: Learnings from 75th Round National Sample Survey, 2017-18	<i>Social Action: A Quarterly Review of Social Trends</i>

BOOKS, BOOK CHAPTERS - PUBLISHED & FORTHCOMING				
AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Rajesh, B. R. & Ansari, S.	Foreign State Immunity: Indian Law and Practice	<i>Encyclopedia of Public International Law in Asia Online</i>	2021	Book Chapters
Ansari, S.	Immunities of UN and other International Organizations in India	<i>Brill Publishing</i>	2021	Book Chapters
Narayan, S.	<i>Settlement of Disputes, India</i>	<i>Encyclopedia of Public International Law in Asia (EPILA)</i>	2021	Book Chapters
Chatterjee, D., Sethi, D. & Pati, S. P.	Globalizing Indian Thought: Insights from Indian Knowledge Systems	<i>Sage</i>	2021	Books
Deva Prasad, M.	Quality Matters: Standards, Regulations and Guidelines in Agriculture	<i>Centre for Innovation in Science and Social Action (CISSA)</i>	2021	Books

CONFERENCE PAPERS, PRESENTED & FORTH COMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Ansari, S.	Alternative to Market Mechanisms: Human Rights based approach to Sovereign Debt	<i>ICMD 2021: 16th Biennial Conference of The International Society of Markets and Development, 16-18, December</i>	2021
Ansari, S.	An Analysis of Belt and Road Initiative of China in the Context of Sovereign Debt	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Das, A.	An Inclusive and Equitable Pedagogical Model of Business Case Analysis through WhatsApp Text-Chat	<i>2nd Malaysian Association of Applied Linguistics International Conference, MAALIC, 8-10 September</i>	2021
Sethi, D.	Bridging the Competency Gap between Corporate World and Job Seekers: Evidence from India	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Ansari, S.	Disappearing Sovereign in Sovereign Debt Restructuring	<i>ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur, 27-30 December</i>	2021
Sethi, D.	Fun(va)cation: Communicating Millennials' Expectations of Tourism Experience post Covid-19	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Ansari, S.	Human Rights and Diluted Sovereignty: Rethinking Contemporary Sovereign Debt Restructuring	<i>Asian Society of International Law 8th Biennial Conference, 24-28 May</i>	2021
Das, A.	Impact of Teacher Training Initiatives in an Indian Ed-tech Organization: A Qualitative Study	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Deva Prasad, M.	Legally Mandated Corporate Social Responsibility and Re-orienting Corporate Purpose: Exploring the Indian Law and Policy Experiment	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Ansari, S.	Logic of Governance: Performance Measurement in Public Administration	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Deva Prasad, M.	Online Dispute Resolution Process in India- A Law and Policy Analysis"	<i>Two Days Virtual Conference on International Arbitration Contemporary Issues and Challenges, 18-19 December</i>	2021
Ansari, S.	Post COVID-19 Urban Resilience And Adaptation	<i>International Management Conference IMC 2021, IIM Bodh Gaya, 23-24 April</i>	2021
Ansari, S.	Public Management Reforms: A Review	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Narayan, S.	Repositioning Approaches of India in Inter(trans)national Law: A Postulation	<i>Asian Society of International Law 8th Biennial Conference, 24-28 May</i>	2021
Ansari, S.	Resilience of Urban Infrastructure to Achieve Sustainable Ecosystem	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021

Deva Prasad, M.	Role of International Law in Responsible Business Conduct for Sustainable Development	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Ansari, S.	Structural Reforms in Public Management: A Review	<i>ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur, 27-30 December</i>	2021
Ansari, S.	Sustainability of Wellness Tourism: Systems Thinking Perspective	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Ansari, S.	Systems Thinking Perspective in Ensuring Health Tourism Sustainability	<i>ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur, 27-30 December</i>	2021
Deva Prasad, M.	The Pregnancy And Maternity-Related Discrimination at Work for Women- A Business and Human Rights Approach	<i>The International Conference on Reproductive Choice of Women: A Fundamental Right, 20 November</i>	2021
Ansari, S.	Third World Experiences of International Initiatives for Debt Relief	<i>International Conference for Markets and Development, ICMD 2021, Trichy, 16-18 December</i>	2021
Ansari, S.	Understanding Sustainability of Health Tourism from Systems Thinking Perspective: Evidence from Kerala	<i>International Management Conference IMC 2021, IIM Bodh Gaya, 23-24 April</i>	2021
Deva Prasad, M.	Will India have its Urgenda moment?: Analysing the Indian Environmental Law Landscape	<i>Social and Scientific Uncertainties in Environmental Law: 8th Annual EELF (European Environmental Law Forum Conference) at Bournemouth University, 8-10 September</i>	2021
Deva Prasad, M. & Praveen, S.	How Policymakers Shift Their Economic Perspectives Concerning Environment	<i>7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January</i>	2022
Deva Prasad, M.	Indian Sui-Generis Agro-Biodiversity Legal Framework- Lessons for an Inclusive Global Model	<i>Global Dialogue on Biodiversity Law and Governance, 6-8 July</i>	2022

CASE STUDIES/ PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Deva Prasad, M. & Sampath, A.	Is Over Regulation Good? A case of SEBI and Mutual Fund Regulation in India	<i>IIMK/CS/143/HLA/2022/01</i>	2022
Sreejith, A. & Deva Prasad, M.	Metaverse Gaming Companies: Emerging Concerns under ESG Investing	<i>IIMK/CS/148/ITS/2022/01</i>	2022

Deva Prasad, M. & Sampath, A. (2022) Is Over Regulation Good? A case of SEBI and Mutual Fund Regulation in India, *IIMK/CS/143/HLA/2022/01*

This case is about how over-regulation can result in unintended consequences and defeat the purpose of a policy itself. The core theme of this case is to discuss how good ideas can still result in unintended consequences without proper implementation. This case can be used for courses like business law, financial policy, and investments analysis & portfolio management.

Sreejith, A. & Deva Prasad, M. (2022) Metaverse Gaming Companies: Emerging Concerns under ESG Investing, *IIMK/CS/148/ITS/2022/01*

The case attempts to raise points regarding the emerging investment issue in Metaverse and virtual reality gaming companies. The investments in the gaming companies may raise questions from the ESG perspective. The ESG assessments could raise concerns. This case could be ideal for courses dealing with business ethics, ethical investing, internet governance, and corporate governance.

NON- REFEREED PUBLICATIONS / PRESENTATIONS				
AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Das, A.	Online teaching during COVID-19: Mockery or an Opportunity	<i>ONmanorama</i>	2021	Non Refereed
Sethi, D.	Why engineers need to unlearn to learn	<i>The Times of India</i>	2021	Non Refereed
Deva Prasad, M.	Why India Needs a Better Public Participation Framework for Environmental Governance	<i>JURIST</i>	2021	Non Refereed
Sethi, D.	Winning Worlds	<i>Live Encounters</i>	2021	Non Refereed
Das, A	A prejudiced mind with crafty oratory skills leads nowhere	<i>ONmanorama</i>	2022	Non Refereed
Deva Prasad, M.	COP-26: Dilution of Equity by the Global North	<i>Countercurrents</i>	2022	Non Refereed
Deva Prasad, M.	Emerging Changes in the Arbitration Law Framework in India: An Overview	<i>Manupatra</i>	2022	Non Refereed
Deva Prasad, M. & Narayan, S.	Invoking International Law Language in Indian Diplomacy	<i>Live Law</i>	2022	Non Refereed
Deva Prasad, M.	Plant Variety Authority Revokes The Breeder’s Right: Is this a New... The Protection of Plant Varieties and Farmers’ Rights Act, 2001 ?	<i>Live Law</i>	2022	Non Refereed

WORKING PAPERS			
AUTHOR(S)	TITLE	DETAILS	YEAR
Das, A.	A Pedagogical Schema of Storytelling for Managers	<i>IIMK/WPS/488/HLA/2022/01</i>	2022
Deva Prasad, M. & Ansari, S.	Evaluating the Pragmatism of TRIPS Waiver Proposal: An Analysis from Legal and Policy Perspective	<i>IIMK/WPS/502/OB&HR/2022/01</i>	2022
Das, A.	Fair & Lovely is now Glow & Lovely: Two Sides of the Colorism Coin	<i>IIMK/WPS/489/HLA/2022/02</i>	2022
Narayan, S., Barui, S. & Suresh, S.	Glocal Regulatory Business Compliance on Data Protection Law: Comparative Analysis / Note on Global and Indian Law	<i>IIMK/WPS/485/HLA/2022/01</i>	2022
Nair, S. R., Jayanth, R. S. S. & Deva Prasad, M.	India’s Contract Farming Act – A Critical Assessment	<i>IIMK/WPS/490/ECO/2022/02</i>	2022



Deva Prasad, M. & Ansari, S. (2022) Evaluating the Pragmatism of TRIPS Waiver Proposal: An Analysis from Legal and Policy Perspective, *IIMK/WPS/502/OB&HR/2022/01*

A growing body of work suggests that individual innovative work behaviour (IWB) is beneficial and it generally includes an employee suggesting novel and useful ideas for improvements in the products, processes and procedures. However, the underlying leadership and psychological mechanisms that leads to IWB more often are still underdeveloped. This study aims to examine the linkage between ethical leadership and IWB. Moreover the mediating motivational role of personal engagement is tested. Furthermore, a boundary condition in task significance is examined. Findings of the data analysis supported the proposed hypotheses.

Das, A. (2022) Fair & Lovely is now Glow & Lovely: Two Sides of the Colorism Coin, *IIMK/WPS/489/HLA/2022/02*

The objective of this study is to understand the nuances of colorism in the brand campaigns of Fair & Lovely over the years, significantly after it changed its name to Glow & Lovely. When others discriminate against those with darker skin tones, it is referred to as colorism” (Stamps, n.d.). Such traces are visible in branding and marketing activities where brands target a consumer’s emotional state, ego, needs and aspirations to form a brand relationship. In this study we explore the brand communication of Fair & Lovely (now known as Glow & Lovely) (Sharma, 2020), a top brand of the FMCG, Hindustan Unilever Limited producing similar product categories and dominating the fairness industry. The research builds upon the impact of colorism, its journey over the years, and question the brands’ decision to move towards inclusion. The research questions deep dive into people’s perception of the brand, what draws them to it, and how the narrative affects them. The study analyses the linguistic/semiotic/ sociocultural elements of the advertisements that help to assimilate the concept of beauty, as well as the problem of colorism in cosmetic products and their growing market. The findings would equip future businesses with how brand decisions affect body image, ideals of consumers, especially the new-age consumer. Subsequently, we help business and academic communities understand why organizations take such decisions and gain anything by promoting themselves as a “socially responsible” brand for a new age audience.

Narayan, S., Barui, S. & Suresh, S. (2022) Glocal Regulatory Business Compliance on Data Protection Law: Comparative Analysis / Note on Global and Indian Law, *IIMK/WPS/485/HLA/2022/03*

Data protection and privacy rights being the buzzword of this decade, has been of main concern of both international community, states, private actors, and individual subjects. The main objective of this study is to understand and comparatively analyse the data regulatory framework existing at the global and local levels in various countries. As with any regulatory policy, the data protection laws across the globe are evolving to accommodate the changing economic and technological scenario after its initial inception a few decades back. However, evolution and adoption have not been harmonized and uniform across different nations. In this context, the paper focuses on reviewing the data regulatory framework existing globally and analyses the current position of different countries in comparison with each other and existing global standards to understand the ease of doing business in this interconnected world. The main objectives also entail highlighting the data protection policies currently being implemented in India and comparing its position with the state-of-the-art regulatory practices (under GDPR) in the EU and other countries with significant global economic standings, and possibly suggest some regulatory refinements. For the study, we are focusing mainly on the existing safeguards and protection policies in place for personal information protection and how these frameworks have impacted the ease of business conduct.

Nair, S. R., Jayanth, R. S. S. & Deva Prasad, M. (2022) India’s Contract Farming Act – A Critical Assessment, *IIMK/WPS/490/ECO/2022/02*

The Farmers (Empowerment and Protection) Agreement on Price Assurance and Farm Services Act, 2020" is an important legislative landmark in the context of Indian agricultural policy. The major concerns relating to the adoption of the contract farming system in the Indian context are proposed to be resolved through the enabling legislative measures proposed in the Act. This article critically examines the various provisions contained in the Act to assess its potential in mitigating the key concerns of adopting the CF practice in India. The analysis involving stakeholder consultation reveals that, despite certain shortcomings, the Act fills the existing legal-gap in regulating contract farming system and provides a practical legislative framework for adopting contract farming system in India by balancing the interests of the two key stakeholders – farmers and firms - involved in the system. The scope and relevance of the Act could be improved further by addressing the concerns and suggestions emanating from the stakeholder consultation.

FACULTY - HUMANITIES & LIBERAL ARTS IN MANAGEMENT



A.F. Mathew



Anupam Das



Deepa Sethi



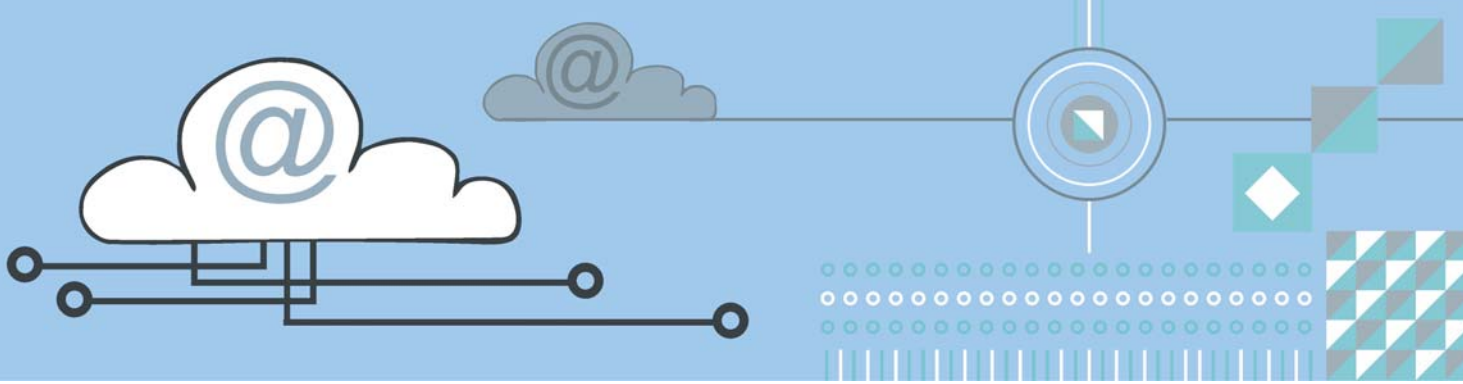
Deva Prasad M



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
Trevor Watkins, Satish Krishnan & Christopher M Barnes	A sleep and self-control model of cyber incivility at work	<i>Sleep Health</i>	2021
Supunmali Ahangama & Satish Krishnan	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
Anupriya Khan & Satish Krishnan	Citizen engagement in co-creation of e-government services: a process theory view from a meta-synthesis approach	<i>Internet Research</i>	2021
Anupriya Khan , Satish Krishnan & Amandeep Dhir	Electronic government and corruption: Systematic literature review, framework, and agenda for future research	<i>Technological Forecasting and Social Change</i>	2021
Ben Krishna & Sebastian M. P.	Examining the relationship between e-government development, nation's cyber-security commitment, business usage and economic prosperity: a cross-country analysis	<i>Information and Computer Security</i>	2021
Vidushi Pandey , Sumeet Gupta & Hee-Woong Kim	Exploring the Role of Technology Affordance and Social Capital in Promoting Citizen's Political Participation on Social Media	<i>Pacific Asia Journal of the Association for Information Systems</i>	2021
Jithesh Arayankalam , Anupriya Khan & Satish Krishnan	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>	2021

Michael Schaerer, Trevor Foulk, Christilene du Plessis, Min Hsuan Tu & Satish Krishnan	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
Anupriya Khan & Satish Krishnan	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
Sushant Kumar, Shalini Talwar, Satish Krishnan, Puneet Kaur & Amandeep Dhir	Purchasing Natural Personal Care Products in The Era of Fake News? The Moderation Effect of Brand Trust	<i>Journal of Retailing and Consumer Services</i>	2021
Jithesh Arayankalam & Satish Krishnan	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 and Social Change</i>	2021
Anindita Paul, T N Krishnan & Hugh Scullion	Talent and Career Issues of female executives in the Indian IT industry	<i>The Indian Journal of Industrial Relations</i>	2021
Parvathi Jayaprakash & Radhakrishna Pillai R	The Role of ICT And Effect of National Culture on Economic Growth	<i>Information Technology for Development</i>	2021
Parvathi Jayaprakash & Radhakrishna Pillai R	The Role of ICT and Effect of National Culture on Human Development	<i>Journal of Global Information Technology Management</i>	2021
Krishnadas Nanath & Radhakrishna Pillai R	Towards a framework for sustaining Green IT initiatives: an empirical investigation	<i>Information Technology and Management</i>	2021
Ram Kumar Dhurkari, Anjan Kumar Swain & Sanjeeb Kumar Patjoshi	Vehicle Routing and Capacity Planning: A Three-Phase Algorithm	<i>Journal of Information & Optimization Sciences</i>	2021
Klodiana Lanaj, Remy E Jennings, Susan J Ashford & Satish Krishnan	When Leader Self-Care Begets Other Care: Leader Role Self-Compassion and Helping at Work	<i>Journal of Applied Psychology</i>	2021

Watkins, T., **Krishnan, S.** & Barnes, C. M. (2021) A sleep and self-control model of cyber incivility at work, *Sleep Health*, Volume 7, Issue 4, Pages 468-473

Objectives - To conduct an empirical test of a conceptual model in which sleep duration would have an indirect negative effect on cyber incivility at work, mediated by self-regulatory fatigue and moderated by agreeableness.

Design - A 2-week daily diary study in which employees completed daily surveys in the mornings and at the end of the workday.

Setting - An observational study which measured sleep and work behaviors in the daily work lives of our participants.

Participants - One hundred thirty-one adults who were full-time employees and were also enrolled in a 2-year Executive Post Graduate Program at a university in India.

Measurement - Participants completed a baseline survey which included agreeableness as well as demographics and person-level control variables. At 7 AM each workday, we sent participants the morning survey which included the sleep measure. At 4 PM each workday, we sent participant the end of workday survey which included measures of self-regulatory fatigue, cyber incivility, and day-level control variables. Participants completed a total of 945 morning surveys and 843 afternoon surveys.

Results - Results supported our model. Sleep duration was negatively associated with self-regulatory fatigue, which was positively related to cyber incivility. Agreeableness moderated the relationship between sleep duration and self-regulatory fatigue, as well as the indirect effect of sleep duration on cyber incivility.

Conclusion - Employees have more self-regulatory fatigue and thus engage in higher levels of cyber incivility at work after a shorter night of sleep, especially if those employees are low in agreeableness.

Ahangama, S. & Krishnan, S. (2021) Are E-Participation Initiatives Related to Quality of Life of Nations Dependent on Cultural Dimensions? A Country-Level Empirical Investigation, *e-Service Journal*, Volume 12, Issue 3, Pages 1-42

A study was conducted to learn how e-participation initiatives are related to the quality of life of citizens and whether this relationship depends on their cultural dimensions; namely, (a) power distance; (b) individualism; (c) masculinity; and (d) uncertainty avoidance. The literature on Theory of Modernization, Socio-technical Theory, e-participation, culture, and quality of life outcomes was considered as the guiding theoretical framework. Publicly available secondary data from 89 countries were collected to study the moderating effect of Hofstede's national cultural dimensions. The quality of life of a country is measured through the human development index and the level of e-participation is measured using the e-participation index in the e-government survey report. The moderation effect was evaluated using multiple linear regression. According to the findings, the quality of life outcomes of a nation is directly affected by the e-participation initiatives of its citizens. Both individualism and uncertainty avoidance have moderated this [End Page 1] relationship negatively. Theoretical and practical implications along with the future direction of the study are discussed in this paper.

Khan, A. & Krishnan, S. (2021) Citizen engagement in co-creation of e-government services: a process theory view from a meta-synthesis approach, *Internet Research*, Volume 31, Issue 4, Pages 1318-1375

Purpose - The purpose of this study is to develop an in-depth understanding of the overall process of facilitating co-creation of e-government services, focusing on the government's role in fostering citizen engagement.

Design/methodology/approach - This study conducted a meta-synthesis of qualitative case studies encompassing analyses on a case-specific level followed by syntheses on a cross-study level.

Findings - Through meta-synthesis, the study developed an integrated framework, the process theory view of enabling co-creation of e-government services, illustrating how co-creation could be initiated and facilitated by the government.

Research limitations/implications - By providing critical insights into co-creation steps, the process theory view offers a holistic theoretical understanding of enabling co-creation by identifying factors driving and motivating governments to initiate co-creation activities, interpreting the prerequisites for co-creation and the importance of impact assessment.

Practical implications - This study offers important implications for public authorities, administrators and policymakers by helping them enhance their knowledge base on the co-creation process to facilitate a higher level of collaboration between citizens and government for effective and efficient public service delivery through e-government.

Originality/value - While it is widely acknowledged that citizen engagement is crucial for improving and transforming the development and delivery of e-government services, it is equally recognized as a challenging and complex task. Through a meta-synthesis of qualitative case studies, this study is one of the first to develop a process theory view for offering a holistic understanding and crucial insights for addressing the concerns over the co-creation of e-government services.

Khan, A., Krishnan, S. & Dhir, A. (2021) Electronic government and corruption: Systematic literature review, framework, and agenda for future research, *Technological Forecasting and Social Change*, Volume 167

The notion of corruption has emerged as a prominent topic against the backdrop of e-government. However, there

are diverse but disorganized viewpoints about the relationship between e-government and corruption, thus creating difficulties in obtaining a structured overview of the existing literature and identifying the avenues to take this research area forward. Despite this, prior studies have made limited attempts to gather these fragmented observations to guide future research holistically. To address this concern, we conduct a systematic literature review (SLR) of 63 articles discussing e-government and corruption and provide a comprehensive synthesis of the current knowledge in this domain. In particular, we offer a thematic classification of prior studies, uncover the key gaps in the literature, identify the potential research areas, and provide recommendations to broaden the avenues for future studies. Furthermore, we propose an integrated conceptual framework to caution policymakers about the incomplete understanding offered by the existing studies and to inspire further research in several ways.

Krishna, B. & Sebastian, M. P. (2021) Examining the relationship between e-government development, nation's cyber-security commitment, business usage and economic prosperity: a cross-country analysis, *Information and Computer Security*, Volume 29, Issue 5, Pages 737-760

Purpose - This study aims to propose a model to examine the relationships between e-government development, cybersecurity commitment, business usage and economic prosperity of the country.

Design/methodology/approach - Structural equation modeling was used to analyze the country-level variables to explain the second-order impact of e-government development through the mediating role of cybersecurity commitment.

Findings - Findings suggest that e-government development demonstrated a stronger association with cybersecurity commitment and business usage. There is preliminary evidence that the improvement of cybersecurity measures initiated by e-government development will drive business usage and improve macroeconomic conditions.

Research limitations/implications - This paper has constructed a theoretical model and validated it using publicly available archival data. Further, this study hypothesizes and demonstrates empirically the direct, as well as indirect relationships between e-government development, cybersecurity commitment, business usage and economic prosperity. To summarize, the study unearths the role of a nation's cybersecurity commitment and how it is associated with other macro parameters in a country.

Originality/value - As an initial step, the present study highlights the pivotal role of e-government and its positive influence on cybersecurity commitment at the country level. Further, this study also recognizes the role of cyber commitment to boost information communication and technology usage in business, the use of e-government services for the profitability of the business and effectively influence economic prosperity.

Pandey, V., Gupta, S. & Kim, H. W. (2021) Exploring the Role of Technology Affordance and Social Capital in Promoting Citizen's Political Participation on Social Media, *Pacific Asia Journal of the Association for Information Systems*, Volume 13, Issue 4

Background - In the current sensitive social environment, understanding why citizens voluntarily use social media to express their opinions, can be crucial in driving constructive social outcomes and avoiding perils like online disinformation and polarization. This study aims to identify the key technical affordances of social media that can potentially impact the political participation of its users. We then try to identify the dynamics of how these characteristics of social media influence different aspects of political participation activities taken up by citizens.

Method - In phase one of the study, five focused group interviews were conducted among social media users to identify the affordances of social media at promote political participation. We use the results of this section to propose a research model based on Social Capital theory and Downs theory of political participation. We verify this model in the context of Facebook use by citizens of India. We collected the data using an online survey of 229 social media users and tested the model using the PLS-SEM technique.

Results - The findings of content analysis of the interviews revealed the presence of four prominent affordances in the case of social media use for political participation: Association, Metavoicing, Visibility & Convenience. The result of model verification reveals that social capital created due to the technical affordances mentioned above effectively reduces the cost of participation, and more importantly, provides added benefits such as social recognition, expressive value, and other social rewards.

Conclusions - The study concludes that specific affordances of social media significantly impact citizens' social capital, perceived costs of participation, perceived benefits of participation, and in turn, impact their participation

behavior. The role of social capital in online environment is analogous was crucial in leading to participation outcomes.

Arayankalam, J., Khan, A. & Krishnan, S. (2021) How To Deal With Corruption? Examining The Roles Of E-Government Maturity, Government Administrative Effectiveness, And Virtual Social Networks Diffusion, *International Journal of Information Management*, Volume 58

The role of e-government in combating corruption is an active area of research in Information Systems (IS). Drawing on the value framework for assessing e-government impact, and grounding our discussion on three theoretical perspectives, namely, (1) technological determinism theory, (2) general deterrence theory, and (3) Habermas' public sphere perspective, we seek to explore how the diffusion of virtual social networks (VSNs) influences the relationships among e-government maturity, government administrative effectiveness, and corruption in a country. Our analyses based on publicly available archival data substantiate the (1) indirect relationships between e-government maturity in a country and corruption in three branches of its government (i.e., legislature, executive, and judiciary) through government administrative effectiveness, (2) interaction effect of VSN diffusion on the relationship between e-government maturity in a country and its government administrative effectiveness, and (3) interaction effects of VSN diffusion on the relationships between government administrative effectiveness in a country and its corruption dimensions. The key contributions of this research include the establishment of the (1) role of e-government in combating corruption in three branches of the government, and (2) idea of the public sphere in the context of VSN diffusion, and the subsequent exploration of its effects on e-government outcomes of a country.

Schaerer, M., Foulk, T. Plessis, C. D., Tu, M. H. & **Krishnan, S. (2021)** Just Because You're Powerless Doesn't Mean They Aren't Out To Get You: Low Power, Paranoia, And Aggression, *Organizational Behavior and Human Decision Processes*, Volume 165, Pages 1-20

Due to its pervasive negative consequences, failing to understand the origins of paranoia can be costly for organizations. Prior research suggests that powerful employees are particularly likely to experience paranoia as others want to exploit the resources they control, implying that employees low in power should feel less paranoid. In contrast, we build on Conservation of Resources Theory and sociocultural perspectives of power to argue that the inherent vulnerability associated with being low power also evokes paranoia as a protection mechanism. Because paranoia causes employees to form malevolent attributions towards others, we predict that paranoia, in turn, leads to aggressive tendencies. Five studies (N = 2,341), including three experiments, a correlational study, and an experience sampling study, support our predictions. We further find that the effect of low power on paranoia is weaker when employees can rely on other valuable resources, including individual (socioeconomic status) and social (organizational support) resources.



Khan, A. & Krishnan, S. (2021) Moderating Effects Of Business-Systems Corruption On Corruption In Basic National Institutions And Electronic Government Maturity: Insights From A Dynamic Panel Data Analysis, *International Journal of Information Management*, Volume 59, Published online

Corruption has emerged as a well-debated subject against the backdrop of electronic government (e-government). While e-government has attained a level of sophistication in leading countries, there are countries for which going digital remains comparatively new on their national schedules. Their struggle and lag in reaching maturity in e-government can be attributed to corruption, which is an infamous issue prevalent across the globe and argued to impede technological innovation. Despite such a possibility, there is a paucity of research examining the “corruption–e-government” linkage. This study, hence, adopts the institutional perspective for conceptualizing corruption and seeks to understand the relationship of corruption in basic national institutions and national stakeholder service systems with e-government maturity. Specifically, by grounding the discussion on the agency theory, the rent-seeking theory, and the perspective of institutions as structures of cooperation and power, this study analyses the moderating influence of corruption in a national stakeholder service system (i.e., business systems) on the relationship of corruption in three basic national institutions (i.e., political, legal, and media) with e-government maturity in a country. The hypothesized relationships are empirically validated using a panel data of 94 countries, and the findings confirm that political corruption, legal corruption, and business-systems corruption in a country play vital roles in influencing its e-government maturity. Implications of our results to research and practice are discussed.

Kumar, S., Talwar, S., Krishnan, S., Kaur, P. & Dhir, A. (2021) Purchasing Natural Personal Care Products In The Era Of Fake News? The Moderation Effect Of Brand Trust, *Journal of Retailing and Consumer Services*, Volume 63, Published online

Natural personal care products are gaining popularity due to their benefits in terms of health and well-being. However, consumers are wary of these products and are guided by the fake news circulating about them. Since natural product consumption offers several personal and environmental benefits, it would be worthwhile to understand consumers’ tendency to let fake news influence their consumption decisions. Accordingly, the current study examined the association of fake news and purchasing behaviour towards natural personal care products, utilising Stimulus-Organism-Behaviour-Consequence (SOBC) as the theoretical framework. The study proposed openness to change as the stimulus, perceived benefits and perceived risks as organismic internal states, purchase intentions as the behaviour, and the propensity of believing and acting on fake news as the consequence, which is further associated with system trust. The model was tested by analysing data collected from 390 existing consumers, considering the moderation effect of brand trust and controlling the effect of age and gender. The findings confirmed that openness to change is associated with perceived benefits and risks. Furthermore, perceived benefits and system trust are associated with purchase intentions, which are, in turn, associated with the propensity of believing and acting on fake news. The study presents several novel contributions to theory and practice.

Arayankalam, J. & Krishnan, S. (2021) 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, *Technological Forecasting and Social Change*, Volume 166

While disinformation through social media has emerged as a new form of information operations for countries to advance their strategic interests, there is a lack of studies examining its adverse impacts. By grounding the discussion on the agenda-building theory, we theorize the relationships among four key variables of interest, namely, (1) foreign disinformation through social media, (2) domestic online media fractionalization, (3) government’s control over cyberspace, and (4) social media-induced offline violence in a country. A quantitative analysis based on publicly available archival data offers support for our research model. Specifically, our findings indicate that foreign disinformation through social media increases social media-induced offline violence in a country by increasing its domestic online media fractionalization. Further, our results highlight that the relationships among foreign disinformation through social media, social media-induced offline violence, and domestic online media fractionalization in a country are contingent on the government’s role in controlling its cyberspace. Implications of our findings to research and practice are discussed.

Paul, A., Krishnan, T. N. & Scullion, H. (2021) Talent and Career Issues of female executives in the Indian IT industry, *The Indian Journal of Industrial Relations*, Volume 56, Issue 4, Pages 551-567

This article addresses the employment and career issues facing female professionals in an emerging economy context and tries to address the limited gender perspective in Talent Management studies. The study critically

examines the extent to which women employees face social in supporting female workforce. Through an exploratory case study research, the authors develop propositions with regards to social and organizational barriers, as also organizational facilitators to enable female talent's career progression. While social factors such as gender segregation and gender role expectations affect female talent's career progression, organizational performance appraisal practices and culture could act as barriers to the career progression of female talent.

Jayaprakash, P. & Pillai, R. R. (2021) The role of ICT and effect of national culture on economic growth, *Information Technology for Development*, Published online

The ubiquitous nature of ICT makes it an inevitable choice to address economic growth of a nation. The literature indicates a positive significance of ICT on economic growth, but intensity of the usage of ICT highly depends on the nature of the society. This study uses the perspective that sustained usage of ICT is highly dependent on various factors and facets of the society. Using national culture as a societal facet, the study demonstrates the necessity of congruence between ICT usage and national cultural values to attain desired level of economic growth. The results indicate that national culture dimensions and ICT have a significant influence on the economic growth of a nation. The study demonstrates variations in using ICT for economic growth depending on cultures in different regions of the world. The study has implications for policy makers at national and international levels regarding the usage of ICT for economic growth.

Jayaprakash, P. & Pillai, R. R. (2021) The Role of ICT and Effect of National Culture on Human Development, *Journal of Global Information Technology Management*, Volume 24, Issue 3, Pages 183-207

Human development is one of the prominent factors that captures the essence of livelihoods in societies. In the current information era, the unprecedented reach and diffusion of information and communication technologies (ICT) to the remotest countries of the world make it a catalyst to achieve the desired target of human development. But ICT cannot be highly overrated, while the world acknowledges the benefits of incorporating ICT to solve societal issues, the world reports also indicate that nearly 70% of ICT designed projects for development are mere failures. The reason can be attributed to the societal norms and cultural aspects of the community toward the usage of technology. This study builds on the thought that the sustained usage of ICT is highly dependent on the various factors and facets of the society. Using national culture as a societal facet, the study demonstrates the necessity of congruence between ICT usage and national culture values to attain the desired human development. The results indicate that national culture dimensions of low-power distance, collectivism, femininity, short-term orientation, and restraint with ICT have significant influence on human development index. The study demonstrates the variations in using ICT for human development depending on cultures in different regions of the world. The study has implications for policymakers at national and international levels regarding treatment of ICT for human development.

Nanath, K. & Pillai, R. R. (2021) Towards a framework for sustaining Green IT initiatives: an empirical investigation, *Information Technology and Management*, Volume 22, Pages 193–206

With several studies investigating the adoption of Green IT and the factors that lead to its successful adoption, it is important to look into the continuity of Green IT initiatives in the long run. We investigate the factors that contribute to the continuity of Green IT efforts using resource-based explanations and a natural resource-based view. We also devise a method to classify firms into Sustainers and Non-Sustainers from the Program sustainability view and literature. With Green IT data (primary and secondary) collected from Indian firms, we use Discriminant analysis to identify the key factors that distinguish between Sustainers and Non-Sustainers. The analysis revealed that the organizational Green IT system, organizational flexibility, Green IT service adoption, and Green IT process innovation became significant discriminators between sustainers and non-sustainers.

Dhurkari, R. K., Swain, A. K. & Patjoshi, S. K. (2021) Vehicle Routing and Capacity Planning: A Three-Phase Algorithm, *Journal of Information & Optimization Sciences*, Volume 42, Issue 8, Pages 1923–1942

In this paper, a three-phase algorithm is designed for solving a real problem of vehicle capacity and route optimization. The proposed algorithm fulfills non-stochastic demand in a limited time window by optimally allocating vehicles of heterogeneous capacity. The pricing model of the supplier (CMMF- a popular Co-operative Milk Marketing Federation of southern India) to transport fodder from the central production facility to different destinations was not very encouraging for the vehicle owners. In CMMF's pricing model, it is not possible to reduce the cost of transportation by vehicle capacity optimization or route optimization. CMMF was using the manual system of assignment of the vehicle to different demand locations often resulting in vehicles traveling longer distances with unused capacity. Management saw an opportunity to optimally load vehicles and fulfill various demand locations

in such a way that the vehicle travels minimum distance with unused capacity. The proposed algorithm is tested on a sample 100 node network with actual demands and relevant data like demand arrival date, a connected network of demand locations, distance of demand locations from the source, and list of vehicles that are used in the existing system. A decision support system is developed to prescribe solutions to the decision-maker with different threshold unused capacity (5%, 10%, 15%, and 20%) of vehicles. Subject to the imposed constraints, a considerable reduction in the unused capacity (Kilogram-Kilometer) of vehicles is recorded.

Lanaj, K., Jennings, R. E., Ashford, S. J. & **Krishnan, S.** (2021) When Leader Self-Care Begets Other Care: Leader Role Self-Compassion and Helping at Work, *Journal of Applied Psychology*, Published online

Integrating research on self-compassion with leader identity theory, we propose that leader role self-compassion-a mindset in which a leader takes a supportive, kind, and nonjudgmental stance toward himself or herself in relation to challenges faced in a leader role-matters for subsequent leader behaviors and stakeholder perceptions by strengthening leader identity. To test these theoretical ideas, we developed and tested a leader role self-compassion intervention in two field experiments. In the first field experiment, we show that on days when leaders engage in leader role self-compassion, they help others more with both task-related and personal problems because they identify more strongly with their leader role. Consequently, on such days, stakeholders perceive these leaders as more competent and civil. In exploratory analyses, we also find that these effects are stronger for leaders with lower (vs. higher) structural power, suggesting that novice leaders may benefit more from leader role self-compassion. In the second field experiment, we conceptually replicate the effect of the leader role self-compassion intervention on leader identity and establish the distinctiveness of this intervention from other types of interventions. We discuss implications for theory and research. (PsycInfo Database Record (c) 2021 APA, all rights reserved).

FORTHCOMING REFEREED JOURNAL ARTICLES		
AUTHOR(S)	TITLE	DETAILS
Sebastian, M. P.	A study on password strength estimators and recommendations	<i>Academic Journal of International Economics and Management Research</i>

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING				
AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Pandey, V.	Ethical Issues Surrounding AI Applications	<i>Artificial Intelligence and Machine Learning in Business Management, Pages: 223-236, CRC PRESS (Taylor & Francis)</i>	2021	Book Chapters

CONFERENCE PAPERS, PRESENTED & FORTH COMING			
AUTHOR(S)	TITLE	DETAILS	YEAR
Pandey, V.	A Conceptual Framework to understand Customers' Multi-Homing Behaviour in Mobile Payment was reviewed through a blind-review process	<i>ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur, 27-30 December</i>	2021
Swain, A. K.	A Prescriptive Study of COVID-19 Situation in India	<i>ICMIS-21-International Conference on Management and Information Systems, Banbkok 25-26 September</i>	2021
Pandey, V.	An Investigation of Global & Local Brand Positioning In Consumers Electronic Word of Mouth (E-WOM)	<i>ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur, 27-30 December</i>	2021

Pillai, R. R.	Are Holism, Harmony & Happiness Being Renewed Through Ancient Rajayoga ?	<i>8th International Conference on Sustainability (SUSCON 2021), IIM Shillong, 26-30 July</i>	2021
Ramprasath, L. & Abdulla, M. S.	BBECT: Bandit Based Ethical Clinical Trials	<i>2021 Winter Simulation Conference, Phoenix, Arizona, 13-15 December</i>	2021
Vasist, P. N. & Pillai, R. R.	Digital Asceticism: The power of mindfulness and emotions in regulating Nomophobia	<i>G2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Pal, A.	For better or for worse? A framework for critical analysis of ict4d for women	<i>IFIP: Virtual Conference on Implications of Information and Digital Technologies for Development, 26-28 May</i>	2021
Pillai, R. R.	Globalizing the Practice of Swadharma: A Spiritual Perspective	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Pandey, V.	Impact of Gamification on Autonomous and Controlled Motivations of Mobile Payment App Users	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Pandey, V.	Indian Approach to maintaining the circular economy for e-waste disposal– Selection of disposal mechanism for smartphones waste in India	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Pal, A.	Interpreting Human Values for Information and Communication Technology: Evidence from Three Cases in India	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Vasist, P. N. & Pillai, R. R.	Is Nomophobia an early indicator of developing Problematic Smartphone Use?	<i>Australasian Conference on Information Systems 2021 (ACIS 2021), Sydney, 6-10 December</i>	2021
Sebastian, M. P.	Letmein- A study on password strength estimators and recommendations	<i>5th International Academic Conference on Management and Economics, Copenhagen, 22-24 July</i>	2021
Pillai, R. R.	Simple Solutions for Complex Problems – Developing the Right Mental Model Based on the Godly Wisdom	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
K, Labeeba & Paul, A.	Social Media and Information Seeking: A Qualitative Study of Female Instapreneurs' Information Seeking Behaviour	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Swain, A. K.	Study of the Obsessive Behaviour with the use of Self-Monitoring Devices	<i>ICMIS-21-International Conference on Management and Information Systems, Bangkok, 25-26 September</i>	2021

Paul, A., Yadamsuren, B. & Thompson, K.M.	Using Factors for Digital Inclusion to Assess Changes in Digital Use Behavior During COVID Times	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Vasist, P. N. & Pillai, R. R.	Can the practice of mindfulness prevent smartphone addiction?	<i>International Research Conference on Mindfulness 2022 (IRCM 2022), IIM Bodh Gaya, 4-5 February</i>	2022
Swain, A. K.	Deep Neural Network Based Black-Scholes- Merton Option Pricing	<i>19th AIMS & 4th Jaipuria International Conference on Management, 7-9 January</i>	2022
Pal, A.	Do Food Delivery Platforms promote Sustainable Development? Comparative Evidence from the Delivery Workers of Developing Countries	<i>Paper Development Workshop - Digitally Enabled Sharing Economy Model at the Base of the Pyramid (DESEM), 9-10 March</i>	2022
Pandey, V.	Impact of Hedonic Features in Driving Usage of Utilitarian Applications: An Exploration in Context of E-Banking Applications	<i>7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January</i>	2022
Swain, A. K.	Self-tracking Devices Leads to Obsessive Compulsive Disorder	<i>9th AIMS & 4th Jaipuria International Conference on Management, 7-9 January</i>	2022

CASE STUDIES/ PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Sreejith, A. & Deva Prasad, M.	Metaverse Gaming Companies: Emerging Concerns under ESG Investing	<i>IIMK/CS/148/ITS/2022/01</i>	2022

Sreejith, A. & Deva Prasad, M. (2022) Metaverse Gaming Companies: Emerging Concerns under ESG Investing, *IIMK/CS/148/ITS/2022/01*

The case attempts to raise points regarding the emerging investment issue in Metaverse and virtual reality gaming companies. The investments in the gaming companies may raise questions from the ESG perspective. The ESG assessments could raise concerns. This case could be ideal for courses dealing with business ethics, ethical investing, internet governance, and corporate governance.

NON- REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Pal, A.	Future of Mobile Payment Technologies	<i>Outlook Money</i>	2021	Non Refereed

WORKING PAPERS

AUTHOR(S)	TITLE	DETAILS	YEAR
Chandran, L. T. V. & Abdulla, M. S.	1+ Click buy options for Digital Ads suited to Consumer-facing Micro- and Small Businesses in India	<i>IIMK/WPS/465/ITS/2021/06</i>	2021
Abdulla, M. S.	ALS-ORAN 5G: Adapting to Lowpower- WAN & Satellite - Open Radio Access Network in 5G	<i>IIMK/WPS/476/ITS/2021/10</i>	2021

Chandran, L. T. V. & Abdulla, M. S.	MPVIDS-SVB: Mobile Phone Virtual ID system based on smartphone volunteers' Blockchain	<i>IIMK/WPS/466/ITS/2021/07</i>	2021
Ramprasath, L. & Abdulla, M. S.	Patients-at-Risk (PaR): A new performance measure for response-adaptive trials	<i>IIMK/WPS/468/FIN/2021/08</i>	2021
Abdulla, M. S.	SAHEB: Securing the Access to Hardware for an Exam Browser	<i>IIMK/WPS/472/ITS/2021/09</i>	2021
Abdulla, M. S.	Video and Audio Streaming Over Bluetooth in order to maintain quiet zones	<i>IIMK/WPS/469/ITS/2021/08</i>	2021
Chandran, L. T. V. & Abdulla, M. S.	A survey of Low-Code/No-Code software development tools with an application	<i>IIMK/WPS/524/ITS/2022/08</i>	2022
Abdulla, M. S.	Games with strategic decision making: Poker algorithms and an application to Tic-tac-toe with accelerating modifications	<i>IIMK/WPS/536/ITS/2022/07</i>	2022
Desai, A. Joshi, S. & Pal, A.	Mobile Payment as an Enabler of Sharing Economy: Evidence from Rural Microentrepreneurs	<i>IIMK/WPS/495/ITS/2022/04</i>	2022
Pal, A.	Sharing Economy and Sustainable Development: Evidence from Food Delivery Apps	<i>IIMK/WPS/492/ITS/2022/01</i>	2022
Pal, A.	Technology and Inequality across Three Eras: An Investigation of the Green Revolution, Yellow Revolution, and the Mobile Payments Evolution	<i>IIMK/WPS/493/ITS/2022/02</i>	2022
Pal, A.	Technology for a Better World: Evidence from Three ICTs in India	<i>IIMK/WPS/494/ITS/2022/03</i>	2022
Paul, A., Yadamsuren, B. & Thompson, K.M.	Using Factors for Digital Inclusion to Assess Changes in Digital Use Behavior During Covid-19	<i>IIMK/WPS/516/ITS/2022/05</i>	2022

Chandran, L. T. V. & **Abdulla, M. S.** (2021) 1+ Click buy options for Digital Ads suited to Consumer-facing Micro- and Small Businesses in India, *IIMK/WPS/465/ITS/2021/06*

In India, there is a likelihood that most of the customer-facing micro and small businesses (CFMSBs) do not own e-commerce websites. These businesses could be grocery stores, restaurants or artisanal bakeries - many of which would like to switch to Digital Advertising of their products or offers, and also drive conversion inside such Ads. The consumers could then pick-up the products ordered, or alternatively other methods of coordination can decide last-mile delivery. In this paper, we propose 3 feasible '1+ click conversion' methods, with the term '1+ click conversion' indicating a few additional clicks, mostly on account of digital payments settlement specific to India. The 3 methods we propose are:

- Display advertising in mobile app followed by deep linking to any UPI payment app for conversion,
- Display advertising on mobile web followed by deep linking to UPI payment apps
- Display advertising using HTML5 in desktop web while at the same time using a withinAd conversion opportunity.

In each case, we also identify the technically feasible changes in App, browser or Ad ecosystem required for such '1+ click conversion' methods to be implemented.

Abdulla, M. S. (2021) ALS-ORAN 5G: Adapting to Lowpower-WAN & Satellite - Open Radio Access Network in 5G, *IIMK/WPS/476/ITS/2021/10*

In this paper we explain 3 different wireless communication technologies available to connect handheld mobile devices and machines under the Internet Of Things (IoT). Next, our focus is on 5G technology which claims to be the fastest wireless communication technology, and the first suited to provide the connectivity between machines. 5G is compared with two other major wireless technologies: Satellite Internet and Low Power Wide Area Network,

which also provide connectivity between machines with arguably wider coverage in area terms and suitability over many use cases. In contrast, 5G requires newer user equipment, modified and denser base station infrastructure, possible business model changes on account of this denser infrastructure, besides ultra-competitive spectrum license fees. Thus, IoT networks, satellite Internet or modified versions of 4G are better suited for many use cases that 5G is being articulated for. In view of these risks, the phenomenon of ‘unbundling’ is natural in Tech, and hence we also highlight the business case that ORAN represents for software companies, esp. IT system integrators in India, that would not normally be associated with activity in core telecoms domain.

Chandran, L. T. V. & Abdulla, M. S. (2021) MPVIDS-SVB: Mobile Phone Virtual ID system based on smartphone volunteers’ Blockchain, *IIMK/WPS/466/ITS/2021/07*

Digital security threats to computers or smartphones exist in the form of viruses, spywares, or phishing/hacking activities. Smartphone devices, with knowledge of our mobile numbers, have thus become targets of cyber attacks and identity theft. Despite this risk, our personal mobile numbers are collected by many online and offline entities to grant us access to their services and amenities. We propose here a blockchain based solution which provides a virtual ID in lieu of a privacy-aware user’s mobile number. This virtual-ID could then be used for typical services. The solution further consists of a decentralized Android app, blockchain nodes hosted on volunteers’ smartphones which run Ethereum-style smart contracts for typical tasks on the system. Users begin by registering in the app to generate such a virtual ID for a period of their convenience. This proposal contributes to greater privacy awareness towards their IDs that consumers regularly trade-off in favour of behavioural analytics, marketing messages or worse.

Ramprasath, L. & Abdulla, M. S. (2021) Patients-at-Risk (PaR): A new performance measure for response-adaptive trials, *IIMK/WPS/468/FIN/2021/08*

This article aims to remove the apparent conflict between statistical power and higher allocation to the better treatment, in a particular Ethical-optimal (Etoptimal) response-adaptive design for continuous responses. An existing criterion is extended to show that the Et-optimal design could be uniformly superior over the corresponding optimal design, in finite samples. Further, one of the reasons for why experimenters prefer the standard randomized control trial over a response-adaptive trial could be the high variability of patient allocations in the latter. Though there are many response-adaptive designs in the literature which promise higher allocation to the superior treatment, this is not always assured. Here we propose a new criterion, Patients-at-Risk, for evaluating response-adaptive designs, which partly addresses this problem. Under this new criterion, an algorithm based on the explore-exploit heuristic is shown to be superior to the Et-optimal design in this particular context, thus giving a win-win solution for both ethics and statistical power.

Abdulla, M. S. (2021) SAHEB: Securing the Access to Hardware for an Exam Browser, *IIMK/WPS/472/ITS/2021/09*

We propose here a secure online exam solution to overcome the vulnerabilities of the existing online exam applications. In particular, we profile applications like Mettl or Safe Exam Browser which sanitize the examinee’s computer by placing it into ‘kiosk mode’ of the MS Windows operating system. At launch, these applications also scan the system for a list of prohibited processes and kill these before the start of the exam. Yet, security claimed by these applications can be compromised with the help of applications or processes not in the prohibited list, including via a simple name-change. It is also possible to have an open source screen-sharing application and an audio chat application which can, in combination, be used to breach the system. We also consider the possibility that some important application, e.g. required for executive student’s work activities, is in the prohibited list, terminating which would cause loss of data or business. Our solution format SAHEB addresses these issues. SAHEB, which we evaluate for feasibility in its various features, consists of an open source hypervisor which will modify access to the peripherals of the examinee’s computer. A lightweight browser-only Linux distribution will further deploy the exam’s material.

Abdulla, M. S. (2021) Video and Audio Streaming Over Bluetooth in order to maintain quiet zones, *IIMK/WPS/469/ITS/2021/08*

We profile the problem of software applications such as smartphone video players, which carry the effect of noise pollution or disturbance in public places or commuter transport where quiet has now come to be expected, e.g. parks, train carriages, airports, airline flights etc. We propose a partial, software-only solution format to this problem in the absence of users carrying the accessory of earphones or headsets - yet having wearable computing on their



person in the form of a digital watch with a suitably-sized screen. Our format also applies to two other use cases, such as the need for video calls when some of the screen-share material (or speaker's video) is confidential to avoid watching in public at at maximum resolution, or hearing audibly, from the existing hosting device.

Chandran, L. R. V. & **Abdulla, M. S.** (2022) A survey of Low-Code/No-Code software development tools with an application, *IIMK/WPS/524/ITS/2022/08*

The former CEO of a widely used source-code repository and version control platform said that the “Future of coding is, no coding at all”. There exists a niche for software applications to be developed without any coding, i.e. no writing of source code or computer programs. This working paper focuses on the platforms which enable developing software applications with less or an absent amount of coding; with the term for these platforms in industry being Low-Code and No-Code development platforms, respectively. There has been a surge in the adoption of no-code/low-code development platforms during the COVID19 pandemic as the remote operating mode of work needed the digitization of many day-to-day physical processes and workflows. Low-code/no-code platforms are known for the convenience they offer to their customers with its easily usable drag-drop features to develop the application. Thus the applications can be developed by people who don't have programming skills, many of whom can then develop expertise as “citizen” developers for future social enterprise projects. This paper explains in detail the differences between the low-code and no-code development platforms, common use cases and the benefits over the traditional coding method. In the last section, we have designed and demonstrated a low-code application for a classroom use-case and explained the wireframes that we encountered.

Abdulla, M. S. (2022) Games with strategic decision making: Poker algorithms and an application to Tic-tac-toe with accelerating modifications, *IIMK/WPS/536/ITS/2022/07*

This paper focuses on the games that aid in making strategic decisions, especially the game of Poker and different computer poker programs/bots. We have here an overview of some of the significant Poker computer programs which have solved or have essentially solved different variants of the game of Poker till date. As a part of comprehending the algorithms used to solve these games programmatically, we have experimented and attempted to implement Counterfactual Regret Minimization (CFR) equilibrium finding algorithm to solve the two player zero sum game 3x3 Tic-tac-toe. A variant of the algorithm has a speedup upto a factor of 20. The source code of our CFR implementation is available to download from a public code repository.

Desai, A. Joshi, S. & **Pal, A.** (2022) Mobile Payment as an Enabler of Sharing Economy: Evidence from Rural Microentrepreneurs, *IIMK/WPS/495/ITS/2022/04*

Science and technology have traditionally developed without consideration of their impact on the world around them. Technology has ignored the warnings of philosophers and human welfare economists who elicit human values or community welfare and continued to thrive on purely outcome-based agendas. Similarly, as information and communication technologies (ICT) expanded over the years, it has continued to ignore the truly human-centric outcomes driven by the economic benefits. This is of particular concern as most ICTs are aiming socioeconomic development of marginalized communities with human beneficiaries at the core. To address this pressing concern, this paper proposes that ICT design should consider environmental and human development values. Drawing

heavily from the appropriate technology by Schumacher, and philosophies by Feyerabend and Hempel, I develop the design framework for ICTs to be humane and environmentally sustainable. The framework suggests that the ICT should be low-cost and easily available to all, appropriate for local use, offer the scope for creativity, offer a choice for using it (or not), and its success must be evaluated using social theories (in contrast economic outcomes). To explain the applicability of the framework, the paper uses three ICTs in the Indian context – the agricultural supply chain called eChoupal, mobile phones used by fisheries, and medical diagnostic software. The cases are analyzed using the reported data from the literature, and the ICTs are evaluated using the framework.

Pal, A. (2022) Sharing Economy and Sustainable Development: Evidence from Food Delivery Apps, *IIMK/WPS/492/ITS/2022/01*

Sharing economy platforms like food delivery apps connect local businesses to consumers within a certain range of physical distance. These platforms not only enable local restaurants and entrepreneurs but also provide job opportunities to unskilled laborers in the role of delivery persons. With the promises of job opportunities and local businesses thriving, we suggest that food delivery platforms are an example of sustainable technology. But the question is – do we consider the environment? Using the theoretical lenses of Schumacher’s appropriate (sustainable) technology and Sen’s capability approach, we analyze how food delivery apps have (or have not) developed into sustainable technology. We plan to collect interview data from consumers, restaurants, and delivery persons spanning three developing economies – India, Brazil, and Bangladesh. The contribution of this study is in the platform economy literature within the ICT for development domain. This study informs us to change focus from economic and outcome-driven benefits of technology to sustainability and human development perspectives.

Pal, A. (2022) Technology and Inequality across Three Eras: An Investigation of the Green Revolution, Yellow Revolution, and the Mobile Payments Evolution, *IIMK/WPS/493/ITS/2022/02*

With the use of technologies for development, often the societal perils like inequality creep into the technology interventions too. Time and again, researchers have noted the socially backward groups, the intended beneficiaries, continuing to be marginalized in ICT for development projects. Technology initiatives have undoubtedly resulted in economic benefits, but their developmental roles must be examined critically. Since technology fails to eradicate the existing inequality in societies, we must examine its extent in obstructing human freedoms by the marginalized sections. Using Sen’s capability framework, we analyse technologies from three eras – technologies used in Green Revolution, eChoupal telecenters during the yellow revolution, and UPI-based mobile payments during the post-demonetization era. Secondary data from the literature have been used for the past eras, whereas primary interview data is collected for mobile payments. The analysis gives mixed results – while certain freedoms are provided by the technologies, these freedoms are not equally accessible to all beneficiaries across the different sections of the society. The study holds policy implications to equal participation of beneficiaries from marginalized strata.

Pal, A. (2022) Technology for a Better World: Evidence from Three ICTs in India, *IIMK/WPS/494/ITS/2022/03*

Science and technology have traditionally developed without consideration of their impact on the world around them. Technology has ignored the warnings of philosophers and human welfare economists who elicit human values or community welfare and continued to thrive on purely outcome-based agendas. Similarly, as information and communication technologies (ICT) expanded over the years, it has continued to ignore the truly human-centric outcomes driven by the economic benefits. This is of particular concern as most ICTs are aiming socioeconomic development of marginalized communities with human beneficiaries at the core. To address this pressing concern, this paper proposes that ICT design should consider environmental and human development values. Drawing heavily from the appropriate technology by Schumacher, and philosophies by Feyerabend and Hempel, I develop the design framework for ICTs to be humane and environmentally sustainable. The framework suggests that the ICT should be low-cost and easily available to all, appropriate for local use, offer the scope for creativity, offer a choice for using it (or not), and its success must be evaluated using social theories (in contrast economic outcomes). To explain the applicability of the framework, the paper uses three ICTs in the Indian context – the agricultural supply chain called eChoupal, mobile phones used by fisheries, and medical diagnostic software. The cases are analyzed using the reported data from the literature, and the ICTs are evaluated using the framework.

Paul, A., Yadamsuren, B. & Thompson, K.M. (2022) Using Factors for Digital Inclusion to Assess Changes in Digital Use Behavior During Covid-19, *IIMK/WPS/516/ITS/2022/05*

During this sudden dramatic transformation owing to the pandemic normal lives were disrupted and personal spaces merged in new ways with the professional. During this time considerable attention has been drawn to the

need for understanding in what ways the pandemic has affected the use of digital media in everyday lives of people. Literature highlights the COVID-19 home in context of the digitized work arrangements and the need to look at unequal burdens of household work along with issues of digital access including Wi-Fi. Businesses are also reshaping their work practices in new ways after experiencing remote work during the pandemic. The purpose of our study is to explore the impact of COVID-19 in everyday lives of working professionals in India applying a digital inclusion framework (Thompson & Paul, 2020) using an online survey method. The findings of our study can help in understanding the new normal with respect to digital use in the lives of individuals owing to the pandemic that will be of interest to governments and organizations to formulate policies towards effective digital inclusion for citizens and better work productivity by employees during stressful times.

SESSION CHAIR/ TRACK CHAIR				
AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Pandey, V.	Business Analytics and Big Data	<i>ISDSI-Global Conference 2021 Leading Business in a Fluid world-IIM Nagpur, 27-30 December</i>	2021	Session Chair
Pandey, V.	Reviews in Information Systems Research	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021	Session Chair
Pandey, V.	India for all	<i>2nd International Conclave on Globalizing Indian Thoughts, 16-18 December</i>	2021	Track Chair
Pandey, V.	India's Diverse Knowledge System	<i>2nd International Conclave on Globalizing Indian Thoughts, 16-18 December</i>	2021	Track Chair

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / AD HOC REVIEW		
NAME	TITLE	DESIGNATION
Pandey, V.	Asia Pacific Journal of Information Systems	<i>Associate Editor</i>

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MARKETING MANAGEMENT

IIM Kozhikode's Marketing Area is the largest Area in terms of number of faculty members and 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
Viswanathan Venkateswaran, Deepak S. Kumar & Deepak Gupta	'To Trust or Not': Impact of camouflage strategies on trust in the sharing economy	<i>Journal of Business Research</i>	2021
Keyoor Purani & Krishnan Jeesha	Community Based Brand Equity as Brand Culture: Advancing Brand Equity Conceptualization for a Connected World	<i>Academy Of Marketing Science Review</i>	2021
Ranjitha G P, Anandakuttan B Unnithan & Russell W. Belk	Consumption to Compensate for the Feeling of 'Loss of Ownership of Self' Women'S Journey Through the Liminal Transitions of Marriage	<i>International Journal of Consumer Studies</i>	2021
Priya Premi, Joffi Thomas, & Keyoor Purani	Conversational Agent Design and Consumer Decision Journey: Research Synthesis; Direction	<i>Advances in Consumer Research</i>	2021
Ramesh Darbha, Abhilash Ponnampal, Rik Paul & S. Sreejesh	Discerning the Antecedents Determining Empowerment of Life Insurance Agents: An Empirical Examination	<i>Journal of Financial Services Marketing</i>	2021
Sreejesh S, Yogesh K Dwivedi & Tathagata Ghosh	How Does a Brand's Psychological Distance in an Advergame Influence Brand Memory of the Consumers?	<i>Journal of Consumer Behaviour</i>	2021
Deva Rangarajan, Vishag Badrinarayanan, Aditi Sharma, Rakesh Kumar Singh & Sridhar Guda	Left to Their Own Devices? Antecedents and Contingent Effects of Workplace Anxiety in the WFH Selling Environment	<i>Journal of Business & Industrial Marketing</i>	2022
Sreejesh S, Justin Paul & Anandakuttan B Unnithan	Resolving Complaints Online: Development and Validation of Customers' Perceived Webcare Scale	<i>Journal of Strategic Marketing</i>	2020
Aravind Reghunathan & Joshy Joseph	Winning the loyalty cup: impact of symbol- related brand elements on brand loyalty of sports clubs	<i>International Journal of Sport Management and Marketing</i>	2021

S. Sreejesh, Juhi Gahlot Sarkar & Abhigyan Sarkar	Digital healthcare retail: role of presence in creating patients' experience	<i>International Journal of Retail & Distribution Management</i>	2021
Shubhomoy Banerjee & S. Sreejesh	Examining the role of customers' intrinsic motivation on continued usage of mobile banking: a relational approach	<i>International Journal of Bank Marketing</i>	2021
Rahul Ramachandran, Subin Sudhir & Anandakuttan B Unnithan	Exploring the relationship between emotionality and product start ratings in online reviews	<i>IIMB Management Review</i>	2021
Mahuya Adhikary & Atanu Adhikary	Hygiene orientation: transformation of the hospitality business post covid-19 and a case study from an emerging economy	<i>IOSR Journal of Business and Management</i>	2021
Juhi G. Sarkar, S. Sreejesh, Abhigyan Sarkar & Yogesh K. Dwivedi	Impact of self brand connection on willingness to pay premium: Relevant mediators and moderators	<i>Psychology and Marketing</i>	2021
S.Sreejesh, Tathagata Ghosh & Yogesh K.Dwivedi	Moving Beyond The Content: The Role of Contextual Cues in the Effectiveness of Gamification of Advertising	<i>Journal of Business Research</i>	2021
Neeru Malhotra, Sunil Sahadev, P. S. H. Leeftang & Keyoor Purani	New Insights into e-Loyalty of Internet Banking Users in an Emerging Market Context: A Multilevel Analysis	<i>Information Systems Frontiers</i>	2021
C. Manu, S.Sreejesh & Justin Paul	Tell us your concern, and we shall together address! Role of service booking channels and brand equity on post-failure outcomes	<i>International Journal of Hospitality Management</i>	2021
Burhanudin Burhanudin & Anandakuttan B Unnithan	The determinants of eco-friendly tourist behaviour: perspectives from Indian and Indonesian tourists travelling abroad	<i>Anatolia: An International Journal of Tourism and Hospitality Research</i>	2022
Sangeetha Gunasekar, Deepak S Kumar, Keyoor Purani, Sooriya Sudhakar, Saurabh Kumar Dixit & Dileep Menon	Understanding service quality attributes that drive user ratings: A text mining approach	<i>Journal of Vacation Marketing</i>	2021
Krishnan Jeesha & Keyoor Purani	Webcare as a signal: exhaustive-selective webcare strategy and brand evaluation	<i>European Journal of Marketing</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
Nivedita Bhanja & Garima Saxena	Revisiting the Past to Understand the Current Debates on Service-Dominant Logic	<i>Services Marketing Quarterly</i>	2021
Nivedita Bhanja & Ritu Mehta	It's better with a shade of blue! Consumer evaluation of unisex extension of brands	<i>International Journal of Consumer Studies</i>	2022

Vishwanathan, V., **Kumar, D. S.** & Gupta, D. (2021) ‘To Trust or Not’: Impact of camouflage strategies on trust in the sharing economy, *Journal of Business Research, Elsevier*, Volume 136, Issue C, Pages 110-126

Sharing economy businesses consider trust as core to their success. However, numerous reports indicate that these organizations are susceptible to malpractices and may adopt alternate deviant strategies such as camouflage. Based on the theoretical perspectives of interpersonal deception theory, stakeholder principle, and transparency theory, this study proposes and validates ‘neutralize’ as a new type of camouflage strategy. We compare neutralize strategy with concealment, an adjacent camouflage strategy type, and study their respective impacts on organizational trustworthiness and trust. Our findings indicate that neutralize strategy offers a significant short-term upside potential along with a lower downside when detected. This result contrasts with concealment strategy, which brings no appreciable gain but carries significant downside risk if detected. From a trust perspective, this makes neutralize a dominant strategic choice for organizations. This research makes salient contributions by integrating three distinct literature streams related to organization response strategies, trust dynamics, and the sharing economy.

Purani, K. & Jeesh, K. (2021) Community Based Brand Equity As Brand Culture: Advancing Brand Equity Conceptualization For A Connected World *Academy Of Marketing Science Review*, Published online

Industry 4.0 technologies, such as artificial intelligence, the internet of things and 3D printing are aiding the manufacturers by complementing their skilled workforce and transforming the way factories are run. This paper studies an integrated production and transportation scheduling problem in the context of the spare parts supply chain by integrating 3D printing with JIT delivery systems. This work aims to find a synchronised production and distribution schedule that minimises the weighted sum of delivery times and transportation costs. Based on the characteristics of the problem, we propose a new set-covering formulation. An enhanced branch-and-price algorithm is designed to solve the problem instances to optimality. To expedite the column generation process, two acceleration strategies are also used. The computational results are in favour of the proposed algorithm and the acceleration strategies. Further, the results indicate that integrating the production and transportation scheduling decisions leads to an average savings of about 16.27% of the total costs.

Ranjitha, G. P., **Unnithan, A. B.** & Belk, R. W. (2021) Consumption To Compensate For The Feeling Of ‘Loss Of Ownership Of Self’ Women’s Journey Through The Liminal Transitions Of Marriage, *International Journal of Consumer Studies*, Pages 1-23, Published online

This interpretive study derives a conceptual framework explaining how Indian women experience a loss of self through the transformational event of marriage. The self-discrepancy of losing one’s self motivates these women to renegotiate their sense of self through consumption. Data were collected through 76 in-depth interviews analyzed by a constant comparative method and grounded theory. Our research question is to what degree and in what ways do women in India experience a loss of self upon marriage and, if they do, through what consumer practices (if any) do they attempt to compensate for this feeling of loss? Analysis revealed three common stages in Indian women’s married life (1) marriage as a life transitional event inducing liminality (2) loss of Self: dissonance (3) compensatory consumption as a response to dissonance. Our research contributes to life cycle theory by focusing on liminal transitions. We find that self is a possession that women can lose after marriage in India. Based on these findings we argue that understandings of identity and life cycle must be amended to consider self-discrepancy and coping processes. We develop a model of consumption that results from a perceived loss of self. This is all part of a process of self-identity reconstruction. We also expand psychological ownership theory to include ownership of self.

Premi, P., Thomas, J. & **Purani, K.** (2021) Conversational Agent Design and Consumer Decision Journey: Research Synthesis; Direction, *Advances in Consumer Research*, Volume 49, Published online

The paper reviews the extant literature examining the effects of socio-behavioural design of conversational agents on customer responses across different stages of consumer decision making journey as well as across industry contexts. This emerging area, early stage syntheses of extant research offers direction for future research.

Darbha, R., Ponnampal, A., Paul, R. & **Sreejesh, S.** (2021) Discerning The Antecedents Determining Empowerment Of Life Insurance Agents: An Empirical Examination, *Journal of Financial Services Marketing*, Published online

The purpose of the study is to examine the determining factors which influence empowerment amongst life insurance agents in the Indian context. A questionnaire-based survey was conducted amongst 409 life insurance agents. Principal component analysis and confirmatory factor analysis were performed to identify and validate dimensions and antecedents of employee empowerment. Later, using multivariate multiple regression analysis, the relative

importance of these factors in influencing psychological empowerment is empirically tested. The results of analysis indicate that rewards work as an important antecedent for building psychological empowerment, followed by self-efficacy and self-esteem. Even though access to information is reported as a significant antecedent, it was found to be the least important one in determining psychological empowerment. Insights generated in this paper provide guidelines in understanding critical antecedents of psychological empowerment amongst life insurance agents and also suggest implications for better managerial practice.

Sreejesh, S., Dwivedi, Y. K. & Ghosh, T. (2021) How Does A Brand's Psychological Distance In An Advergame Influence Brand Memory Of The Consumers?, *Journal of Consumer Behaviour*, Volume 20, Pages 1449-1465

Advergames are computer games through which marketers promote their brands. While many studies have explored the influence of gamification of advertising, little is known about the nature of the consumer-brand interaction and its effect on consumers' cognitive reactions. We address this gap by conducting three experiments in which we manipulate (a) consumers' level of message construal depending upon their interactions with the brands to complete game tasks, and (b) regulatory focus (RF) (individual-level and game-induced). We measure the effects on consumers' brand memory and also examine the mediating role of flow experience. Different samples comprising of post-graduate students and adults are used in the experiments. Results reveal that a low (vs. high) construal level yields stronger brand memory. Also, a fit between RF (promotion and prevention) and construal level (high and low) results in better brand memory. Flow experience mediates the effects of the independent variables on brand memory.

Rangarajan, D., Badrinarayanan, V., Sharma, A., Singh, R. K. & **Sridhar, G.** (2022) Left To Their Own Devices? Antecedents And Contingent Effects Of Workplace Anxiety In The WFH Selling Environment, *Journal of Business & Industrial Marketing*, Published online

Purpose - The main purpose of this research is to understand how the sudden shift to work from home (WFH) after the onset of the COVID-19 pandemic has caught several sales organizations underprepared and ill-equipped to combat emergent challenges. In this research, the authors provide initial evidence into how the WFH arrangement impacts salespeople and sales organizations. Specifically, this research is guided by two objectives: to understand how the shift to WFH environment is affecting salespeople, and to explore how organizations can mitigate dysfunctional effects of the shift to WFH practices and enhance salespeople's commitment toward this new reality.

Design/methodology/approach - The authors did preliminary in-depth interviews with 13 executives operating in the business-to-business (B2B) space to identify themes that reflected the reality faced by B2B sales organizations when transitioning to WFH. The authors then conducted a quantitative study involving a survey with 130 B2B salespeople.

Findings - The findings from the qualitative research suggested that the WFH situation is quite different from the more traditional remote selling situations that B2B salespeople are used to. More specifically, salespeople experienced more anxiety because of the WFH situations. This finding was supported in the empirical study done by the authors where stress associated with WFH and job insecurity had a significant impact on salesperson anxiety.

Research limitations/implications - The study primarily used subjective responses of salespeople with no objective measures. Furthermore, this study is cross-sectional in nature. Future research should build on the present work to understand the long-term consequences of WFH and factor in customer responses to the same. The impact of increased use of technology in the sales process will need further attention, including the sales management implication for the same.

Originality/value - Given the unforeseen nature of the COVID pandemic and how unprepared salespeople and sales organizations were to deal with it, this study is one of the first studies that documents the impact of WFH situations on salespeople.

Sreejesh, S., Paul, J. & **Unnithan, A. B.** (2020) Resolving Complaints Online: Development And Validation Of Customers' Perceived Webcare Scale, *Journal of Strategic Marketing*, Volume 30, Issue 3, Pages 260–280

In the quest for resolving customer complaints and attracting customers for online transactions, service providers have developed online response mechanisms. This mechanism generically termed as 'webcare'. Despite widespread adoption of webcare by marketers, there is minimal understanding of its conceptualisation and measurement in the customer-centric perspective. One of the primary reasons for this is the lack of a psychometric scale that measures webcare efforts as perceived by customers. Thus, we formally define and develop a psychometric instrument that

measures ‘webcare’ efforts of the marketers. Accordingly, we conceptualised and validated a three dimensional, 14-item psychometric tool measuring Consumers’ Perceived Webcare (CPW). From an academic perspective, the scale can contribute towards advancement in marketing and online service recovery literature. From a practitioner’s perspective, the study will help managers to efficiently manage the process of designing and executing online response strategies while trying to resolve customer complaints and attract customers online.

Reghunathan, A. & **Joseph, J.** (2021) Winning the loyalty cup: impact of symbol-related brand elements on brand loyalty of sports clubs, *International Journal of Sport Management and Marketing*, Volume 21, Issue 3-4, Pages 245-264

Extant research in marketing has recognised the importance of branding in sports. Professional sports clubs are considered to be big brands, and fan loyalty is a crucial factor in determining their success. Brand elements are the building blocks of brands and are used by brand managers to create distinct associations in consumers’ minds, resulting in brand recall and recognition. This study employs the context of football to explore the relationship between the symbol-related brand elements of a sports club and brand loyalty towards the club. We find that the brand elements, the history of the club, jersey and logo positively influence brand loyalty towards a sports club. The study sheds light on the importance of brand elements for a sports club brand and can help brand managers and sponsors to focus more on investments in brand elements that matter, as opposed to those which do not.

Sreejesh, S., Sarkar, J. G. & Sarkar, A. (2021) Digital healthcare retail: role of presence in creating patients’ experience, *International Journal of Retail & Distribution Management*, Volume 50, Issue 1, Pages 36-54

Purpose - The purpose of this study is to empirically examine the impact of technology-enabled service co-creation on patients’ service patronage behaviour in healthcare retailing. The first objective is to examine the mediating roles of spatial presence and co-presence in the relationship between technology enabled co-creation and service experience. The second objective is to investigate if healthcare service experience impacts patients’ relationship value with hospitals and subsequent patronage intention.

Design/methodology/approach - Data were collected from a sample of 516 customers of three leading hospitals in India during the social isolation period of COVID-19. The data were analysed using structural equation modelling.

Findings - The study results demonstrate that customers’ favourably perceived technology-enabled co-creation generates feelings of spatial presence and co-presence in the technology-enabled platform. The feeling of presence enhances patients’ health care service experiences which in turn predict their relationship value perceptions towards the healthcare service provider. Co-presence dominates as a mediator in terms of magnitude over spatial presence. The favourable value perception positively impacts patients’ intention to come back to the same hospital.

Research limitations/implications - The study uses cross-sectional data, which does not incorporate any temporal variations in the investigated relationships. The study does not account for differences in government vs. private undertakings of healthcare system.

Practical implications - The findings envisage a digital healthcare retail system, where hospitals can enhance patients’ perceptions of healthcare service experience, relational value and re-patronage intention, based on the digital mediated environment design elements, i.e. spatial presence and co-presence. As co-presence is a dominant factor, ensuring that human healthcare experts (rather than technology based e-service elements like chatbots) participate in healthcare service co-creation is of prime importance to provide enriching service experience to the patients.

Originality/value - The value of the research lies in extending the theories of presence, UTAUT and S-O-R to understand digital healthcare retailing, in order to identify the mechanism of how online co-creative platform can generate hospital patronage behaviour among patients through the serial mediation of presence, augmented service experience and relationship value.

Banerjee, S. & **Sreejesh, S.** (2021) Examining the role of customers’ intrinsic motivation on continued usage of mobile banking: a relational approach, *International Journal of Bank Marketing*, Volume 40, Issue 1, Pages 87-109

Purpose - This research seeks to establish the roles of marketer-driven relationship-building strategies – relationship-marketing orientation and knowledge sharing with customers on intrinsic customer motivation and the continued usage of mobile banking apps.

Design/methodology/approach - An online survey was conducted among 342 m-banking users in India. Data were analyzed and the hypotheses were tested using structural equation modeling.

Findings - Relationship-marketing orientation was found to have a positive and significant influence on customer intrinsic motivation and knowledge sharing with customers. Customer intrinsic motivation was found to play a dual role as a driver of continued mobile banking usage and as an intervening mechanism between relationship-marketing orientation and continued usage of mobile banking.

Research limitations/implications - This research was conducted only in one country. It was therefore not possible to consider varying regulations across markets and their effects on continued usage of mobile banking.

Originality/value - First time in the m-banking literature, this research establishes the pivotal role of intrinsic customer motivation in the continued usage of mobile banking. While evaluating drivers of continued usage of m-banking, most studies considered various aspects of the technology itself. This research instead evaluates consumer-centric and marketer-led antecedents in driving the continued usage of mobile banking.

Ramachandran, R., Sudhir, S. & Unnithan, A. B. (2021) Exploring the relationship between emotionality and product star ratings in online reviews, *IIMB Management Review*, Volume 33, Issue 4, Pages 299-308

This article investigates the relationship between the review text valence and the product star ratings in user-generated reviews. The analysis performed on the Amazon data set using the generalised logistic regression method confirmed the negativity bias in online consumer reviews. The results indicated that negative sentiments in a review text are more influential in determining the star ratings of the products than the positive sentiments of the same magnitude in the review text. The results recommend that in all managerial decisions, the interventions to reduce negative performance disconfirmation be prioritised over the ones creating positive performance disconfirmation.

Adhikary, M. & Adhikary, A. (2021) Hygiene orientation: transformation of the hospitality business post covid-19 and a case study from an emerging economy, *IOSR Journal of Business and Management*, Volume 23, Issue 10, Pages 1-10

Coronavirus (COVID-19) pandemic caused fear among customers and affected normal life around the globe due to prolonged lockdown. It has disrupted the entire ecosystem of the hospitality industry and also has significant impact on worldwide tourism and hospitality services. Hospitality service providers are trying to attract customers and influence their perceptions by highlighting different safety and hygiene related factors. The hospitality industry needs to focus on a strong positive image of safety and hygiene in the customers' minds and cultivate hospitality service expectations by reducing fear and adversities of COVID-19. In this article, we introduce the concept of cleaning orientation, a construct that has become highly relevant in the hospitality industry. We construct cleanliness orientation around three constructs namely cleanliness, hygiene and safety. We then describe this orientation with respect to a case study on 'WeAssure' initiative of ITC Hotels group during the lockdown situation



Sarkar, J. G., **Sreejesh, S.**, Sarkar, A. & Dwivedi, Y. K. (2021) Impact of self brand connection on willingness to pay premium: Relevant mediators and moderators, *Psychology and Marketing*, Volume 38, Pages 1942–1959,

The purpose of this study is to investigate how self-brand connection in an interactive multi-actor single-brand retail context can lead to consumers' willingness to pay premium through the sequential mediation of brand attitudes (intransigent and flexible) and brand love. Study 1 shows that self-brand connection strengthens (weakens) consumers' intransigent (flexible) brand attitude, thereby increasing their brand love and willingness to pay price premium. Furthermore, consumers' high level of cynicism attenuates brand love and willingness to pay premium for consumers' displaying flexible brand attitudes. Study 2 shows that favorable other customer perceptions can mitigate the detrimental impact of high consumer cynicism on consumers' brand responses. In Study 3, we found that other customers' favorable behaviors (over similarity and/or appearance) can best mitigate the negative effects of consumer cynicism on brand love and willingness to pay premium. The research contributes by showing how varying degrees of consumers' self-brand connection can develop willingness to pay premium through developing either intransigent (constructive route) or flexible (mitigating route) brand attitudes and brand love. For consumers harboring flexible brand attitudes accompanied with high cynicism, other customer perception serves as a conditioning tool, that alleviates their cynicism, and garners higher brand love as well as willingness to pay premium, and behavior dimension of other customer perception dominates in this quest.

Sreejesh, S., Ghosh, T. & Dwivedi, Y. K. (2021) Moving Beyond The Content: The Role Of Contextual Cues In The Effectiveness Of Gamification Of Advertising, *Journal of Business Research*, Volume 132, Pages 88-101

Extant studies in the domain of gamification of advertising examine the effects of content-driven factors (i.e., game and brand characteristics) of online games on consumer behavior. However, they mostly overlook the role of important contextual cues such as access platform (online channel to access these games) and gaming device. Effects of these cues on consumer behavior are examined in three experimental studies. Study 1 examines a 2 (access platform) × 2 (gaming device: mobile phone vs. PC) effect on brand memory. Study 2 investigates the role of elaboration likelihood (high vs. low) in improving brand memory in a poor scenario (brand website + mobile phone). Study 3 examines the interaction effects of these contextual factors on brand attitude mediated by consumers' flow experience. These studies find that the interaction between access platform and gaming devices differentially affects brand attitude and memory of the consumers. Moreover, consumers' engagement and flow experience are found to mediate the effects of these contextual factors on brand memory and brand attitude respectively.

Malhotra, N., Sahadev, S., Leeflang, P. S. H. & **Purani, K.** (2021) New Insights into e-Loyalty of Internet Banking Users in an Emerging Market Context: A Multilevel Analysis, *Information Systems Frontiers*, Volume 23, Issue 6, Pages 1521-1536

Although internet banking is considered a mature technology, digital failures and breakdowns have resulted in widespread customer dissatisfaction. However, recent examples in developed countries show that customer dissatisfaction with internet banking platforms does not necessarily erode customer loyalty. While this could be due to the strong assurance provided by institutional structures that govern the internet usage, it is not known if similar results can be found in emerging markets where internet banking technology has still not reached its saturation stage and coexists with traditional brick and mortar banking services. Thus, this study aims to develop a better understanding of the e-satisfaction-e-loyalty link in the Indian internet banking context. The moderating effects of structural assurance at the individual level and market share at the firm level are analysed on the e-satisfaction – e-loyalty link applying a multilevel modeling framework. Data collected from customers along with archival data across 21 banks in India demonstrate that structural assurance significantly moderates the e-satisfaction-e-loyalty link at the consumer level and market share regulates the link at the bank level. Also, market share is found to moderate the relationships among e-satisfaction, structural assurance, and e-loyalty. Three-way interaction results suggest that the interaction effect between e-satisfaction and structural assurance is less pronounced when market share is high rather than low. This study advances our understanding of the conditional effects of e-satisfaction on e-loyalty and elucidates how different share banks may optimize customer loyalty in an emerging market context.

Manu, C., **Sreejesh, S.** & Paul, J. (2021) Tell us your concern, and we shall together address! Role of service booking channels and brand equity on post-failure outcomes, *International Journal of Hospitality Management*, Volume 96, Issue 3, Pages 1-13, Published online

The extant literature on service failure and recovery has overlooked the post-service failure evaluations when customers interact through different online service booking channels, such as direct websites (Direct) and online

travel agents (OTAs). In this study, following the attribution theory and the expectation disconfirmation framework, we analyse the impact of service failure across service booking channels (direct vs. OTA) and its influence on post-service failure outcomes. Besides this, the study also examines the moderating roles of co-created service recovery and brand equity between channel type and post-recovery outcomes. A between-subjects experimental design revealed that when a service failure occurs in a direct (vs. OTA) website, it creates adverse outcomes of higher magnitude. The results also suggest that, in the case of a direct channel, co-created service recovery generates favourable service outcomes when the channel carries low brand equity. However, in the case of an OTA, the use of co-created service recovery works better when that OTA carries high level of brand equity. Further, the results also supported that these post-recovery outcomes are driven by recovery satisfaction and channel engagement. Thus, this study findings offer novel insights into online service recovery literature and managerial practice, primarily for efficient design and execution of recovery efforts across channels.

Burhanudin B. & **Unnithan, A. B.** (2022) The determinants of eco-friendly tourist behaviour: perspectives from Indian and Indonesian tourists travelling abroad, *Anatolia: An International Journal of Tourism and Hospitality Research*, Volume 33, Issue 1, Pages 48-64

As India and Indonesia are becoming two sources for international travellers from emerging markets, understanding their eco-friendly behaviour is crucial to developing sustainable tourism. This study investigates the determining roles of nature relatedness, happiness, and willingness to sacrifice for the environment on eco-friendly tourist behaviour. Four hundred and four respondents from India and Indonesia took part in the survey. The results of the study of both Indian and Indonesian respondents consistently indicate how nature relatedness influences eco-friendly tourist behaviour directly and indirectly through their willingness to sacrifice for the environment. However, this study did not find that happiness mediates the influence of nature relatedness on eco-friendly tourist behaviour.

Gunasekar, S., **Kumar, D.S., Purani, K.,** Sudhakar, S., Dixit, S.K. & Menon, D. (2021) Understanding service quality attributes that drive user ratings: A text mining approach, *Journal of Vacation Marketing*, Volume 27, Issue 4, Pages 400-419

Studies based on online textual data are increasingly used in the hospitality sector to gain better consumer insights. Using text mining of TripAdvisor reviews and mapping it to hard and soft attributes of SERVQUAL dimensions, this research attempts to identify service quality characteristics that influence the customers' online ratings of hotels. The moderating effects of the reviewer characteristics, namely (a) domestic vs foreign (b) novice vs experienced, (c) less vs more popular and (d) brief vs elaborate writing, on the relationship between quality attributes and online hotel ratings are also analyzed. The results imply that reviewers emphasize hard attributes of service quality in general, such as tangibles, reliability, and responsiveness, while providing online ratings to hotels. Furthermore, reviewer characteristics also influence the attributes emphasized in reviews and the resultant ratings. Finally, along with the theoretical contributions, managerial contributions, such as the usefulness of service planning outcomes, are discussed.

Jeesha, K. & **Purani, K.** (2021) Webcare as a signal: exhaustive-selective webcare strategy and brand evaluation, *European Journal of Marketing*, Volume 55, Issue 7, Pages 1930-1953

Purpose - Keeping in mind the growing significance of online reviews, management of responses to the customer reviews – webcare – is becoming important in recent times. How a firm responds to online reviews can send a signal to the readers of the reviews contributing to their brand evaluations. From a strategic perspective, a firm should decide if they should respond to all reviews or respond to only a select few reviews. This study aims to provide an understanding of how exhaustive and selective webcare influence brand evaluations. It also explores the role of review balance and review frame, which potentially act as moderators, on such influences.

Design/methodology/approach - Three scenario-based experiments were used to manipulate the webcare strategy (exhaustive-selective) and the potential moderators (review balance and review frame). The 910 participants of the single-stage experiments were identified using an online panel managed by UK-based Prolific Academic.

Findings - Exhaustive webcare is found to be the most effective strategy for influencing brand evaluations in all conditions. Also, two interesting results were found, which can have practical implications. A selective negative strategy is as effective as an exhaustive webcare in almost all cases, and a selective positive webcare is as good as not having a webcare in nearly all cases. Changes in webcare effectiveness due to the influence of review balance and review frame were established.

Research limitations/implications - With the review reader perspective and focus on brand management, this study may trigger enquiries into effects of webcare strategies on brand evaluations and other outcomes such as word-of-mouth. The interaction effects of the various strategies adopted together on brand evaluation and loyalty have not been explored and would be of interest to academicians and managers.

Practical implications - Firms need to plan a careful resource deployment while responding to the online consumer reviews as responding to a select few reviews may yield the same effects as that of exhaustive webcare. Brand managers may find responding only to positive reviews futile, as it could be as good as having no webcare. Also, the strategy of responding to reviews needs to be adapted based on the online review platform where the set in which the review is read is different.

Originality/value - This is one of the few studies focusing on the effects of webcare on brand evaluations from a review reader perspective as against the dominant reviewer perspective. This research also presents hitherto unexplored effects of an exhaustive-selective webcare strategy on brand evaluations.

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, 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.

Bhanja, N. & Saxena, G. (2021) Revisiting the Past to Understand the Current Debates on Service-Dominant Logic, *Services Marketing Quarterly*, Volume 43, Issue 2, Pages 240–255

We present a systematic review of the literature on services marketing. In doing so, we trace how the domain’s core characteristics have changed over the years, with technology playing a disruptive role. The IHIP (intangibility, heterogeneity, inseparability, and perishability) framework once distinguished services marketing as a sub-discipline of marketing. However, with the advent of the concept of service-dominant logic, ‘services’ within the marketing domain are no more seen as a special case but as the core of what consumers need. The article examines the key theoretical issues surrounding the shift in services marketing and concludes by providing future directions.

Bhanja, N. & Mehta, R. (2022) It’s better with a shade of blue! Consumer evaluation of unisex extension of brands, *International Journal of Consumer Studies*, Pages 1-15. Published online

Launching unisex or agender extension of existing brands is being increasingly practiced by marketers today. However, there is limited research that explores consumers’ responses to unisex brand extensions. The purpose of this research was to contribute to the understanding of consumer evaluation of the agender extension of brands. It uses the theory of social identity as an overarching conceptual lens to examine the influence of consumer’s biological gender, gender image of the parent brand, and product type on the evaluation of the unisex extension of brands. Hypotheses are developed and tested across three experimental studies conducted among graduate student-participants of a management school. Our findings suggest that women compared to men are more favorable towards unisex brand extensions and unisex offerings in general. Additionally, a unisex extension of a masculine brand is preferred over feminine brands by both men and women. Finally, for products that are higher on symbolic value women evaluate unisex extension more favorably, whereas for men the evaluations worsen. The research findings will help managers in taking unisex brand extension decisions.

FORTHCOMING REFEREED JOURNAL ARTICLES

AUTHOR(S)	TITLE	JOURNAL
Sreejesh, S.	Developing responsible consumption behaviours through social media platforms: sustainable brand practices as message cues	<i>Information Technology & People</i>
Sridhar, G.	Enjoy Your Favourite Book as a Movie	<i>IIM Kozhikode Society & Management Review: SAGE Journals</i>
Nair, U. K., Kumar, D. S. & Purani, K.	How well designed is your servicescape?	<i>Marketing Intelligence & Planning</i>
Sharma, P., Sivakumaran, B. & Geetha, M.	Using Schmid–Leiman solution with higher-order constructs in marketing research	<i>Marketing Intelligence & Planning</i>

BOOKS, BOOK CHAPTERS - PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Thomas, J.	Sustainability Concerns, Digitalization and Globalization: Impact on Marketing Thought and Practice	<i>Corporate Social Responsibility and Sustainable Development, Routledge</i>	2021	Book Chapters
Noushad, P. K., Sreejesh, S. & Paul, J.	3 Social Responsibility Communication of Corporates: A Consumer Marketing Perspective	<i>Ethical Approaches to Marketing, De Gruyter Oldenbourg</i>	2021	Book Chapters
Belch, G. E., Belch, M. A. & Purani, K.	Advertising and Promotion: An Integrated Marketing Communications Perspective	<i>McGraw Hill</i>	2021	Books
Krishnan, O.	Emerging Work Trends in Urban India: COVID-19 and Beyond	<i>Taylor & Francis</i>	2021	Books
Thomas, J. & Tiwari, D.	Driving Innovations, Leveraging Technology in Indian Business Ecosystem	<i>Universities Press (India) Private Limited</i>	2021	Book Chapters
Thomas, J.	Shifting Orbits: Decoding the Trajectory of the Indian Start-up Ecosystem	<i>Universities Press (India) Private Limited</i>	2021	Books
Bhanja, N.	When the notion of sacred feminine shapes the gender order. book chapter for the edited volume titled Socio-Legal Androcentrism and Gender Inequalities	<i>EBC</i>	2021	Book Chapter

CONFERENCE PAPERS, PRESENTED & FORTH COMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Geetha, M.	A Theoretical Framework on Conceptualization of Autonomy in Personalization through Ring Theory of Personhood	<i>SCP 2022, Annual Conference, 4-5 March 2022</i>	
Narayanan, P.	An Affective Route to Product Evaluation under Ordered Presentation of Product Information	<i>Academy of Marketing Science Annual Conference, World Marketing Congress, 1-4 June</i>	2021

Praveen, S.	An Ethnography on a Tribal Organization	<i>ICMC 2022, MICA, The future of business in a digital era: data, analytics, and narratives, 5-7 January</i>	2022
Praveen, S.	An Initiative towards National Branding by Remarketing Sustainable Potentiality of the Unnoticed Producers and Craftsmen in India	<i>International Conference in Marketing 2021 Marketing: Review and Future Directions, ICIM 2021, Rajagiri, 5 February</i>	2022
Praveen, S.	Appropriating profits	<i>7th International Conference On Inclusive Businesses in Developing Economies 2021: International Conference jointly organized by IMI Bhubaneswar and EGADE Business School, 10-11 December</i>	2021
Praveen, S.	Bathery Cooperative Society: A Tribal Organization for Satisficing the Tribal Community in Wayanad	<i>POMS India International Conference, Building Resilience in Supply Chains and Communities, SPJIMR Mumbai, 22-24 December</i>	2021
Adhikari, A. & Lall, S.	Blinkit - Groffer's instant commerce with 10 minute delivery	<i>Katastasi 3.0 – International Case Conference, 26 March</i>	2022
Suresh, S. & Geetha, M.	Can Yoga Practice help in adoption in Minimalistic Lifestyle? - An overview	<i>2nd International Conference on Globalizing Indian Thought GIT 2021, 16-18 December</i>	2021
Stephen, G.	Consequences of Consumer Attitude Toward Cause-related Marketing	<i>International Conference on Interdisciplinary Research in Technology & Management, Kolkata, 24-26 February</i>	2022
Purani, K.	Conversational Agent Design and Consumer Decision Journey: Research Issues	<i>Association of Consumer Research Conference 2021, 20-23 October</i>	2021
Geetha, M.	Decoding the Customer Experience for Omnichannel Retailing - Study on Lenskart	<i>19th AIMS & 4th Jaipuria International Conference on Management, 7-9 January</i>	2022
Geetha, M.	Did Covid 19 Pandemic Induce Consumer Minimalism?	<i>ICMC 2022, MICA, The future of business in a digital era: data, analytics, and narratives, 5-7 January</i>	2022
Praveen, S.	Digital Marketing (A means to satisfy the customer needs)	<i>Virtual International Conference on Advances in Business Management and Sustainable Development (ICABMS 2022), NMIMS, 12-13 January</i>	2022
Geetha, M.	Effect of packaging on consumer bahvior towards smoking	<i>ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur, 27-30 December</i>	2021
Praveen, S.	Exploring Incongruence Frame for Online Reviews	<i>ACR Convergence, American College of Rheumatology, Philadelphia, 10-14 November</i>	2021
Geetha, M.	Green Consumption Behaviour with the moderating effect of emotional Intelligence	<i>1st International Conference on Management of MSMEs (ICMM 2022) Realigning business practices in the era of disruptions, 22-23 January</i>	2022

Geetha, M.	Impact of Emotional Intelligence and Personality Traits on Motivation While Working from Home: The Mediating Effect	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December of Management, Chennai, 19-20 December</i>	2021
Sridhar, G.	Influence of Jilting on Sales Performance: A Conservation of Resource Theory Approach	<i>15th Nasmei International Marketing Conference 2021, Great Lakes Institute of Management, Chennai, 19-20 December</i>	2021
Sridhar, G.	Influence of Self-Enhancement Bias on Intention to sell after sales loss/ failure	<i>AMA Winter Conference 2022 Las Vegas, 18-20 February</i>	2022
Sridhar, G.	Last Mile Distribution: A Developmental Orientation	<i>Rural Management Paradigm: Instrumental or Transformational?, IRMA, Anand, 24-25 November</i>	2021
Purani, K.	Madhyaan Television Network: Getting Ready To Go On Air	<i>NACRA 2022 Annual Conference, Ontario, Canada, 6-8 October</i>	2021
Noushad, P. K. & Sreejesh, S.	Media Selection in Communicating CSR Activities: A Systematic Review of Literature	<i>7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January</i>	2022
Geetha, M.	Mindfulness and Consumption control	<i>International Conference on Mindfulness, 3-5 February</i>	2022
Geetha, M. & Suresh, S.	Plant-based meat: A sustainable way to future - An Overview	<i>2nd International Conference on Globalizing Indian Thought, GIT2021, 16-18 December</i>	2021
Adhikari, A. & Lall, S.	Rangсутra - Enriching women through cooperative business model	<i>AIMA 2nd Case writing competition and conference, 24 March</i>	2022
Narayanan, P.	Re(de)fining Dual-Process Models of Information Processing using Affective-Cognitive and Conscious-Unconscious Dimensions	<i>Academy of Marketing Science Annual Conference, World Marketing Congress, AMS 2021, 1-4 June</i>	2021
Sridhar, G.	Role of Customer Salesperson Value Cocreation in Enhancing SWB of the Salesperson	<i>Fore International Marketing Conference 2021, 26-27 November</i>	2021
Adhikari, A. & Adhikary, M.	Service Distribution Channels in Emerging Rural Markets – Review and Propositions	<i>AIB South Asia Conference, Online Chapter Conference, 23-25 January</i>	2022
Narayanan, P.	Smaller Becomes Cheaper? Visually De-Emphasizing Brand Information Reduces Consumers' Willingness to Pay	<i>15th Nasmei International Marketing Conference 2021, Great Lakes Institute of Management, Chennai, 19-20 December</i>	2021
Narayanan, P.	Social Distance and Physical Distancing: Understanding Psychological Drivers of (Limited) Adherence to Pandemic Preventive Measures	<i>AMA Winter Academic Conference 18-20 February</i>	2022
Geetha, M.	Socially Responsible Marketing - Can zero waste store lead the way?	<i>ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur, 27-30 December</i>	2021
Thomas, J. &	Sustainability Concerns, Digitalization	<i>ICSSR Sponsored Webinar on Human</i>	2021

Joseph, J.	and Globalization: Impact on Marketing Thought and Practice	<i>Behaviour and Environmental Sustainability, 17-18, December</i>	
Banerjee, P.	The Influence of Dialectical Reasoning on Amazon Product Reviews	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Narayanan, P.	The Psychology of Distancing: Understanding Psychological Drivers of Social Distancing Behaviors	<i>15th Nasmei International Marketing 2021 Conference 2021, Great Lakes Institute of Management, Chennai, 19-20 December</i>	2021
Narayanan, P.	The Psychology of Distancing: Understanding Psychological Drivers of Social Distancing during the Pandemic	<i>Society for Consumer Psychology Annual Conference, 3-5 March</i>	2022
Krishnan, O.	What's in a Name? Mapping the Nomenclature of Indian Unicorns	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Stephen, G.	Will shopping return to normal? An exploratory study on factors influencing consumer return to in-store shopping post-COVID	<i>Academy of Marketing Conference, Reframing Marketing Priorities, AM2021, 5-7 July</i>	2021
Bhanja, N.	Understanding Saree, the Indian Way	<i>16th Biennial conference of the International Society of Marketing and Development, IIM Trichy, 16-18 December</i>	2021

CASE STUDIES - PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Praveen, S. & Kumar, D. S.	“Dig your ‘sales’ in”: An Entrepreneur’s Dilemma	<i>IIMK/CS/159/MM/2022/08</i>	2022
Joseph, J.	Aditya - The Solar Shop: Social Entrepreneurship at the Crossroads	<i>Ivey Publishing</i>	2021
Adhikari, A. & Lall, S.	Blinkit - Grocer’s instant commerce with 10 minute delivery	<i>IIMK/CS/162/MM/2022/09</i>	2022
Praveen, S.	Cattle insurance using AI-ML	<i>IIMK/CS/163/MM/2022/10</i>	2022
Adhikari, A.	Honda Motors CB 350 – Stretching Product Line to Premium	<i>IIMK/CS/150/MM/2022/04</i>	2022
Adhikari, A. & Adhikary, M.	Keya Seth - An Entrepreneur for whom Impossible is nothing	<i>The Case Centre</i>	2021
Adhikari, A.	Lenskart – Providing ‘Vision to India’	<i>IIMK/CS/164/MM/2022/11</i>	2021
Purani, K., Premi, P. & Thomas, J.	Maledia Broadcasting: Getting Ready To Go On Air	<i>IIMK/CS/144/MM/2022/01</i>	2022
Adhikari, A.	Missing Responses in Chic-Chicken Survey	<i>The Case Centre</i>	2022
Adhikari, A.	Neon Refrigeration - estimating market share before new product launch	<i>The Case Centre</i>	2022
Praveen, S.	Okinawa Electric Scooter	<i>IIMK/CS/145/MM/2022/02</i>	2022
Adhikari, A.	Ola Scooter - The first mass market electric vehicle	<i>IIMK/CS/151/MM/2022/05</i>	2022

Adhikari, A. & Lall, S.	Organic Foods - Organic farming to Improve customer life	<i>The Case Centre</i>	2022
Adhikari, A. & Lall, S.	Rangsuutra - Enriching women through cooperative business model	<i>The Case Centre</i>	2022
Adhikari, A.	Ridge Tyre company - New tyre launch in replacement market	<i>The Case Centre</i>	2022
Adhikari, A.	Silicon Standard - Near Field Communication Strategy	<i>The Case Centre</i>	2021
Adhikari, A. & Lall, S.	SoaPen - A New Product Development for Social Good	<i>The Case Centre</i>	2021
Praveen, S.	Strategizing One District One Product program	<i>IIMK/CS/146/MM/2022/03</i>	2022
Adhikari, A. & Adhikary, M.	Tata Motors - Electric Car	<i>The Case Centre</i>	2022
Praveen, S.	The old man and the shop	<i>IIMK/CS/153/MM/2022/06</i>	2022
Adhikari, A.	The Raymond's Shop Mini - Bringing Brand to Smaller Towns	<i>The Case Centre</i>	2022
Kumar, D. S. & Praveen, S.	Well-Mark Electricals Trading L.L.C. –Which road (to be taken)?	<i>IIMK/CS/158/MM/2022/07</i>	2022

Praveen, S. & Kumar, D. S. (2022) “Dig your ‘sales’ in”: An Entrepreneur’s Dilemma, *IIMK/CS/159/MM/2022/08*

The board meeting is over and Mr. Salman Ahammed, the Managing Director of Well-Mark Electrical Trading Company, is back in his office. He felt relieved that the board had approved his proposal to go ahead with a channel/sales management company. Almost 20 years since the Company’s incorporation, he felt good to have eventually decided on the direction his Company should take in the turbulent times. However, he is also anxious about the fact that there are a lot of loose ends that need to be tied up. Along with accepting his new proposal to be a sales-focused company, the board has also entrusted him with the additional responsibility of increasing the sales turnover by 20% more than the average sales (of pre-COVID times). Although he has his sales managers working in the various markets, he is concerned about their productivity. Are they doing their best for their Company? Are the current systems for fixing the targets the best approach? Will the additional sales of 20% be achievable? Should he think about adding more members to his team? Should he push all brands, or should he focus on selected ones? Multiple questions flashed through his mind. He needs to decide on the sales and channel management strategies that he should adopt. What? How? When? Although he has taken a major decision, the challenges are multi-fold.

Joseph, J. (2021) Aditya - The Solar Shop: Social Entrepreneurship at the Crossroads, *Ivey Publishing*

In July 2016, Community Sponsorship Organization opened a retail outlet in Kochi, Kerala, India, called Aditya—The Solar Shop, which sold energy-saving and solar-powered products. The shop was opened with the support of the Indian government’s Ministry of New and Renewable Energy for a limited period of two years. After that time, the shop would have to find its own means for sustainability. The shop helped support the local community by operating as a commercial business. However, Aditya—The Solar Shop was facing several business operation challenges, including reaching an agreement with manufacturers of solar systems on quota allocation, increasing sales at the shop, and determining how to provide after-sales support to customers.

Adhikari, A. & Lall, S. (2022) Blinkit - Grocer’s instant commerce with 10 minute delivery, *IIMK/CS/162/MM/2022/09*

Grofers, the online supermarket, rebranded as Blinkit a week ago on December 13th, with the goal of becoming the first e-commerce company to deliver groceries and other essentials within 10 minutes of a customer’s order — in the blink of an eye, as the company put it! However, due to a lack of partner retailers and other infrastructure in several cities, Blinkit was unable to deliver essentials in ten minutes. Blinkit wanted customers to be able to shop

for all of their essentials on the go and have them delivered to their door in the quickest and most secure manner possible. When the company launched its 10-minute delivery service, it had 30 locations, but was now considering offering the service in only 12 cities. This meant that the remaining 18 cities would receive standard same-day delivery rather than the 10-minute service. Dhindsa, Blinkit’s founder and CEO, faced a difficult decision: whether to discontinue the company’s 10-minute grocery delivery service in areas where faster deliveries could not be guaranteed.

The decision to discontinue 10-minute delivery service in 18 locations would have a significant impact on Grofers’ business size in the short term. Dhindsa estimated that the disruption would affect approximately 75,000 of Grofers’ 200,000 daily clients. On the other hand, Swiggy, the food delivery service, as well as the quick delivery companies Dunzo and Zepto, had all invested heavily in fast commerce. BigBasket, which is owned by Tata Digital and is Grofers’ primary competitor, also planned to enter this market with a 10-20 minute delivery option. Meanwhile, Reliance Industries was courting Dunzo for a possible investment in its JioMart grocery and ecommerce business. The losses accumulated year after year. Dhindsa reasoned that instant commerce was a more viable and robust business model for Grofers to grow and capitalise on this opportunity. If he were to suspend the Blinkit 10-minute delivery service in these 18 cities within a week of its launch, it would garner national attention and provide a strong foothold for competitors. On the other hand, if Blinkit’s order fulfilment times continued to exceed 10 minutes, the rebranding to ‘Blinkit’ would be meaningless.

Praveen, S. (2022) Cattle insurance using AI-ML, *IIMK/CS/163/MM/2022/10*

Besides being an important sector worldwide, dairying is also important in developing economies such as India for offering nutrition support, lowering rural poverty and inequity, ensuring food security for millions of rural households, and boosting economic growth, especially in rural areas. Cattle are expensive, and their loss can force farmers into a debt cycle. Farmers can acquire adequate protection against cattle loss with cow insurance. Dairy case is about the need for new technological ways in cattle insurance for better efficiency and reliability. The case identifies one such success app in Tamil Nadu- Surabhi App which captures the muzzle print of bovines for their identification which is unique to each bovine. By taking this Surabhi app as an example, the case goes on identifying and analysing the challenges and need of technological advancements in insurance provisions and gradually coming to the framing of marketing strategies and how they work.

Adhikari, A. (2022) Honda Motors CB 350 – Stretching Product Line To Premium, *IIMK/CS/150/MM/2022/04*

To launch H’ness CB 350 in October 2020, Honda Motorcycle & Scooters India (HMSI) was ready with the brand name H’ness and its primary target market was expected to be those who enjoy biking experience and were looking for a new brand of motorcycle. “A modern take on classic style,” HMSI described its new model. The motorcycle would be sold at its high-end Honda BigWing outlets. The company was tasked with coming up with a comprehensive marketing plan for H’ness. The company’s first foray into the scooter market was limited to making lightweight motorcycles and scooters with 100-150 cc engines. When HMSI launched its first motorcycle in India, it was focused on attracting the growing number of young Indians who were looking for an alternative to the typical commuter motorcycle. HMSI was tasked with finalising H’ness’ marketing strategies, including its brand positioning and distribution strategy. The Indian market already had well-established competitors who produced high-end motorcycles in the 300-500 cc range. For example, Eicher Motors’ Royal Enfield brand holds a 95 percent share of the market in this niche. All ages of people were seen riding these motorcycles. Due to the lack of product differentiation, Honda’s challenges were exacerbated by being a late entrant in the market. The dilemma of the case is what Honda should do to establish its brand in the mass premium market as it extends its product line.

Adhikari, A. & Adhikary, M. (2021) Keya Seth - An Entrepreneur for whom Impossible is nothing, *The Case Centre*

Keya Seth companies were credited with launching the country’s first formal aromatherapy and medi-spa, establishing the makeup school in eastern India, and creating a full aromatherapy, beauty and makeup product line that has no side effects entirely dedicated to Indian women. Seth started a beauty parlor named ‘Priyadarshini’ in 1996 in a small 180 square feet room. She realized that had to equip herself in such a way that she could understand the business to run it independently. She joined several courses on beauty in Delhi and she also took courses in Bangkok, China, London, Singapore, and several other countries to equip herself more with the knowledge of Aromatherapy. After that Seth started to integrate aromatherapy with beauty products. She started to make medicines with different essential oils which cures various medical problems like migraine, insomnia, acid reflux, diabetes,

and other such issues. People started to come to her from far-off-places and also from Bangladesh. Due to the request of her clients, Seth approached the Government for the license of the products so that these could be available in the customers' nearby stores. It took almost three years to get a license. After that Seth had developed several new products from her intuitive observations. Seth amalgamated aromatherapy with spa treatment because the two are related. She started a spa in a spacious 12000 square feet establishment comprising 42 rooms having all kinds of treatments related to Aromatherapy and Ayurveda, and other beauty-related services. Seth set up the KEYA SETH College of Beauty at Ballygunge Phari in Kolkata and another institute at Barasat, Kolkata. Every year thousands of students pass from this institute and become financially self-dependent, some opted to become entrepreneurs. But Seth would need to develop its distribution networks in other parts of the country that attract consumers who had been using more international brands.

Adhikari, A. (2021) Lenskart – Providing 'Vision to India', *IIMK/CS/164/MM/2022/11*

Lenskart was an e-commerce company founded in 2010 by Peyush Bansal that operated an online optical store with a large selection of eyeglasses, lenses, and accessories. These glasses could be ordered online and delivered to the customer's home. Only a small percentage of Indians who required glasses were able to get them. Furthermore, with an estimated 15 million blind people, India was known as the world's blind capital. Bansal discovered that about half of the population needs glasses, but only a quarter of the population has them. Bansal set out to revolutionise vision correction and provide glasses to half of the population as a result. The co-founder of Lenskart hoped to turn his company into the "Maruti of eyewear" Despite all of this, Lenskart's operating revenues increased by less than 1%, from Rs 90 billion in FY20 to Rs 90.5 billion in FY21. Raw materials and spare parts required to manufacture eyewear products were the company's largest cost centre in FY21, rising by about 3.7 percent from Rs 96.3 billion to Rs 99.8 billion. To increase production capacity, Lenskart spent Rs 11 billion on plant and machinery. The case challenges the students to come up with a go-to-market strategy to help the company re-establish its growth while also providing corrective eyewear to the general public and instilling a sense of style in young Indians.

Purani, K., Premi, P. & Thomas, J. (2022) Maledia Broadcasting: Getting Ready To Go On Air, *IIMK/CS/144/MM/2022/01*

The case focuses on the positioning strategy development for a new regional television channel of Maledia Broadcasting Network (MBN), a new venture of the Kerala-based media group from India, Model Publication Trust. The case also introduces perceptual map as a tool of brand positioning provides opportunity to discuss brand extension issues.

In 2011, MBN prepared to launch a new Malayalam News channel. In preparation to launch, Samjad, the Deputy CEO of the newly formed company, was faced with the challenge to decide the positioning strategy of the new Malayalam News channel. The issue was not just about differentiating but also about redefining the competition itself. How should it be positioned against the competition in a very dynamic and tough broadcasting industry in India. The decision would influence almost all decisions pertaining to its marketing mix including the brand name and the channel identity.

Based on the rich market data such as competitive scenario in the region, news consumption behavior, and consumer perception of existing news channels, students are expected to develop strategic directions for channel positioning, which would guide the programming and marketing activities of the channel. The case provides several opportunities to discuss qualitative aspects of audience behavior beyond considering only competitive figures, helping students of marketing draw insights and analyze competitive scenario of an industry to develop alternatives and make strategic marketing decisions

Adhikari, A. (2022) Missing Responses in Chic-Chicken Survey, *The Case Centre*

Kiran Sarkar, a 2016 IIM Kozhikode graduate, received completed survey questionnaires from the data gathering agency after completing qualitative research and questionnaire preparation with the help of two professional agencies. She had hired a third party to collect the data and is now verifying the accuracy of the 200 consumer survey questionnaires and 63 employee survey questionnaires. Customers of Chic-Chicken and Domino's filled out the 200 survey questionnaires. Chic-Chicken India, a franchise of Chic-Chicken Foreign based in Dubai, was rapidly losing customers to other international fast-food behemoths - primarily McDonald's, Domino's, and KFC - as Indians looked to be developing a stronger predilection for American and Italian fast food. Chic-Chicken declined by 3% in 2016, while the chicken fast-food market in India grew by 11%. More concerning was the fact that, of the

112 outlets, 36, which accounted for 55% of total sales, had experienced a loss of more than 8%. McDonald's, Domino's, and KFC had constructed numerous fast-food outlets in practically every city where Chic-Chicken operated, making them the most active competitors to Chic-Chicken. Kiran had asked the data collection agency to give her a physical copy of the completed questionnaire so she could verify the data, discover the missing responses, and then manage the missing values by imputing missing values herself.

Adhikari, A. (2022) Neon Refrigeration - estimating market share before new product launch, *The Case Centre*

Gargi Ghosh, vice president of marketing at Neon Refrigeration, a renowned Japanese refrigerator maker, was unsatisfied with her company's performance. Despite its success in other Asian countries, Neon had yet to establish a foothold in India's highly competitive refrigeration market, which was dominated by several national and multinational players in the standard segment, including Samsung, LG, Godrej, Whirlpool, and Heir, and a few more in the premium segment, including BOSCH and SIEMENS. Neon's market share in India has been in the single digits for the previous seven years. Neon refrigeration recently developed a new type of compressor that significantly decreases the time required to chill the refrigerator's frozen section. Simultaneously, the new compressor was substantially more expensive than the compressor that Neon had previously used in its refrigerators. Ghosh was aware that installing the new compressor in the refrigerator would increase the cost by 15% to 20% due to the compressor's increased cost. A greater price implies a decline in demand, unless Ghosh invests extensively in promoting the new type of compressor's advantages. The client would directly profit from this compressor because it would reduce the time required to manufacture ice from 90 minutes to 30 minutes. As a result, Ghosh wanted to ascertain the critical nature of the 'ice making time' feature to clients. Ghosh was confronted with a perplexing situation, and she desired to determine her next course of action.

Praveen, S. (2022) Okinawa Electric Scooter, *IIMK/CS/145/MM/2022/02*

Values have always been important to Indians. The budgets of the middle class have been severely damaged by the present pandemic scenario, which includes escalating fuel prices. People have been compelled to reconsider purchasing traditional gasoline-powered mobility options as a result of this. Due to their lower operating and maintenance costs than regular autos, electric vehicles are becoming increasingly relevant. This long-term strategy not only alleviates Indian families' concerns about growing gasoline prices, but also helps to restore nature's dominance. The case presents the Okinawa in this context and analyses competition through marketing frameworks.

Adhikari, A. (2022) Ola Scooter - The first mass market electric vehicle, *IIMK/CS/151/MM/2022/05*

Earlier this month, the long-awaited OLA electric scooter became available in India for the first time. The scooter has already attracted a lot of attention because of the low prices and high-quality features it is offering at launch. According to Ola Electric, they were able to produce 1,000 units per day in January, but only sold 1,102 units in February 2022. There were just a few hundred of the 1,000 electric scooters Ola Electric started making in the first week of January, a start-up giant. According to data provided by the Federation of Automobile Dealers Associations, the Bangalore-based company sold 1,102 electric scooters in January (FADA). Even more interest is expected in the future. In January, Ola Electric's retail sales were lower than usual because its vehicles were being transported, according to Ola Electric. A vehicle with registration can be delivered in less than ten days to any location in the country, according to the Federal Auto Dealers Association. Because there was no lockdown, RTOs were fully functional during the third wave of the pandemic. What should Ola do to make the product a success is at the heart of the case.

Adhikari, A. & Lall, S. (2022) ONganic Foods -Organic farming to Improve customer life, *The Case Centre*

ONganic Foods Private Limited (ONganic) founder and managing director Ms Ekta Jaju planned to increase the number of farmers who switched from inorganic to organic farming in the summer of 2019. Farmers were hesitant to switch to organic because they were accustomed to using chemical fertilisers and pesticides. Furthermore, the initial transition from inorganic to organic took much longer. A lack of market demand for organic produce exacerbated the problem. While Jaju purchased the entire organic food supply from the farmers to reduce the farmers' risk, selling the commodities on time and at the required profit had become increasingly difficult. Increased inventory levels resulted in increased waste and, as a result, higher prices. By 2025, Jaju hoped to have a positive impact on 10,000 organic vegetable farmers. With only 1000 farmers on board, Jaju wondered how he could shorten the cycle and increase the number of organic farmers. She was also worried about how she was going to sell the harvested produce she had agreed to buy from these farmers. In other words, how would she ensure the model's long-term survival?

Adhikari, A. & Lall, S. (2022) Rangсутra - Enriching women through cooperative business model, *The Case Centre*

Sumita Ghose, the founder of Rangсутra, a for-profit non-governmental organisation (NGO), faced a critical choice in the winter of 2020. Rangсутra, a cooperative-based garment manufacturing firm created by Ghose two decades ago, needs major restructuring to keep up with quickly changing business regulations and a fresh possibility for commercial development. Ghose founded Rangсутra to assist low-income women in Rajasthan in improving their social and economic well-being. The company served two missions at the same time: (1) to provide social and economic opportunities for underprivileged households by employing female members, and (2) to achieve financial success in the hand-weaving and handwork garment manufacturing business, which was primarily comprised of economically disadvantaged Indian women. Rangсутra has grown into a more profit-oriented company over the last two decades, with a regular stream of contracts for its produced hand-woven clothing from two well-known firms - Fab India and IKEA. The case deals with the most difficult problem that had to be overcome, which was that one cannot put all of one's eggs in two baskets since she never knows what would happen if these two halt the order. Should Rangсутra continue to provide these two brands, or should other firms be found to supply Rangсутra's product? Should Ghose consider selling its products directly to consumers?

Adhikari, A. (2022) Ridge Tyre company - New tyre launch in replacement market, *The Case Centre*

In August, 2021, Sonia D'Souza, the Chief Product Officer and product development head Ridge Tyre Company were to develop a new tyre. Ridge Tyres was losing market share in the replacement passenger vehicle tyre market to MRF. MRF and Goodyear brands dominated the market, selling tyres with 40K and 50K km of tread life for between INR2500 and INR3000. Customers prioritised four characteristics while purchasing new tyres: brand, tread life, price, and sidewall colour. To gain market share, Ridge planned to produce a new automobile tyre with a tread life of 60K km, but they weren't sure whether to raise the price to INR3500 or retain it at INR3000. They were also unaware of how shoppers viewed the Ridge brand in comparison to its next two competitors.

Adhikari, A. (2022) Silicon Standard - Near Field Communication Strategy, *The Case Centre*

Silicon Standard, a three-year-old start-up in 2018, developed software and hardware customization packages for Near Field Communication (NFC). Near field communication (NFC) is a technology that enables two NFC-enabled devices to communicate when they are held close together. In 2019, eMarketer estimates that over 61 million US consumers will make a mobile proximity payment. By the end of 2019, Visa expects to have issued over 100 million Visa contactless cards in the United States. Payment cards with contactless technology were more secure than those with magnetic stripes on the back. Silicon Standard encrypted data submitted via contactless payment at the merchant terminal, making it difficult to intercept and steal. As of 2015, merchants and credit card companies



were jointly and severally liable for any fraudulent activity conducted through their systems if they did not use chip technology. Although Silicon Standard's revenue has increased, the company wishes to achieve exponential growth. They were at a loss for what to do. Should the business target every segment or just a few? What strategy would you employ?

Adhikari, A. & Lall, S. (2022) SoaPen - A New Product Development for Social Good, *The Case Centre*

Set in the year 2015, the case looks at the development of a new handwashing soap that seeks to promote better hygiene practices among children by three 24-year-olds social entrepreneurs from Parsons School of Design, New York. The product was soap in the form of a pen to make it attractive to young kids. The case illustrates the product development process the company followed and asks the students to evaluate the process with respect to the standard scientific process of product development. The case unravels the underlying challenge SoaPen faces to identify the target customer and to recognize their need.

Praveen, S. (2022) Strategizing One District One Product program, *IIMK/CS/146/MM/2022/03*

One District One Product (ODOP) is a transformational effort aimed at fulfilling a district's genuine potential, generating economic growth, employment, and rural entrepreneurship, and bringing us closer to the objective of AtmaNirbhar Bharat. The ODOP effort has been operationally amalgamated with the Department of Commerce's DGFT's 'Districts as Export Hub' initiative, with the Department of Promotion of Industry and Internal Trade (DPIIT) as a significant stakeholder. The case discusses the history, progress, and current implementation of the program and poses the branding challenge. The organizing of different brands under one umbrella poses certain unique challenges. Students will benefit from the opportunity to understand and learn the interaction between different brands and ways of organizing them.

Adhikari, A. & Adhikary, M. (2022) Tata Motors - Electric Car, *The Case Centre*

Tata Motors debuted the Nexon EV SUV electric vehicle in January 2020, but total electric vehicle sales reached 961 in August 2021. In August 2021, total car sales in India were 2,59,555 units, an 11.8 percent reduction from 2,94,330 units in July 2021. The problems of purchasing an electric vehicle have been discussed among industry insiders and prospective buyers. The average on-road pricing of electric vehicles in India was too high, making them unappealing to buyers. Start-ups and automakers are split between cutting the cost of electric vehicles and investing in infrastructure. When it comes to electric vehicles, car purchasers have a lot of questions. The main concerns were a lack of charging infrastructure, reliance on imported batteries, reliance on imported components and parts, incentives tied to local manufacturing, consumer range anxiety, the current high price of EVs, a lack of high-performance EV options, insufficient electricity supply in parts of India, and a lack of quality maintenance and repair options, all of which were exacerbated by the broader automobile industry downturn. REVA, the country's first electric automobile, debuted in 1994 but was withdrawn from the market after 20 years after several attempts to win favour in the Indian market. They all, however, have an impact on the future of electric vehicles in India. The case addresses how mainstream consumers can accept this new sort of car. This example demonstrates to students how to apply the notion of crossing the chasm by discussing it in the context of EVs.

Praveen, S. (2022) The old man and the shop, *IIMK/CS/153/MM/2022/06*

Kunnamangalam shop case is about a small shop located at a semi-urban place in Kunnamangalam owned and run by a person with physical disabilities. Market segmentation is needed regardless of how big or small the shop or business is, for its success. The case shows the current situation of the shop owner and how bad his situation is. It explains how important it is to segment the market and customers in order to improve the condition of the business. The case highlights the need for market segmentation by looking into the demographic features available and making an understanding on how to do a market segmentation effectively.

Adhikari, A. (2022) The Raymond's Shop Mini - Bringing Brand to Smaller Towns, *The Case Centre*

Raymond reported a decline in consolidated net profit in the financial year 2018-19. Company believed that Tier IV, V and VI towns were emerging as hub of informed customers. The Mini TRS (The Raymond Shop) was launched on 25th March 2017 in Bihta (Bihar). Since then, over 300 Mini TRSs had been rolled out in the past 24 months making The Raymond Shop the leading brand in mens' fashion lifestyle. The case deals with the dilemma about should Raymond's continue its expansion of the mini TRS or concentrate in the tier-1 & tier 2 cities where ticket values are more and higher return on the investments.

Kumar, D. S. & Praveen, S. (2022) Well-Mark Electricals Trading L.L.C. – Which road (to be taken)?, *IIMK/CS/158/MM/2022/07*

Well-Mark Electrical Trading L.L.C was started by Mr. Salman Ahammed in 2003 with just 3 employees. Initially, the Company’s focus was on trading various electrical accessories, fittings, and equipment from different manufacturers, focused on the U.A.E. markets. Gradually, the Company expanded their operations, both in scope by starting their brands of various electrical equipment and size by focusing on markets such as U.A.E., K.S.A., Oman, Bahrain, and Qatar, and they exported their brands to Oman, Qatar, Bahrain, Sudan, and Tanzania. The own brands of Well-Mark are Snowlite, Volt, K.L. Star and Sayonara. Besides, they distribute products from brands including Palazzoli (Italy), BIAx (India), Farter Advantage (U.A.E.), Tosun Lux, Horseduct (U.A.E.), and Z.M. (Turkey). Well-Mark is mostly into B2B sales and major clients are retail shops, wholesale shops, and occasionally, projectbased dealers. The Company had steady growth and the total sales revenue in 2020 was 1,13,29,709 AED. Currently, Mr. Salman is facing a dilemma regarding the future of the Company. Should he focus more on his brands, nurture them, and build a market for them or should he continue to focus on sales by reinforcing his trading routes? He needs a decision before the next board meeting. What is the road to be taken: marketing versus sales?

NON- REFEREED PUBLICATIONS / PRESENTATIONS				
AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Adhikari, A.	Blinkit – Grofers’ Pivot to Quick-Commerce via ‘10-minute Delivery’	<i>Earl V. Snyder Innovation Management Center at Syracuse University</i>	2022	Non Refereed
Narayanan, P.	The Customer Unmasked: What the Indian shopper will buy when the pandemic is over and out	<i>The Economic Times</i>	2022	Non Refereed
Joseph, J.	Times are changin’: But will ‘Men will be Men’ change?	<i>The Economic Times</i>	2021	Non Refereed

WORKING PAPERS			
AUTHOR(S)	TITLE	DETAILS	YEAR
Geetha, M. & Suresh, S.	An exploratory study on Alternate Protein	<i>IIMK/WPS/521/MM/2022/03</i>	2022
Banerjee, P.	Attribute Rating and Choice Deferral	<i>IIMK/WPS/507/MM/2022/01</i>	2022
Banerjee, P.	Attribute Rating and its impact on Attraction and Compromise Effects	<i>IIMK/WPS/512/MM/2022/02</i>	2022
Nair, U. K., Kumar, D. S. & Purani, K.	Pre-Testing Servicescape Designs for Marketing Advantage	<i>IIMK/WPS/484/OB&HR/2021/11</i>	2021
Stephen, G.	Understanding consumers’ behavior towards sustainable consumption by using the SHIFT framework and Organismic Integration Theory (OIT)	<i>IIMK/WPS/526/MM/2022/04</i>	2022

Geetha, M. & Suresh, S. (2022) An exploratory study on Alternate Protein, *IIMK/WPS/521/MM/2022/03*

Ever increasing population and corresponding food requirements of humans have put an undue strain on all existing food supply sources. Increasing demand of food products like meat require raising the supply of the same through unsustainable means. Rising awareness among the people, especially among the millennials and Gen-z, has led to search for protein substitute that can replace meat for their daily needs. This paper analyses the demand for these protein substitute products. The study relies on the secondary resources of data to reveal the differential perception of these products by different segments of consumers. The analysis can contribute towards understanding strategies to induce adoption of these products in the market.

Banerjee, P. (2022) Attribute Rating and Choice Deferral, *IIMK/WPS/507/MM/2022/01*

Past research shows that consumers prefer to defer choice from a set of two equally attractive alternatives. On the other hand, if one moves from a set consisting of only one alternative to a set consisting of two, the share of both the alternatives goes up compared to when presented singly. In this paper, we plan to explore these contradictory findings in the literature when real attribute values are converted into ratings. For example, 32 mpg being expressed as 80/100. No research till date has explored choice deferral when both the attributes are rated compared to when only real values are used. More importantly, we also plan to show how we can predict the share of a single alternative while moving from a set consisting of one versus two alternatives, which no past research has explored.

Banerjee, P. (2022) Attribute Rating and its impact on Attraction and Compromise Effects, *IIMK/WPS/512/MM/2022/02*

Consumers face decision uncertainty when faced with options, which are presented as attribute bundles at various levels. While rational theory proponents suggest that consumers would resort to a calculation of a scalar utility by assigning weightages to different attributes, in real life scenarios, consumers often feel confused deciding due to inherent trade-offs associated with choices. This nature of confusion is exacerbated by the presence of a ‘decoy’/ inferior option, which tends to lead to the phenomena of attraction, or equally attractive alternatives that leads to compromise effects. While behavioral decision making can explain these effects from an attribute-based processing of information, rational theorists cannot offer a robust explanation. In this paper, we show when attributes are rated on a common scale, e.g., (1-100), people engage in an alternative-based processing of information, using the attribute ratings and select the alternative with a preferred attribute bundle, which tend to eliminate both attraction and compromise effects. For each study, we follow-up the decision-making process with a thought listing task where respondents describe their decision-making journey during the study. The results from both the studies support our conjecture that attribute ratings effectively reduce perceived uncertainty among respondents.

Nair, U. K., Kumar, D. S. & Purani, K. (2021) Pre-Testing Servicescape Designs for Marketing Advantage, *IIMK/WPS/484/OB&HR/2021/11*

Service delivery environments are often referred to as servicescapes. Well-designed servicescapes can be advantageous in differentiating one service entity from another, and lead to desired business outcomes. However, design of servicescapes is still dominantly a domain of designers and comprehensive tools that can incorporate user’s or consumer’s viewpoints are still much needed. From our empirical research rooted in concepts of Environmental Psychology, we developed a Servicescape Evaluation Pack - a Guide and a Toolkit – that can help simplify and organize pre-testing of servicescape designs for their visual aesthetic appeal for consumers.

Stephen, G. (2022) Understanding consumers’ behavior towards sustainable consumption by using the SHIFT framework and Organismic Integration Theory (OIT), *IIMK/WPS/526/MM/2022/04*

Consumers’ behavior has shifted over the recent pandemic and has witnessed an enormous change in consuming products/services. The current research is set to explore the factors that would influence consumers’ existing unsustainable behavior to be more sustainable. The study adopts a mixed-method approach by using qualitative and quantitative research. With the existing literature, variables have been identified based on the SHIFT framework, and by conducting FGD and in-depth interviews, new categories of variables were identified. The identified variables were further integrated using Organismic Integration Theory (OIT) and Psychological Resilience theory to add a valuable contribution to the phenomenon to be explored.

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / AD HOC REVIEW		
NAME	TITLE	DESIGNATION
Kumar, D. S.	International Journal of Consumer Studies	<i>Ad hoc Reviewer</i>
Kumar, D. S.	The Service Industries Journal	<i>Ad hoc Reviewer</i>
Kumar, D. S.	International Journal of Contemporary Hospitality Management	<i>Ad hoc Reviewer</i>

Purani, K.	Journal of Business Research, Elsevier	<i>Ad hoc Reviewer</i>
Purani, K.	Marketing Intelligence & Planning, Emerald	<i>Ad hoc Reviewer</i>
Purani, K.	Journal of Research in Interactive Marketing, Emerald	<i>Ad hoc Reviewer</i>
Purani, K.	Asian Journal of Management Cases, Sage	<i>Ad hoc Reviewer</i>
Narayanan, P.	IIM Kozhikode Society and Management Review	<i>Ad hoc Reviewer</i>
Narayanan, P.	International Journal of Consumer Studies	<i>Ad hoc Reviewer</i>
Narayanan, P.	Journal of Indian Business Research	<i>Ad hoc Reviewer</i>

FACULTY - MARKETING MANAGEMENT



Aishwarya
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Deepak S Kumar



Ekta Srivastava



Sridhar G



M Geetha



Gladys Stephen



Joffi Thomas



Joshy Joseph



Keyoor Purani



Nivedita Bhanja



Omkumar Krishnan



Praveen S



Priya Narayanan



Pronobesh Banerjee



Sreejesh S



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
Surya Prakash Pati & Manoranjan Dhal	Counterproductive Work Behavior by Drivers of Platform Based Cab Aggregators in India: A Human Rights Perspective	<i>Japan Labor Issues</i>	2021
Sapna Poti & Simy Joy	Digital Platforms for Connecting Actors in the Agtech Space: Insights on Platform development from Participatory Action Research on Kisanmitr	<i>Journal of Indian Business Research</i>	2021
Amitabh Anand, Florian Offergelt & Payal Anand	Knowledge hiding - a systematic review and research agenda	<i>Journal of Knowledge Management</i>	2021
Jana •nidaršičè, Sabina Bogiloviã, Matej Èerne & Roopak Kumar Gupta	Leadership-Promoted Diversity Climate and Group Identification	<i>Leadership and Organaization Development Journal</i>	2021
Latha Poonamallee & Simy Joy	Rousing Collective Compassion at Societal Level: Lessons from Newspaper Reports on Asian Tsunami in India	<i>IIM Kozhikode Society & Management Review</i>	2021
Anindita Paul, T N Krishnan & Hugh Scullion	Talent and Career Issues of female executives in the Indian IT industry	<i>The Indian Journal of Industrial Relations</i>	2021

Brittany A.Ernst, George C.Banks, Andrew C.Loignon, Katherine A.Frear, Courtney E.Williams, Luis M.Arciniega, Roopak K Gupta, Georg Kodydekh & Dilip Subramanian	Virtual charismatic leadership and signaling theory: A prospective meta-analysis in five countries	<i>The Leadership Quarterly</i>	2021
Simy Joy, Latha Poonamallee & Joanne Scillitoe	What to Be (or Not to Be): Understanding Legal Structure Choices of Social Enterprises from a Resource Dependence Perspective	<i>Journal of Social Entrepreneurship</i>	2021
Jatinder Kumar Jha & Prantika Ray	“They Care, We Share”: Perceived Fairness in Performance Appraisal Systems on Knowledge Sharing	<i>International Journal of Knowledge Management</i>	2022
Utkarsh & Roopak Kumar Gupta	Effects of confidence and social benefits on consumers’ extra-role and in-role behaviors: A social identity and social exchange perspective	<i>Journal of Retailing and Consumer Services</i>	2022
Surya Prakash Pati & Ram Kumar Kakani	Explaining High Performance Among Indian Administrative Service (IAS) Officers:A Job Demands-Resources Perspective	<i>Review of Public Personnel Administration online</i>	2022
Prakriti Soral, Surya Prakash Pati & Ram Kumar Kakani	Knowledge Hiding as a Coping Response to the Supervisors’ Dark Triad of Personality: A Protection Motivation Theory Perspective	<i>Journal of Business Research</i>	2022

Pati, S. P. & Dhal, M. (2021) Counterproductive Work Behavior by Drivers of Platform Based Cab Aggregators in India: A Human Rights Perspective, *Japan Labor Issues*, Volume 5, Issue 32

Poti, S. & Joy, S. (2021) Digital Platforms For Connecting Actors In The Agtech Space: Insights On Platform development From Participatory Action Research On Kisanmitr, *Journal of Indian Business Research*, Volume 14, Issue 1, Pages 65-83

Purpose - This paper aims to explore the development of digital platforms in agtech space as a mechanism to mitigate the disconnects among the various actors in the innovation, business and entrepreneurship and extension ecosystems that impede the journey of technology from labs to farms. It does so by tracing the birth and evolution of KisanMitr, an agriculture digital platform created in India.

Design/methodology/approach - The research follows a participatory action research approach. Findings – Digital platforms can be useful for integrating varied actor groups, in particular by facilitating the open flow of information among actors, and thus bringing to light the ways in which they can collaborate.

Practical implications - The paper demonstrates that digital platforms can become the backbone of integrated agricultural innovation systems, just as in the high-tech industries. Greater information flow enabled by such platforms allows the actors to collaborate more effectively. However, it is necessary to maintain farmer-focus, undertake off-platform activities to facilitate mutual engagement among actors and watch for potential governance issues if these platforms were to make a true impact for farmers.

Social implications - KisanMitr was initiated with the motive of helping the Indian farmers, especially the reverse migrants during the COVID-19 pandemic, specifically for increasing the range of technology options available to them to make agriculture a viable livelihood option.

Originality/value - KisanMitr platform is one the first of its kind in India and in the agricultural sector. Unlike the digital platforms developed by private corporations, it was created by a government agency.

Anand, A., Offergelt, F. & **Anand, P.** (2021) Knowledge hiding - a systematic review and research agenda, *Journal of Knowledge Management*, Published online

Purpose - Because of its impact on organisational growth, innovation and employee performance, knowledge hiding (KH) as a construct has gained increased attention from scholars and practitioners in recent years. The purpose of this paper is to conduct a systematic review of the existing literature on KH and take the stock of the current literature, identify research streams and offer recommendations on areas where KH may be investigated further.

Design/methodology/approach - In this study, the authors used systematic review methods to investigate the current state of KH research, and using thematic coding, the authors identified the current research streams and offer directions for future research.

Findings - The review of literature identified geographic representation of KH research, methodological approaches to explore KH and the prominent theories adopted to investigate KH, and through research synthesis, the antecedents and moderators/mediators of KH were identified. Subsequently, the authors also found seven research streams where KH has been predominantly studied. Finally, the authors provide suggestions of where the future research in KH might be headed.

Originality/value - This paper is one of the few to offer systematic review of KH literature and identify unexplored areas to be investigated in future research – which is the integral part of knowledge management process.

•nidaršič, J., Bogilovič, S., Èerne, M. & **Gupta, R. K.** (2021) Leadership-Promoted Diversity Climate And Group Identification, *Leadership and Organization Development Journal*, Volume 42, Issue 7, Pages 1018-1036

Purpose - Besides diversity’s positive effects, groups of “we” against “them” may form in accordance with social categorization theory, showing diversity’s negative consequences. The authors aim to reconcile these results and examine their boundary conditions.

Design/methodology/approach - The authors studied 584 working professionals from five contexts (transnational companies dealing with multicultural interactions) and analyzed data using moderated-mediation procedures.

Findings - A leader-promoting diversity climate plays a crucial role in moderating the negative relationship between perceived dissimilarity and group identification, which is mediated by value dissimilarity.

Originality/value - This study mainly contributes by treating dissimilarity as a multicomponent construct, emphasizing the crucial differences embodied in various conceptualizations of dissimilarity – namely visible and value dissimilarity. For dissimilarity to result in group identification, the results highlight leaders’ crucial role, beyond that of organizations and individuals, in stimulating a diversity-embracing climate in work units.

Poonamallee, L. & **Joy, S.** (2021) Rousing Collective Compassion at Societal Level: Lessons from Newspaper Reports on Asian Tsunami in India, *IIM Kozhikode Society & Management Review*, Volume 11, Issue 1, Pages 25-46

Compassion involves feeling others’ pain, being moved by it, and acting in a manner that eases the suffering. Originally conceptualized as an individual-level phenomenon, organization scholars extend the concept to the organizational level as ‘collective compassion’ and call for expanding it to societal levels. We note that the dynamics of rousing collective compassion, however, may be different in organizational as opposed to societal contexts: the observers and the sufferers are in personal or close contact in the former context, whereas mass media is often the bridge connecting both in the latter. In this paper, we seek to deepen the understanding of the dynamics of rousing collective compassion at the societal level, by delineating the elements in media reports that can feed into compassion

rousing processes. Based on a thematic analysis of newspaper reports from India on the first seven days after the Asian Tsunami, we identify four groups of elements—‘attention drawing elements’, ‘cognitive framing elements’, ‘affective arousal elements’ and ‘behaviour modelling elements’—which can respectively influence each of the four individual compassion subprocesses, namely noticing, appraising, feeling and acting. We offer a conceptual model to comprehensively represent collective compassion rousing at societal level, integrating our findings with prior research.

Paul, A., Krishnan, T. N. & Scullion, H. (2021) Talent and Career Issues of female executives in the Indian IT industry, *The Indian Journal of Industrial Relations*, Volume 56, Issue 4, Pages 551-567

This article addresses the employment and career issues facing female professionals in an emerging economy context and tries to address the limited gender perspective in Talent Management studies. The study critically examines the extent to which women employees face social and organizational barriers and explores the role of Indian IT organizations in supporting female workforce. Through an exploratory case study research, the authors develop propositions with regards to social and organizational barriers, as also organizational facilitators to enable female talent’s career progression. While social factors such as gender segregation and gender role expectations affect female talent’s career progression, organizational performance appraisal practices and culture could act as barriers to the career progression of female talent.

Ernst, B. A., Banks, G. C., Loignon, A. C. L., Frear, K. A., Williams, C. E., Arciniega, L. M., **Gupta, R. K.**, Kodydekh, G. & Subramanian, D. (2021) Virtual charismatic leadership and signaling theory: A prospective meta-analysis in five countries, *The Leadership Quarterly*, Published online

Drawing upon signaling theory, charismatic leadership tactics (CLTs) have been identified as a trainable set of skills. Although organizations rely on technology-mediated communication, the effects of CLTs have not been examined in a virtual context. Preregistered experiments were conducted in face-to-face (Study 1; $n = 121$) and virtual settings (Study 2; $n = 128$) in the United States. In Study 3, we conducted virtual replications in Austria ($n = 134$), France ($n = 137$), India ($n = 128$), and Mexico ($n = 124$). Combined with past experiments, the meta-analytic effect of CLTs on performance (Cohen’s $d = 0.52$ in-person, $k = 4$; Cohen’s $d = 0.21$ overall, $k = 10$) and engagement in an extra-role task (Cohen’s $d = 0.19$ overall; $k = 6$) indicate large to moderate effects. Yet, for performance in a virtual context Cohen’s d ranged from “0.25 to 0.17 (Cohen’s $d = 0.01$ overall; $k = 6$). Study 4 ($n = 129$) provided mixed support for signaling theory in a virtual context, linking CLTs to some positive evaluations. We conclude with guidance for future research on charismatic leadership and signaling theory.

Joy, S., Poonamallee, L. & Scillitoe, J. (2021) What to Be (or Not to Be): Understanding Legal Structure Choices of Social Enterprises from a Resource Dependence Perspective, *Journal of Social Entrepreneurship*, Published online

Choice of legal structures is a key decision that social enterprises make early in their lives. The range of options now includes not only the traditional for-profit and non-profit structures, but also the new hybrid structures. Viewing legal structures primarily as ‘governance mechanisms to support the mission’, the current social enterprise literature regards ‘mission’ as the normative basis for legal structure choices. Empirical work in the non-profit and social enterprise literatures, however, surfaces another salient, yet under-theorised concern driving legal structure choices, namely resources. In this paper, we aim to develop resource dependence perspectives as an alternate theoretical lens to understand legal structure choices. In this study of 14 New York based socio-tech enterprises, we uncover how, in an interplay of resource needs, autonomy and legitimacy concerns, legal structures emerge as strategic tools to attract the external resource providers that the social enterprises want to form resource relations with and avoid the ones they are wary of. Our findings contribute to advancing the notion of legal structures as a ‘vehicle for resource mobilisation’, and to lay the foundations for a resource dependent framework to examine social enterprise legal structure choices.

Jha, J. K. & **Ray, P.** (2022) “They Care, We Share”: Perceived Fairness in Performance Appraisal Systems on Knowledge Sharing, *International Journal of Knowledge Management*, Volume 18, Issue 1

The strategic importance of knowledge especially under dynamic business conditions makes it imperative to primarily

understand the creation of the knowledge base. This paper employs mixed-method approach to understand the various triggers that motivate the knowledge sharing behavior of the IT employees working in Indian firms. Firstly, a qualitative study that comprised of thirteen in-depth interviews aimed to capture the participants' understanding of, the context and the factors that trigger knowledge-sharing behavior. The fairness in performance appraisal, manager's support, and career success were found to be the key triggers. Then, a quantitative study of 105 IT professionals examined the effect of the identified variables. Results suggested a positive relationship between perceived fairness in performance appraisal and knowledge-sharing behavior and the mediating role of career and hierarchical success between perceived fairness in performance appraisal system and knowledge-sharing behavior. The implications for both theory and practice have also been discussed in detail.

Utkarsh & **Gupta, R. K.** (2022) Effects of confidence and social benefits on consumers' extra-role and in-role behaviors: A social identity and social exchange perspective, *Journal of Retailing and Consumer Services*, Volume 65, Published online

This study explores the effects of relational benefits on consumers' extra-role (civic virtue) and in-role (consumer loyalty) behaviors from social identity and social exchange perspectives, in addition to the mediating role of consumer-company identification (CCI) and perceived value. Structural equation modeling was used to analyze the data obtained from a cross-sectional survey of 254 consumers. The findings reveal that relational benefits promote consumers' extra-role and in-role behaviors. Specifically, confidence and social benefits, directly and indirectly, affect civic virtue and consumer loyalty. Supporting our integrative framework, the results demonstrate that CCI mediates the effect of confidence and social benefits on civic virtue and consumer loyalty, whereas perceived value only mediates the relationship between confidence and social benefits and consumer loyalty. This study presents important implications for academicians and practitioners.

Pati, S. P. & Kakani, R. K. (2022) Explaining High Performance Among Indian Administrative Service (IAS) Officers: A Job Demands-Resources Perspective, *Review of Public Personnel Administration*, Pages 1–21, Published online

Indian Administrative Service (IAS) officers are careerist senior civil servants (SCS) in the world's largest democracy, holding senior roles of policymaking and implementation. Therefore, identifying exceptionally performing SCS to unravel their "job demands" along with "personal resources" should help with understanding how best to manage these critical human resources. Employing a qualitative approach, we interviewed 11 high performing IAS officers identified through a unique career progression index. Our data analysis revealed that the IAS suffers from the following job demands: difficulty in coordination with other departments and stakeholders, financial inadequacy, and dishonest subordinates or coworkers. This study also found that self-directed learning, personal reputation, empathy, and service orientation are essential personal resources for high-performing SCS. While expanding the list of job demands and personal resources in the public administration context, our research provides a deeper insight into the challenges confronting careerist SCS in lower-middle income developing countries.

Soral, P., Pati, S. P. & Kakani, R. K. (2022) Knowledge Hiding As A Coping Response To The Supervisors' Dark Triad Of Personality: A Protection Motivation Theory Perspective, *Journal of Business Research*, Volume 142, Pages 1077-1091

In the current era of a knowledge-based economy, where the main driver is knowledge transfer, knowledge hiding among employees has become a stumbling block. Drawing on the protection motivation theory, we provide another explanation for employees' engagement with knowledge-hiding behavior. Specifically, we argue that knowledge hiding is a preventive coping mechanism against the threat induced by supervisors' dark triad of personality traits. We also introduced mattering and job security as cognitive mediations between the supervisor's dark triad of personality traits and subordinates' knowledge-hiding behavior. Our results indicate that the supervisor's dark personality traits enhance subordinates' knowledge-hiding behavior, mediated by low mattering perception and threatened job security. We also provide a list of knowledge-hiding antecedents studied over the past ten years. Theoretical and practical contributions along with future research directions are also presented.

FORTHCOMING REFEREED JOURNAL ARTICLES

AUTHOR(S)	TITLE	JOURNAL
Nair, U. K., Kumar, D. S. & Purani, K.	How well designed is your servicescape?	<i>Marketing Intelligence & Planning</i>

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Rajeev, P. N. & Joy, S	Being an Impact Champion: enacting CSC	<i>Sage</i>	2021	Books
Anand, P.	Mastering Behaviour Managing Self and Others	<i>Sage</i>	2021	Books
Rajeev, P. N. & Joy, S.	Innovating for Social Impact	<i>Shifting Orbits:Decoding the Trajectory of the Indian Start-up Ecosystem, Universities Press</i>	2021	Book Chapters
Joy, S.	(Nearly) 60 Years of Business Schools in India: A Chronicle of the Ongoing Quest for Indian Management Knowledge	<i>Globalizing Indian Thought, Sage</i>	2022	Book Chapters

CONFERENCE PAPERS, PRESENTED & FORTH COMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Rajeshwari, C.	(Dis)empowering the feminine? Producing a women-only café space	<i>Gender, Work & Organization, 11th International Interdisciplinary Conference, 30 June - 2 July</i>	2021
Verma, K.	Adapting to Work-From-Home: Examining the Benefits and Costs of Psychological Detachment from Home	<i>Annual Meeting of the Academy of Management (AOM), 29 July-4 August</i>	2021
Rajeshwari, C.	An emerging 'governing' space: How Press Meets shaped the discourse of Governance in Kerala	<i>37th EGOS Colloquium, Vrije Universiteit Amsterdam, The Netherlands, 7-10 July</i>	2021
Gupta, R. K.	An optimistic view on HR digitalization: Organizational perspective	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Verma, K.	Do Engaged Employees Create Resources Daily? The Role of Family-To-Work Conflict and Conscientiousness	<i>Australia New Zealand Academy of Management (ANZAM), 1-2, December</i>	2021
Dhal, M.	Employee Relations as Enterprise Soft Power: The Case of Tata Sons	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Rajeev, P. N. & Joy, S.	Enhancing market access of women micro-entrepreneurs through online platforms: A study of women micro- entrepreneurs of Kudumbashree, Kerala	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021

Gupta, R. K.	Ethical leadership and Complexity of Innovative Work Behavior: The mediating moderating mechanism	<i>7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January</i>	2021
Gupta, R. K.	Ethical leadership and Complexity of Innovative Work Behavior: The mediating moderating mechanism of personal engagement and task significance	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Nath, A. & Krishnan, T. N.	Factors Influencing Development of Managerial Competencies Through Work Experiences	<i>35th BAM2021 Conference - British Academy of Management, 31 August - 3 September</i>	2021
Gupta, R. K.	Innovation through Open Innovation Platforms: Review and Research Agenda	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Rajeev, P. N. & Joy, S.	Labels and ideals: Decoding the implications of 'Impact' Investing for Indian SocialStartups	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Dhal, M.	Paternalistic leadership and Team Learning	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Dhal, M.	Paternalistic Strategy and Employee Relations: an Indian Exploration	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Rajeshwari, C.	Reconsidering coworkers and care-workers: home as a coworking space	<i>12th International Critical Management Studies Conference, BML Munjal University, 6-18 December</i>	2021
Ray, P	Reimagining the future of HR in the post pandemic world	<i>35th BAM2021 Conference - British Academy of Management, 31 August - 3 September</i>	2021
Gupta, R. K.	Rise by lifting others: Role of Servant leadership in fostering change readiness among employees	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Pati, S. P.	Trade openness, innovation ecosystem, and workforce diversity: A trickle-down effect	<i>Academy of International Business, AIB 2021, 28 June - 2 July</i>	2021
Anand, P.	Workplace Romance: A Review & Agenda for Future Research	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Raj, G. & Krishnan, T. N.	Do Women Leaders Promote Sustainability? How can technology help?	<i>7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January</i>	2022
Pasricha, P.	Ethical Leadership and Social Innovation Tendency: Direct and Indirect Effects	<i>7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January</i>	2022
Desai, A. & Nair, U. K.	Socio Cultural Motivators and Leadership Traits of the Indian Rural Woman Entrepreneur	<i>7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January</i>	2022

CASE STUDIES/ PUBLISHED & FORTHCOMING			
AUTHOR(S)	TITLE	DETAILS	YEAR
Sinha, A. S. & Rajeev, P. N.	A Recipe for Empowerment	<i>IIMK/CS/160/SM/2022/05</i>	2022
Rajeev, P. N., Mitra, S. & Joy, S.	Do Community Based Organizations (CBOs) ensure equality for women and marginalized groups or maintain status quo? The case of Jalandhi, Kerala	<i>IIMK/CS/154/OB&HR/2022/01</i>	2022
Rajeev, P. N. & Joy, S.	Scaling Corporate Social Responsibility: Go broader or deeper?	<i>IIMK/CS/155/OB&HR/2022/02</i>	2022
Rajeev, P. N. & Joy, S.	VIDHYADHAN: Building Partnerships in Corporate Social Responsibility	<i>IIMK/CS/156/SM/2022/03</i>	2022

Sinha, A. S. & Rajeev, P. N. (2022) A Recipe for Empowerment, *IIMK/CS/160/SM/2022/05*

This case proposes a stage-based framework for entrepreneurship. It takes the special case of a women entrepreneur in the emerging economy of India and tries to understand what are the disadvantages they face in those contexts and what advantages could be generated from those contexts, in which they work. This case explores how these advantages and disadvantages change over the stages of growth of a woman entrepreneur’s venture. Understanding the fundamental elements of stages of entrepreneurship is important as at different stages ventures need different capabilities from entrepreneurs. This case allows one to understand different stages of venture life cycle, their needs at each of these stages and identifies what needs to be done at each of these stages. Since, we are dealing with women entrepreneurs in different stages of their entrepreneurial venture, it makes sense to take gender as a proxy/contributor to multiple characteristics that enable or restrain their entrepreneurial ventures at different stages. Also, the other context about the emerging economy of India adds to these characteristics. This case opens the avenues to be able to appreciate why institutional arrangements like incubators are essential to support budding women entrepreneurs and thereby, to deliberate upon how attitudes and mindsets can help prepare women for their entrepreneurial journey.

Rajeev, P. N., Mitra, S. & Joy, S. (2022) Do Community Based Organizations (CBOs) ensure equality for women and marginalized groups or maintain status quo? The case of Jalandhi, Kerala, *IIMK/CS/154/OB&HR/2022/01*

The case is anchored on the challenges in integrating and empowering women and marginalized sections in the management of community-based organizations. It offers opportunities to deliberates on how community-based organizations can ensure equality for marginalized groups through the lens of a woman President of a Sultanbathery-based Beneficiary Group (BG) of a Community Based Organization (CBO) managing a Jalandhi rural water scheme.

In 1998, the Kerala Rural Water Supply and Sanitation Agency (KRWSA) introduced a rural community-based water supply scheme christened Jalandhi with a coverage of over 300,000 households, benefiting a population of over 1.5 million in the 80 selected Gram Panchayats (GP). This was a significant step forward in a long process of devolution of responsibility for planning, implementing, and managing the water supply systems for the state’s citizens. However, better governance of water projects was the need of the hour as state-run water schemes were found to be insufficient and inefficient. One of the objectives of the community-based model was to ensure inclusiveness of all communities, particularly the economically weak and marginalized, socially backward, and women. After construction jointly by GP, the government, and the BG, the scheme is handed over to the BG for day-to-day management, maintenance, and sustainability. Critical decisions regarding this are taken by office bearers of the BG that have mandatory representation of women and weaker sections for inclusiveness. For example, in Sultanbathery, an all-women BG led by Kumari served the predominantly tribal community. Under Kumari’s leadership, the BG met most of the inclusiveness objectives, highlighting how it can be effectively done. After having served the BG since its inception in 2017, Kumari wanted to hand over charge to another elected member but could not find a volunteer as members seemed very reluctant to take over her responsibilities.

The case highlights the proactiveness of women and weaker section members required to sustain the same while revealing the institutional, structural, and skill deficiencies that can derail inclusive, empowered, and equitable distribution of an essential commodity like water at the beneficiary level in villages.

Rajeev, P. N. & Joy, S. (2022) Scaling Corporate Social Responsibility: Go broader or deeper?, IIMK/CS/155/OB&HR/2022/02

The case presents the conceptualization, implementation, and scaling dilemma of ‘Engage’ - a beneficiary-focused and employee-driven CSR initiative of CalpineTech. Jijo John, the owner of Calpine Group, started the after-school football coaching program to keep the boys from vulnerable backgrounds away from the damaging social influences of their local environment, inadequate parental supervision and guidance, and poverty, instead offering them opportunities for personal growth. Calpine co-opted other stakeholders who would help them earn the backing of the wider community, administration, and government in the trust-building process. They introduced a holistic personality development program based on football complemented by academic tutoring and nutritional supplementation. Having expanded the program to three schools within a 10-kilometer radius, Jijo had to decide on ways to scale up the social impact of Engage. Should Calpine replicate the Engage model in other schools in the district or other parts of Kerala? Or should they deepen the coverage of Engage by including girls and by developing alternative academic and personality development programs to address students’ unmet needs? The case prompts the reader to assess and choose among the two pathways for scaling impact, which would involve different sets of resources and implementation trajectories.

Rajeev, P. N. & Joy, S. (2022) VIDHYADHAN: Building Partnerships in Corporate Social Responsibility, IIMK/CS/156/SM/2022/03

This case study describes the genesis and growth of the Vidhyadhan scholarship program from the Sarojini Damodaran Foundation (SDF) - A Shibulal Family Philanthropic initiative. The scholarship’s vision was to provide the youth of India the access to opportunity. However, as the scholarship program grew, it needed additional support from external sponsors to become a movement of empowerment through education.

The case evidences how a personal initiative of offering financial assistance to a needy student grew into a full-fledged scholarship program. In the course of interviews, Kumari came across several students who were meritorious and needed assistance to study further. So she decided to take more than the set number, forcing Shibulal to organize the resources to support all of them. This was not an easy task as the scholarship had to be given for four years until the students graduated. This necessitated finding sponsors willing to invest in the long term.

Though it expanded its reach to many states with its replicable model, Vidhyadhan found it challenging in the state of Odisha, where the reach of newspapers was limited among the socio-economically backward. Moreover, getting the message of the scholarship and the process of application across to prospective candidates was a big hurdle.

The final challenge was finding partners to support an increasing number of students under the Vidhyadhan umbrella. Meera has to find a way to position the value proposition of Vidhyadhan, which is to make the scholarship a movement of empowerment through education. This aspiration could be achieved through partnerships with other companies and philanthropic individuals.

NON- REFEREED PUBLICATIONS / PRESENTATIONS				
AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Rajeev, P. N. & Joy, S.	Bringing People-focus to Corporate Innovation	<i>SheThePeople</i>	2021	Others
Pasricha, P.	The corporate social innovation conundrum: need for a paradigm shift	<i>Peoplematters</i>	2021	Others
Rajeev, P. N. & Joy, S.	Time to awaken corporate social consciousness?	<i>Daily Pioneer</i>	2021	Others
Rajeev, P. N. & Joy, S.	Work form home and its discontents	<i>The Times of India</i>	2021	Popular Press

Ray, P	Celebrating Four Days Work Week	<i>ET HR World</i>	2022	Popular Press
Pati, S. P.	Celebrating four-days work week	<i>ET HR World</i>	2022	Popular Press
Dhal, M. & Pati, S. P.	Labour Code: Striking the Chord of Reform	<i>ET HR World</i>	2022	Popular Press

WORKING PAPERS

AUTHOR(S)	TITLE	DETAILS	YEAR
Joy, S.	Client-centric modular architecture: Empirical investigation into the organizational design of a large Indian IT service vendor	<i>IIMK/WPS/471/OB&HR/2021/09</i>	2021
Joy, S.	Intra- and inter-organizational controls in outsourcing: Controlees' perspectives	<i>IIMK/WPS/470/OB&HR/2021/08</i>	2021
Nair, U. K., Kumar, D. S. & Purani, K.	Pre-Testing Servicescape Designs for Marketing Advantage	<i>IIMK/WPS/484/OB&HR/2021/11</i>	2021
Bhattacharya, S. & Rajeev, P. N.	Class-divide in the evolution of career schemas and occupational mandates in the institutionalization of imported occupations: The case of Stand-up Comedy in India	<i>IIMK/WPS/511/OB&HR/2022/05</i>	2022
Rajeev, P. N. & Joy, S.	Enhancing market access of women micro-entrepreneurs through online platforms: A study of women micro-entrepreneurs of Kudumbashree, Kerala	<i>IIMK/WPS/509/OB&HR/2022/03</i>	2022
Gupta, R. K.	Ethical leadership and Complexity of Innovative Work Behavior: The mediating moderating mechanism	<i>IIMK/WPS/502/OB&HR/2022/01</i>	2022
Verma, K.	Examining the Relationship Between Work Intrusions and Enacted Incivility: Developing a Conceptual Model	<i>IIMK/WPS/520/OB&HR/2022/10</i>	2022
Deepa, U. K. & Rajeev, P. N.	Impact of Life Design Counseling in Managing Mid-career Dilemmas of Professionals	<i>IIMK/WPS/508/OB&HR/2022/02</i>	2022
Verma, K.	Influence of Interpersonal and Informational Justice on Work Engagement	<i>IIMK/WPS/517/OB&HR/2022/07</i>	2022
Verma, K.	Investigating the Moderating Effects of Age in the Relationship Between Transformational Leadership and Turnover Intention	<i>IIMK/WPS/518/OB&HR/2022/08</i>	2022
Verma, K.	Investigation of the Effects of Servant Leadership Behaviors on Leader Well-being	<i>IIMK/WPS/519/OB&HR/2022/09</i>	2022
Rajeev, P. N. & Joy, S.	Labels and ideals: Decoding the implications of 'Impact' Investing for Indian Social Startups	<i>IIMK/WPS/510/OB&HR/2022/04</i>	2022

Joy, S. (2021) Client-centric modular architecture: Empirical investigation into the organizational design of a large Indian IT service vendor, *IIMK/WPS/471/OB&HR/2021/09*

Modularity is increasingly being discussed as the most relevant organization design principle for the current organizational landscape. Although an intuitively appealing concept, empirical literature that shows how modular organization designs actually look like in practice is scarce. In this paper, we address this gap. Based on an in-depth case study of an Indian IT services vendor, we provide a blueprint of its modular architecture. The study also

surfaces that the underlying design logic as client-centric modularity, and not product/service-centric modularity as the dominant literature would have predicted. The client-centric modular design enables the organization not only to minimize the task interdependence among organizational units, but also to reduce the impact of external environment on the overall organization by restricting client related complexities to single organizational units. Further, we discuss the implications for research and practice.

Joy, S. (2021) Intra- and inter-organizational controls in outsourcing: Controlees' perspectives, *IIMK/WPS/470/OB&HR/2021/08*

Control is central to effective IS development. In the past, when the projects were carried out within the organization, controls were primarily intra-organizational. With outsourcing, controls are both intra-organizational and inter-organizational, since the controlee (vendor project team) is controlled by controllers from their own (vendor managers) as well as external organizations (client managers). The current research on outsourced projects focuses only on the inter-organizational aspect of controls. We argue that when internal as well as external controllers with potentially conflicting goals try to implement controls to fulfil their own needs, it creates challenges for controlees. Based on a field study of teams that deliver IT services globally, this paper examines both intra- and inter-organizational controls operating in outsourcing contexts, and brings to light the specific challenges created by their simultaneous presence. In doing this, unlike the previous approaches that give prominence to the controllers' perspectives, this paper focuses on controlees' perspectives and resolution tactics they adopt. The results are summarized in an empirical model for intra- and inter-organizational controls in practice.

Nair, U. K., Kumar, D. S. & Purani, K. (2021) Pre-Testing Servicescape Designs for Marketing Advantage, *IIMK/WPS/484/OB&HR/2021/11*

Service delivery environments are often referred to as servicescapes. Well-designed servicescapes can be advantageous in differentiating one service entity from another, and lead to desired business outcomes. However, design of servicescapes is still dominantly a domain of designers and comprehensive tools that can incorporate user's or consumer's viewpoints are still much needed. From our empirical research rooted in concepts of Environmental Psychology, we developed a Servicescape Evaluation Pack - a Guide and a Toolkit – that can help simplify and organize pre-testing of servicescape designs for their visual aesthetic appeal for consumers.



Rajeev, P. N. (2022) Class-divide in the evolution of career schemas and occupational mandates in the institutionalization of imported occupations: The case of Stand-up Comedy in India, *IIMK/WPS/511/OB&HR/2022/05*

The key objective of this research is to understand how new careers emerge and develop in emerging markets when imported from advanced economies. The main aspect of consideration here is the importing of and local response to foreign occupational mandates (Fayard, Stigliani & Bechky, 2016; Nelsen & Barley, 1997), or what the occupation stands for, and career schemas (Nigam & Dokko, 2019), or what makes for good and fulfilling careers. The motivation behind this study is to understand how the flowering of new extra-organizational protean (self-managed, Greenhaus & Kossek, 2014) career opportunities (such as stand-up comedy, YouTuber, startup founder) for the youth today interacts with the social and moral fabric of India. Career schemas and ethos play a central role in the emergence and institutionalization of new occupations and professions (Fayard, Stigliani & Bechky, 2016; Nigam & Dokko, 2019). What a good and meaningful career consists of and what the occupation stands for, both guide career actions in nascent occupations. However, what is “good” in one cultural context may not be valued as worthy in another. With this in mind, our study’s key question concerns the moral consequences of foreign occupational mandates for the local emergence of an occupational field and community (Van Maanen & Barley, 1982) post occupational importation from advanced to emerging economies. Our study contributes to the sociology of work literature exploring the changing nature of work and occupations (Barley, Bechky & Milliken, 2017) in general, and to the interaction between occupational mandates and career schemas (Nigam & Dokko, 2019) in particular.

Rajeev, P. N. & Joy, S. (2022) Enhancing market access of women micro-entrepreneurs through online platforms: A study of women micro-entrepreneurs of Kudumbashree, Kerala, *IIMK/WPS/509/OB&HR/2022/03*

The unparalleled spread of COVID 19 into a global pandemic has wreaked havoc for industry and business. The consequent lockdown and social distancing norms imposed by governments to stall the virus spread have jeopardized several businesses that frequently interface with customers. Small businesses are more vulnerable to market contractions as they have a relatively lower level of competitiveness. Perhaps the most affected have been the microenterprises who sell their produce in local markets. Even though Kudumbashree microenterprises operate across the state and are well recognized as a state-level brand known for its quality and homeliness, expanding market reach has always been a challenge for women microentrepreneurs. The Mission decided to rescue several micro-enterprises from penury by introducing them to online marketing platforms. This study explores the challenges that women micro-entrepreneurs faced as they migrated to online platforms during the pandemic.

Gupta, R. K. (2022) Ethical leadership and Complexity of Innovative Work Behavior: The mediating moderating mechanism, *IIMK/WPS/502/OB&HR/2022/01*

A growing body of work suggests that individual innovative work behaviour (IWB) is beneficial and it generally includes an employee suggesting novel and useful ideas for improvements in the products, processes and procedures. However, the underlying leadership and psychological mechanisms that leads to IWB more often are still underdeveloped. This study aims to examine the linkage between ethical leadership and IWB. Moreover the mediating motivational role of personal engagement is tested. Furthermore, a boundary condition in task significance is examined. Findings of the data analysis supported the proposed hypotheses.

Verma, K. (2022) Examining the Relationship Between Work Intrusions and Enacted Incivility: Developing a Conceptual Model, *IIMK/WPS/520/OB&HR/2022/10*

Research on understanding the types and the antecedents and consequences of incivility has gained in the recent years. In this paper, we focus on one of the key predictors of enacted incivility – work intrusions. Post the COVID19 pandemic, work intrusions have been increasingly common due to the work-from-home arrangements. The online workplaces provide abundant opportunities for incivility, and thus, it is necessary to understand the social implications of remote working before continuing with work-from-home arrangements in the future. These intrusions play a crucial role in everyday work life of an individual. Unsurprisingly, research devoted to advancing understanding of the consequences of workplace intrusions has steadily proliferated. We explore the vast body of research available on workplace intrusions and enacted incivility to develop the conceptual model. The overall objective of this research is to understand why workplace intrusions result in the individual enacting incivility at work

Rajeev, P. N. (2022) Impact of Life Design Counseling in Managing Mid-career Dilemmas of Professionals, *IIMK/WPS/508/OB&HR/2022/02*

Mid-career professionals are increasingly encountering challenges in their career progression, from fewer promotion opportunities to the threat of being downsized, especially those unable to upgrade themselves risk redundancy. Incapability in chalking out a developmental roadmap and indecisiveness in addressing self-development cause deep dissonance among mid-career professionals, and the consequent dilemma on how to course-correct prompts them to seek professional counseling. While studies over several decades focused on vocational counselling for students and young adults, limited research exists on counseling mid-career professionals using the creative and highly individualized process of Life Design Counselling (LDC). This qualitative study describes the effectiveness of Life Design Counseling in helping six midcareer professionals stranded in roles that offered few prospects for growth find a successful career redirection. Thematic analysis explores their attitudes and beliefs on what a fulfilling career ought to be, their career-life experiences, perception of risk related to specific career options, and consequent unresolved mid-career dilemmas. The study found that counselling helped the professionals manage their emotions and arrive at practical and promising decisions. Results confirm the value of counseling that helped them reflect on their early childhood experiences and career history, facilitated a cognitive restructuring of their career beliefs, and explored options to modify dysfunctional behavior patterns. Further, the intervention helped reorient their thinking from problem-focused to solution-based, bringing about positive changes in their attitude and beliefs, helping them make critical career decisions capable of turning their career trajectory in a positive direction.

Verma, K. (2022) Influence of Interpersonal and Informational Justice on Work Engagement, *IIMK/WPS/517/OB&HR/2022/07*

We advance research on organizational justice, and demonstrate that both interpersonal justice and informational justice are positively associated with work engagement. Results of our moderated mediation model indicate that the indirect effects of interpersonal and informational justice on engagement via perceived organizational support are significant only at high levels of distributive justice. Even though organizational justice research has flourished for several decades, there is little research on the relationship between interpersonal and informational justice, and work engagement. This paper draws from social exchange theory and posits that both these forms of justice are positively linked with engagement, and perceived organizational support acts as the mediating factor. More importantly, distributive justice is a significant moderator of these relationships as results show that treating employees with respect (interpersonal justice), and providing explanations about procedures (informational justice),



can motivate employees to fully engage in their jobs, but only when organizations are seen to truly deliver fair pay and benefits i.e. distributive justice.

Verma, K. (2022) Investigating the Moderating Effects of Age in the Relationship Between Transformational Leadership and Turnover Intention, *IIMK/WPS/518/OB&HR/2022/08*

Past research has established that servant leadership has significant benefits for the followers. Much lesser attention has been given to how servant leadership behaviors influence the leaders themselves. In this experience-sampling study, we focus on the costs and benefits of daily servant leadership behaviors for the leaders. Drawing from self-determination theory, we investigate the boundary conditions of the relationship between servant leadership behaviors and leader well-being. A sample of 154 managers took part in a diary study with two measurement occasions per day over ten consecutive working days. We hypothesized and found that for leaders low in extraversion, servant leadership behaviors are associated with increases in vigor and subsequent work-to-family enrichment. In contrast, results indicated that when leaders perceive that there is a pressure to help the subordinates i.e. helping pressure, then servant leadership behaviors are related with increases in emotional exhaustion. Overall, our research provides insights on how servant leadership behaviors may be beneficial or detrimental for leader’s well-being.

Verma, K. (2022) Investigation of the Effects of Servant Leadership Behaviors on Leader Well-being, *IIMK/WPS/519/OB&HR/2022/09*

The COVID19 pandemic has radically altered the functioning of organizations who are attempting to follow the hybrid work model – a combination of online and in-person working days. With a large number of Gen-Z and millennials joining the workforce virtually, the way they integrate into their organizations will depend on their leaders and the leadership style adopted by them. Simultaneously, older generations have been adjusting to this new reality as well and need able leaders to guide them through it. This study aims to examine the effects of transformational leadership on employee turnover intention with work engagement and psychological capital as potential mediating mechanisms. The moderating factor is the age of the respondents as we examine the effects of transformational leadership for different ages. Questionnaires were sent to 105 respondents. Results indicate that older generations respond more positively to transformational leadership as compared to the younger generations.

Rajeev, P. N. & Joy, S. (2022) Labels and ideals: Decoding the implications of ‘Impact’ Investing for Indian Social Startups, *IIMK/WPS/510/OB&HR/2022/04*

Impact investments focusing on the dual objectives of financial and social returns (GIIN, 2013) are seen as an effective way of directing private capital for inclusionary businesses catering to the un(der) served societal segments and aiming at generating social impact. However, the entry of commercial players has raised questions about their intentions and practices in impact investing and its effect on social enterprises. This study enquires into the concerns mentioned above. Results of our exploratory qualitative study of 8 leading organizations that provide incubator, accelerator, and funding support to social startups suggest an increasing conceptual obfuscation of impact investing as various actors operate with various meanings and philosophies attached to ‘impact,’ and a wariness around the potential undesirable effects it may have on social entrepreneurship sector.

SESSION CHAIR/ TRACK CHAIR			
AUTHOR(S)	DETAILS	YEAR	CATEGORY
Pasricha, P.	OBHR session, 8th Pan IIM World Management Conference, 16-18 December	2021	Session Chair
Anand, P.	11th Conference on Excellence in Research and Education (CERE) 2021 with the theme ‘Management Metamorphosis: Living with the Pandemic’, IIM Indore	2021	Session Chair

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / AD HOC REVIEW

NAME	TITLE	DESIGNATION
Nair, U. K.	IIMB Management Review	Associate Editor
Nair, U. K.	Nonprofit Management & Leadership	Ad hoc Reviewer
Pasricha, P.	Creativity and Innovation Management	Member of the review board
Pasricha, P.	IEEE Engineering Management Review	Member of the review board
Anand, P.	International Journal of Human Resource Management	Ad hoc Reviewer
Pasricha, P.	Personnel Review	Ad hoc Reviewer
Pasricha, P.	Journal of Management Development	Ad hoc Reviewer
Pasricha, P.	Journal of Business Ethics	Ad hoc Reviewer

FACULTY - ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES



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Payal Anand



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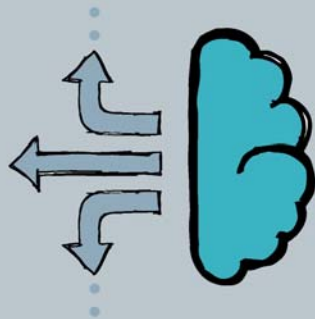
Simy Joy



Surya Prakash Pati



T. N. Krishnan



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
Nemanja Kosovalić & Sandip Barui	A Hard EM Algorithm for Prediction of The Cured Fraction in Survival Data	<i>Computational Statistics</i>	2021
Ahmed M. T. Abd El-Bar, Hassan S. Bakouch & Shovan Chowdhury	A New Trigonometric Distribution With Bounded Support and an Application	<i>Revista de la Unión Matemática Argentina</i>	2021
Shailly Chaurasia, Rupesh Kumar Pati, Sidhartha S. Padhi, Jennifer M. K. Jensen & Nagesh Gavirneni	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>	2021
M. S. Shalique, Sidhartha S. Padhi, Jayanth Jayaram & Rupesh Kumar Pati	Adoption of Symbolic Versus Substantive Sustainability Practices by Lower-Tier Suppliers: A Behavioural View	<i>International Journal of Production Research</i>	2021
Sidhartha S. Padhi	Alfa Pineapple: An entrepreneur's Dilemma	<i>Emerging Markets Case Studies</i>	2021
Peiyang He, Kunpeng Li & P. N. Ram Kumar	An Enhanced Branch-And-Price Algorithm for the Integrated Production and Transportation Scheduling Problem	<i>International Journal of Production Research</i>	2021
Shovan Chowdhury, Amarjit Kundu & Bidhan Modok	Bootstrap beta control chart for monitoring proportion data	<i>International Journal of Quality and Reliability Management</i>	2021

Praveen Puram & Anand Gurumurthy	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>	2021
Shovan Chowdhury, Amarjit Kundu & Surja Kanta Mishra	Comparisons of Order Statistics from Heterogeneous Poisson and Geometric Distributions	<i>Calcutta Statistical Association Bulletin</i>	2021
P N Ram Kumar	Development of a reliable and flexible supply chain network design model: A genetic algorithm based approach	<i>International Journal of Production Research</i>	2021
Ujjwal Nag, Satyendra Kumar Sharma & Sidhartha S Padhi	Evaluating Value Requirement for Industrial Product-Service System in Circular Economy for Wind Power-based Renewable Energy Firms	<i>Journal of Cleaner Production</i>	2022
Alan J. Maniamkot, P N Ram Kumar , Mohan Krishnamoorthy, Hamid Mokhtar & Sridharan Rajagopalan	Hybridized ant colony optimization for convoy movement problem	<i>Annals of Operations Research</i>	2020
Lijo John & Anand Gurumurthy	Impact based disaster classification: A prerequisite for planning and operations of humanitarian supply chain	<i>International Journal of Services and Operations Management</i>	2021
Debadyuti Das, Ashutosh Sarkar & Arindam Debroy	Impact of COVID-19 on changing consumer behaviour: Lessons from an emerging economy	<i>International Journal of Consumer Studies</i>	2022
Sumod S D, Prashant Premkumar, Krishnan Jeeshia & Shovan Chowdhury	Is there a Method to Madness? Predicting Success of Bollywood Movies	<i>The Journal of Prediction Markets</i>	2021
Heng Li, Sandip Barui , Sankha Mukherjee & Kinnor Chattopadhyay	Least Squares Twin Support Vector Machines to Classify End-Point Phosphorus Content in BOF Steelmaking	<i>Metals</i>	2022
Prashant Premkumar & P N Ram Kumar	Locomotive Assignment Problem: Integrating the Strategic, Tactical and Operational Level Aspects	<i>Annals of Operations Research</i>	2020
Shovan Chowdhury , Amarjit Kundu & Surja Kanta Mishra	On comparison of two parallel systems having Log–Lindley distributed components	<i>Communications in Statistics-Theory and Methods</i>	2021
Soumya Roy , Biswabrata Pradhan & Annesha Purakayastha	On inference and design under progressive type-I interval censoring scheme for inverse Gaussian lifetime model	<i>International Journal of Quality & Reliability Management</i>	2021
Amarjit Kundu, Shovan Chowdhury & Narayanaswamy Balakrishnan	Ordering properties of the smallest and largest lifetimes in Gompertz–Makeham model	<i>Communications in Statistics-Theory and Methods</i>	2021

Shovan Chowdhury, Amarjit Kundu & Surja Kanta Mishra	Ordering properties of the smallest order statistic from Weibull-G random variables	<i>Communications in Statistics -Theory and Methods</i>	2022
N. Balakrishnan, Sandip Barui & F. S. Milienos	Piecewise linear approximations of baseline under proportional hazards based COM-Poisson cure models	<i>Communications in Statistics -Simulation and Computation</i>	2022
Ankita M. Bhutada, William A. Broughton, Brenda L. Beverly, Dahye Choi, Sandip Barui & Kendra L. (Focht) Garand	Predictors of Patient-Reported Dysphagia and Reflux Symptoms in Obstructive Sleep Apnea	<i>Perspectives of the ASHA Special Interest Groups</i>	2021
Soumyatanu Mukherjee & Sidhartha S. Padhi	Sourcing Decision under Interconnected Risks: An Application of Mean-Variance Preferences Approach	<i>Annals of Operations Research</i>	2021
Abhishek Srivastava, Parimal Kumar & Arqum Mateen	Supplier development under cooperative and non-cooperative investment structures	<i>Benchmarking</i>	2021
Cristina Lupu, Sidhartha S. Padhi, Rupesh Kumar Pati & Oana Mihaela Stoleriu	Tourist choice of heritage sites in Romania: a conjoint choice model of site attributes and variety-seeking behavior	<i>Journal of Heritage Tourism</i>	2020
Sidhartha S Padhi & Soumyatanu Mukherjee	Optimal portfolio choices to split orders during supplydisruptions: An application of sport's principle forroutine sourcing	<i>Decision Sciences</i>	2021
Amol S Dhaigude, Rohit Kapoor, Narain Gupta, Sidhartha S Padhi	Linking supply chain integration to supply chain orientation and performance – a knowledge integration perspective from Indian manufacturing industries	<i>Journal of Knowledge Management</i>	2021

Kosovalić, N. & **Barui, S.** (2021) A Hard EM Algorithm for Prediction of the Cured Fraction in Survival Data, *Computational Statistics*, Volume 37, Pages 817–835

In clinical studies, survival analysis is a well known technique to analyze time to event data with the assumption that every subject in the study will encounter the event of interest. With recent advancements in the drug development industry, a fraction of subjects may not face the event and are considered as immune or cured. However, due to the finite study period, full knowledge of subjects who are immune is usually not known and hence, can be considered as missing. We develop a novel semi-parametric algorithm to address this problem by minimizing a suitable loss function, which incorporates the missing data and generates cure indicators for the censored individuals. We prove the existence of a global minimizer for the loss function and establish some asymptotic properties, demonstrate via numerical experiments that under appropriate circumstances, our approach performs better than simpler alternatives, and use this algorithm to estimate lifetime parameters and the overall survivor function.

Ahmed, M. T., El-Bar, A., Bakouch, H. S. & **Chowdhury, S.** (2021) A New Trigonometric Distribution With Bounded Support And An Application, *Revista de la Unión Matemática Argentina*, Volume 62, Issue 2, Pages 459–473

In this paper, we introduce a new bounded distribution by using trigonometric functions, named the cosine-sine distribution. A comprehensive study of its statistical properties is presented along with an application to a unit-interval data set, namely firms risk management cost-effectiveness data. The proposed distribution has increasing, bathtub and v hazard rate shapes. Further, we show that the distribution can be viewed as a truncated exponential sine distribution.

Chaurasia, S., Pati, R. K., Padhi, S. S., Jensen, J. M. K. & Gavirneni, N. (2021) Achieving the United Nations Sustainable Development Goals 2030 through the nutraceutical industry: A review of managerial research and the role of operations management, *Decision Sciences*, Pages 1–16

This article focuses on the current state of management literature about the emerging nutraceutical industry, examining its strengths and weaknesses and future research opportunities within the context of global goals to end hunger, such as United Nations Sustainable Development Goals. In this paper, we review one decade of nutraceutical management literature in the context of international antihunger agreements, detailing trends in the literature related to geographic and temporal diffusion, journals publishing in these topics, research methodologies applied, theoretical approaches discussed, and managerial research themes addressed (including sustainability issues). Nutraceuticals have been proposed by international public–private partnerships and food industry actors as having the potential to address malnutrition and undernourishment. The review reflects that research on nutraceutical business practices is still in its early stages. The study indicates that future research and policy-related studies should focus on resolving the operational challenges that underdeveloped and developing economies face in improving accessibility and affordability.

Shalique, M. S., Padhi, S. S., Jayaram, J. & Pati, R. K. (2021) Adoption Of Symbolic Versus Substantive Sustainability Practices By Lower-Tier Suppliers: A Behavioural View, *International Journal of Production Research*, Pages 1-28

Buying firms adopt various governance mechanisms to ensure sustainability compliance among upstream suppliers. While, certification is the most popular governance mechanism used worldwide, mounting evidence indicates that there is an incongruity in sustainability efforts between what is declared by supplier firms and their actual practices. Our empirical analysis of sustainable cocoa suppliers in Kerala (a state in South India) indicate that behavioural characteristics of suppliers, specifically their attitude towards risk and ambiguity can be used to assess suppliers’ tendency to adopt symbolic versus substantive sustainability postures. Risk aversion and ambiguity aversion were found to predict the sustainability posture of substantive (over symbolic) sustainability practices. Also, firm size and collaboration intensity played a significant role in supplier sustainability behaviour. The findings have important implications for academic research on sustainability, and policy implications for agencies charged with compliance with sustainability standards and guidelines. Finally, our study is beneficial for practicing managers who find it difficult to monitor sustainability compliance with respect to their supply base.

Padhi, S. S. (2021) Alfa Pineapple: An entrepreneur’s Dilemma, *Emerging Markets Case Studies*, Volume 12, Issue 1, Published online

Learning outcomes - The case depicts an opportunity for students to be exposed to the decision theory concept. The study aims to encourage them to use the data given in the case and exhibits to explore as follows: decision-making under uncertainty; decision-making under risk; compare and contrast uncertainty and risk; and evaluate the value of perfect information EVPI and understand its application in decision-making.

Case overview/synopsis - Vikas Teerth, a budding entrepreneur, wanted to venture out into the pineapple business. He had three land plots available, but he would like to take up a single plot after analyzing the possible returns factoring the volatile prices and other impending constraints. He wanted to use the decision-making approaches with the aid of probability to arrive at the best decision. This case helps the instructors to introduce the concept of decision-making under risk and under uncertainty which comes under the preview of decision theory. Students can use the data given in the case and exhibits to do the necessary calculations required and thereby get an insight into the process of calculated decision-making.

Complexity academic level - This case can teach decision theory in undergraduate-level and graduate-level courses in operations research, decision-making and industrial engineering. It can also be used to discuss issues and challenges faced in start-ups or SME entrepreneurship.

Peiyang He, Kunpeng Li & Kumar, P. N. R. (2021) An Enhanced Branch-And-Price Algorithm For The Integrated Production And Transportation Scheduling Problem, *International Journal of Production Research*, Volume 60, Issue 6, Pages 1874-1889

Industry 4.0 technologies, such as artificial intelligence, the internet of things and 3D printing are aiding the manufacturers by complementing their skilled workforce and transforming the way factories are run. This paper studies an integrated production and transportation scheduling problem in the context of the spare parts supply

chain by integrating 3D printing with JIT delivery systems. This work aims to find a synchronised production and distribution schedule that minimises the weighted sum of delivery times and transportation costs. Based on the characteristics of the problem, we propose a new set-covering formulation. An enhanced branch-and-price algorithm is designed to solve the problem instances to optimality. To expedite the column generation process, two acceleration strategies are also used. The computational results are in favour of the proposed algorithm and the acceleration strategies. Further, the results indicate that integrating the production and transportation scheduling decisions leads to an average savings of about 16.27% of the total costs.

Chowdhury, S., Kundu, A. & Modok, B. (2021) Bootstrap beta control chart for monitoring proportion data, *International Journal of Quality and Reliability Management*, Published online

Purpose - As an alternative to the standard p and np charts along with their various modifications, beta control charts are used in the literature for monitoring proportion data. These charts in general use average of proportions to set up the control limits assuming in-control parameters known. The purpose of the paper is to propose a control chart for detecting shift(s) in the percentiles of a beta distributed process monitoring scheme when in-control parameters are unknown. Such situations arise when specific percentile of proportion of conforming or non-conforming units is the quality parameter of interest.

Design/methodology/approach - Parametric bootstrap method is used to develop the control chart for monitoring percentiles of a beta distributed process when in-control parameters are unknown. Extensive Monte Carlo simulations are conducted for various combinations of percentiles, false-alarm rates and sample sizes to evaluate the in-control performance of the proposed bootstrap control charts in terms of average run lengths (ARL). The out-of-control behavior and performance of the proposed bootstrap percentile chart is thoroughly investigated for several choices of shifts in the parameters of beta distribution. The proposed chart is finally applied to two skewed data sets for illustration.

Findings - The simulated values of in-control ARL are found to be closer to the theoretical results implying that the proposed chart for percentiles performs well with both positively and negatively skewed data. Also, the out-of-control 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 speed of detection of shifts varies depending on the type of shift, the parameters and the percentile being considered. The proposed chart is found to be effective in comparison to the Shewhart-type chart and bootstrap-based unit gamma chart.

Originality/value - It is worthwhile to mention that the beta control charts proposed in the literature use average of proportion to set up the control limits. However, in practice, specific percentile of proportion of conforming or non-conforming items should be more useful as the quality parameter of interest than average. To the best of our knowledge, no research addresses beta control chart for percentiles of proportion in the literature. Moreover, the proposed control chart assumes in-control parameters to be unknown, and hence captures additional variability introduced into the monitoring scheme through parameter estimation. In this sense, the proposed chart is original and unique.

Puram, P. & Gurumurthy, A. (2021) Celebrating a decade of International Journal of Lean Six Sigma – a bibliometric analysis to uncover the “as is” and “to be” states, *International Journal of Lean Six Sigma*, Volume 12, Issue 6, Pages 1231-1259

Purpose - International Journal of Lean Six Sigma (IJLSS) has completed a decade. To celebrate the same, this study aims to review the articles published in IJLSS from its inception to the year 2020. The journal's trends and professional impact over the years are investigated and potential future research directions are proposed.

Design/methodology/approach - A bibliometric analysis comprising of citation, co-citation and keyword co-occurrence methods is used on all the articles published in IJLSS till the year 2020. Content analysis is further done to analyse the type of research, type of industry studied and the articles' target audience.

Findings - The journal has improved its reputation, productivity and impact over the years. Currently, studies published in IJLSS have been cited more than 5,000 times, with the most prominent themes being Six Sigma, Lean Six Sigma (LSS) and Lean in manufacturing and services. Researchers from India, the USA and the UK have contributed a significant number of publications. Most of the work published is case-based. There is a need for more empirical or survey-based research having high generalizability. Future studies should also focus on integrating LSS with emerging topics such as sustainability, Industry 4.0 and the like.

Research limitations/implications - The study provides evidence of the impact of IJLSS and highlights the trend in the domain of LSS. It can be of use for the editorial board members to identify potential areas to focus on in the future. Researchers can use it to further their research by working on the research gaps identified.

Originality/value - This paper is the first to trace the progress of IJLSS from its inception till the year 2020.

Chowdhury, S., Kundu, A. & Mishra, S. K. (2021) Comparisons of Order Statistics from Heterogeneous Poisson and Geometric Distributions, *Calcutta Statistical Association Bulletin*, Volume 73, Issue 2, Pages 94-105

In this article, 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.

Vishnu, C. R., Das, S. P., Sridharan, R., **Kumar, P. N. R.** & Narahari, N. S. (2021) Development of a reliable and flexible supply chain network design model: a genetic algorithm based approach, *International Journal of Production Research*, Volume 59, Issue 20, Pages 6185-6209

Enhancing the proactive strategic capabilities to withstand the most unfavourable circumstances is always appreciated as a long-term policy rather than incident-based responses. The present research is positioned on this fundamental notion of supply chain risk management with a particular focus on strategic capabilities like reliability and flexibility that often conflict with cost. Accordingly, the authors propose a multi-objective mathematical model for designing a four-echelon supply chain that optimises cost, reliability, and volume flexibility. Interestingly, this research is the maiden effort to optimise the supply chain with these trifold objectives and herein lies the novelty as well as the challenges. Consequently, a genetic algorithm based approach is utilised as the solution methodology. To demonstrate the effectiveness of the proposed method, the small problem instances and the four-echelon problems have also been validated through exact methods and simulated annealing algorithm, respectively. A case study on a footwear supply chain involving three echelons is also presented to showcase the industrial applicability and adaptability of the proposed model. A fuzzy TOPSIS method has been adopted in the case study to incorporate the expert opinion for assigning priorities to the objectives. Supply chain professionals can leverage this methodology to establish a risk resistant supply chain.

Nag, U., Sharma, S. K. & **Padhi, S. S.** (2022) Evaluating Value Requirement for Industrial Product-Service System in Circular Economy for Wind Power-based Renewable Energy Firms, *Journal of Cleaner Production*, Volume 340, Published online

In India, Wind farms have been operating with obsolete wind energy generator and are facing troubles due to the end-of-service life of the wind turbines and other components. Only two options are available to the wind farms under such a scenario-repowering or life extension. At present, life extension is the only plausible solution to aging wind turbine as repowering initiative has been very slow due to many reasons. Life extension of wind turbine generates circular value and includes reconditioning of parts, reuse of few components, and finally remanufacturing. To achieve circular value, wind turbine original equipment manufacturers (WT OEMs) need to redesign their products and services to meet customer expectations. Literature hasn't discussed value requirements in the design and development of the Industrial Product-Service System (IPSS) for the life cycle extension of product such as wind turbines. To address this gap, we proposed a research framework, which is composed of two stages – first deals with the elicitation of value requirement, and second describes the evaluation methodology to prioritize and rank the value requirement with Fuzzy AHP. Stage-I reveals that there are five customer value elements (Pre-sales Services, Product Reverse Flow, Refurbished Product Services, Installation and Site Services, Repair, Upgrade, and Debugging Services) catering to the circular services and two elements (Product differentiation and Benchmarking, Optimized Performance) catering to circular product. The analysis step in stage-II reveals that Repair, Upgrade, and Debugging (RUD) has got the highest priority and value requirement named as “Improved perceived performance” and “Smart monitoring” has got the highest weight under this category. This study contributes to the literature on product-service system, circular economy, and requirement engineering and puts forward theoretical and practical implications in the above area.

Maniamkot, A. J., **Kumar, P. N. R.**, Krishnamoorthy, M., Mokhtar, H. & Rajagopalan, S. (2020) Hybridized ant colony optimization for convoy movement problem, *Annals of Operations Research*, Published online

The convoy movement problem (CMP) is a routing and scheduling problem for military convoys across a network where encounters of vehicles in the network are restricted and the movements of vehicles must occur within given time windows. This problem finds applications in many real-world problems such as scheduling and routing freight

trains along a single line network, scheduling aircraft landings on runways, routing of automated guided vehicles in an FMS environment, handling baggage along a common automated conveyor belt system. The CMP is known to be hard computationally. Therefore, heuristic algorithms are the key to obtain quick and reliable solutions. This paper proposes a novel hybridised ant colony algorithm that combines a local search procedure with the ant colony optimisation to solve large and dense instances of the problem. We generate a new dataset which includes small to large instances with a wide range of arc densities to simulate real-world instances. We run a comprehensive computational experiment on our generated dataset to examine the efficiency of our approach. Our experiments show that our approach well handles large and dense instances with reasonably fine solutions. Furthermore, we show the importance of using a good seed solution for initialisation of the algorithm. We analyse the convergence of the algorithm for this seed solution and hybridising the ant colony algorithm with a local search procedure.

John, L. & **Gurumurthy, A.** (2021) Impact based disaster classification: A prerequisite for planning and operations of humanitarian supply chain, *International Journal of Services and Operations Management*, Volume 40, Issue 4, Pages 478-501.

The classification of disasters has far reaching consequences on policy making and developing preparedness plans in humanitarian supply chain (HSC). The policy makers try to understand and focus on a few major types of disasters that require their attention to appropriately utilise the scarce resources. This has led to the development of multiple classification schemes for disasters. However, the existing schemes are often subjective in nature and fail to capture a holistic impact of disaster on the lives of the affected people. This paper addresses this gap by proposing a composite impact indicator (CII) to measure the impact of the disaster and classify them based on the risk of impact. The proposed classification schema uses the data from emergency events database (EM-DAT) and classifies the natural disasters on a two-dimensional matrix based on CII and relative frequency of occurrence. This classification schema would assist policy makers - specifically the government agencies to suitably allocate resources among the stakeholders, specifically for high impact disasters during preparedness phase. Furthermore, it would also help in improving the coordination between the stakeholders during the preparedness phase of HSC and thereby play a significant role in improving the effectiveness of the activities during the relief and rehabilitation phases.

Das, D., **Sarkar, A.** & Debroy, A. (2022) Impact of COVID-19 on changing consumer behaviour: Lessons from an emerging economy, *International Journal of Consumer Studies*, Volume 46, Pages 692–715

The present study investigates the impact of COVID-19 on Consumers' changing way of life and buying behaviour based on their socio-economic backgrounds. A questionnaire survey was carried out to understand the impact of COVID-19 on consumers' affordability, lifestyle, and health awareness and how these effects influenced their buying behaviour. A total of 425 usable responses were analysed using the structural equation modelling considering Consumers' socio-economic background as exogenous variables and Consumers' changing way of life and Adaptation in consumers' buying behaviour as endogenous variables. The study reveals that COVID-19 has affected the consumers in the unorganised sectors more than others and induced an increase in the demand for affordable substitutes for daily necessities. The demand for wellness and entertainment products is found to depend upon the occupation and family earning status of consumers which is jointly mediated by affordability and lifestyle changes. Further, the findings show that the demand for health and hygiene products depends on the current employment status and family earning status of consumers which is jointly mediated by affordability and awareness towards health and hygiene. The model developed in the present study allows the decision-makers to identify which segments of the population with certain socio-economic backgrounds could be targeted for wellness products and which ones could be targeted for health and hygiene products. In addition, the model provides rich insights to the managers as to what kind of product substitution would be viable in the market during the pandemic.

Sumod, S. D., **Premkumar, P., Jeesha, K. & Chowdhury, S.** (2021) Is There a Method to Madness? Predicting Success of Bollywood Movies, *The Journal of Prediction Markets*, Volume 15, Issue 2, Pages 31-59

The objective of the study is to develop a parsimonious model to predict the box office success of a Bollywood movie before its release. A movie is considered successful if the revenue generated is greater than its budget, in other words, a Revenue to Budget Ratio (RBR) greater than 1. An original data set of 1698 Hindi movies released across a period of 13 years is used to identify the success factors of a movie in the Indian context. Predictive models are developed using traditional methodologies like multiple regression and logistic regression, as well as, contemporary approaches like regression trees and classification trees. The results highlight a unique mix of elements that a producer should consider to ensure the success of a movie in the highly competitive Indian movie market.

Li, H., **Barui, S.**, Mukherjee, S. & Chattopadhyay, K. (2022) Least Squares Twin Support Vector Machines to Classify End-Point Phosphorus Content in BOF Steelmaking, *MDPI - Metals*, Volume 12, Issue 2

End-point phosphorus content in steel in a basic oxygen furnace (BOF) acts as an indicator of the quality of manufactured steel. An undesirable amount of phosphorus is removed from the steel by the process of dephosphorization. The degree of phosphorus removal is captured numerically by the 'partition ratio', given by the ratio of % wt phosphorus in slag and % wt phosphorus in steel. Due to the presence of multitudes of process variables, often, it is challenging to predict the partition ratio based on operating conditions. Herein, a robust data-driven classification technique of least squares twin support vector machines (LSTSVM) is applied to classify the 'partition ratio' to two categories ('High' and 'Low') steels indicating a greater or lesser degree of phosphorus removal, respectively. LSTSVM is a simpler, more robust, and faster alternative to the twin support vector machines (TWSVM) with respect to non-parallel hyperplanes-based binary classifications. The relationship between the 'partition ratio' and the chemical composition of slag and tapping temperatures is studied based on approximately 16,000 heats from two BOF plants. In our case, a relatively higher model accuracy is achieved, and LSTSVM performed 1.5–167 times faster than other applied algorithms.

Premkumar, P. & Kumar, P. N. R. (2020) Locomotive Assignment Problem: Integrating The Strategic, Tactical And Operational Level Aspects, *Annals of Operations Research*, Published online

End-point phosphorus content in steel in a basic oxygen furnace (BOF) acts as an indicator of the quality of manufactured steel. An undesirable amount of phosphorus is removed from the steel by the process of dephosphorization. The degree of phosphorus removal is captured numerically by the 'partition ratio', given by the ratio of % wt phosphorus in slag and % wt phosphorus in steel. Due to the presence of multitudes of process variables, often, it is challenging to predict the partition ratio based on operating conditions. Herein, a robust data-driven classification technique of least squares twin support vector machines (LSTSVM) is applied to classify the 'partition ratio' to two categories ('High' and 'Low') steels indicating a greater or lesser degree of phosphorus removal, respectively. LSTSVM is a simpler, more robust, and faster alternative to the twin support vector machines (TWSVM) with respect to non-parallel hyperplanes-based binary classifications. The relationship between the 'partition ratio' and the chemical composition of slag and tapping temperatures is studied based on approximately 16,000 heats from two BOF plants. In our case, a relatively higher model accuracy is achieved, and LSTSVM performed 1.5–167 times faster than other applied algorithms.

Chowdhury, S., Kundu, A. & Mishra, S. K. (2021) On comparison of two parallel systems having Log–Lindley distributed components, *Communications in Statistics - Theory and Methods*, Pages - 1-87, Published online

In this article, we compare two parallel systems of heterogeneous-independent Log–Lindley distributed components using the concept of matrix majorization. The comparisons are carried out with respect to the usual stochastic ordering when each component receives a random shock. It is proved that for two parallel systems with a common shape parameter vector, the majorized matrix of the scale and shock parameters leads to better system reliability. Results related to the comparison of two parallel systems having heterogeneous -dependent Log–Lindley component are also presented in terms of usual stochastic ordering.

Roy, S., Pradhan, B. & Purakayastha, A. (2021) On inference and design under progressive type-I interval censoring scheme for inverse Gaussian lifetime model, *International Journal of Quality & Reliability Management*, Published online.

Purpose - This article considers Inverse Gaussian distribution as the basic lifetime model for the test units. The unknown model parameters are estimated using the method of moments, the method of maximum likelihood and Bayesian methods. As part of maximum likelihood analysis, this article employs an expectation-maximization algorithm to simplify numerical computation. Subsequently, Bayesian estimates are obtained using the Metropolis–Hastings algorithm. This article then presents the design of optimal censoring schemes using a design criterion that deals with the precision of a particular system lifetime quantile. The optimal censoring schemes are obtained after taking into account budget constraints.

Design/methodology/approach - This article first presents classical and Bayesian statistical inference for Progressive Type-I Interval censored data. Subsequently, this article considers the design of optimal Progressive Type-I Interval censoring schemes after incorporating budget constraints.

Findings - A real dataset is analyzed to demonstrate the methods developed in this article. The adequacy of the

lifetime model is ensured using a simulation-based goodness-of-fit test. Furthermore, the performance of various estimators is studied using a detailed simulation experiment. It is observed that the maximum likelihood estimator relatively outperforms the method of moment estimator. Furthermore, the posterior median fares better among Bayesian estimators even in the absence of any subjective information. Furthermore, it is observed that the budget constraints have real implications on the optimal design of censoring schemes.

Originality/value - The proposed methodology may be used for analyzing any Progressive Type-I Interval Censored data for any lifetime model. The methodology adopted to obtain the optimal censoring schemes may be particularly useful for reliability engineers in real-life applications.

Kundu, A., **Chowdhury, S.** & Balakrishnan, N. (2021) Ordering properties of the smallest and largest lifetimes in Gompertz–Makeham model, *Communications in Statistics-Theory and Methods*, Pages 1-30, Published Online

The Gompertz–Makeham (GM) distribution, which is used commonly to represent lifetimes based on laws of mortality, is one of the most popular choices for mortality modeling in the field of actuarial science. This paper investigates ordering properties of the smallest and largest lifetimes arising from two sets of heterogeneous groups of insurees following respective GM distributions. Some sufficient conditions are provided for comparing the smallest and largest lifetimes from two sets of dependent variables in the sense of usual stochastic ordering. Comparison results on the smallest lifetimes, in the sense of hazard rate ordering and ageing faster ordering, are established for two groups of heterogeneous independent lifetimes. Under a similar set-up, no reversed hazard rate ordering is shown to exist between the largest lifetimes with the use of a counter-example. Finally, sufficient conditions are presented for comparing two sets of independent heterogeneous lifetimes under random shocks by means of usual stochastic ordering. Such comparisons for the smallest lifetimes are also carried out in terms of hazard rate ordering.

Chowdhury, S., Kundu, A. & Mishra, S. K. (2022) Ordering properties of the smallest order statistic from Weibull-G random variables, *Communications in Statistics - Theory and Methods*, Pages 1-17, Published online

In this article we compare the minimums of two heterogeneous samples each following Weibull-G distribution under three scenarios. In the first scenario, the units of the samples are assumed to be independently distributed and the comparisons are carried out through vector majorization. The minimums of the samples are compared in the second scenario when the independent units of the samples also experience random shocks. The last scenario describes the comparison when the units have a dependent structure sharing Archimedean copula.

Balakrishnan, N., **Barui, S.** & Milienos, F. S. (2022) Piecewise linear approximations of baseline under proportional hazards based COM-Poisson cure models, *Communications in Statistics - Simulation and Computation*, Pages 1-26, Published online

Cure models are widely popular in modeling time-to-event data that are characterized by cure fraction owing to long-term survivors. Mixture cure models are perhaps the most studied cure models in the literature. In this article, however, we consider a competing risks scenario where the number of competing causes is modeled by flexible Conway-Maxwell (COM) Poisson distribution, and the lifetimes corresponding to the competing causes are assumed to be independently distributed following proportional hazards model. The baseline hazard function is modeled by a piecewise linear function, and hence, estimated non parametrically. Probability of obtaining zero competing causes is used to estimate the cure rate. Collectively, the resultant cure model is exceedingly general and flexible. The estimation of the parameters is carried out using maximum likelihood (ML) method by implementing the expectation-maximization (EM) algorithm, except for the dispersion parameter of the COM-Poisson distribution, which is estimated by the profile likelihood method. The performance of the model is tested under various settings of censoring rate, sample size and mean lifetime. Discrimination of models is performed and carried out with likelihood-based and information-based criteria. Performance of the proposed model is further illustrated using a real-world data on cutaneous melanoma.

Bhutada, A. M., Broughton, W. A., Beverly, B. L., Choi, D., **Barui, S.** & Garand, K. L. F. (2021) Predictors of Patient-Reported Dysphagia and Reflux Symptoms in Obstructive Sleep Apnea, *Perspectives of the ASHA Special Interest Groups*, Volume 7, Issue 1, Pages 149-155

Purpose - Despite the reported high prevalence of dysphagia and reflux, patients with obstructive sleep apnea (OSA) are not routinely screened for dysphagia or reflux during conventional OSA management. The purpose of this exploratory study was to (a) identify prevalences of dysphagia and reflux self-reported symptoms in patients

with OSA and (b) determine associations between dysphagia and reflux symptoms and demographic and clinical variables.

Method - A chart review was completed on 75 patients with treated OSA during routine medical management at a university-affiliated sleep center. All participants completed the 10-Item Eating Assessment Tool (EAT-10) and Reflux Symptom Index (RSI) questionnaires, which are patient-reported outcome measures (PROMs) of swallowing and reflux symptoms, respectively. Relevant demographic and clinical variables were extracted. A binary logistic regression was computed to examine the relationships between dysphagia and reflux PROMs and demographic and clinical variables.

Result - Sixty-three participants met eligibility criteria (Mage = 64 years). In addition, 14% (n = 9) and 11% (n = 7) of patients with OSA syndrome reported swallowing and reflux symptoms, respectively. Among the demographic and clinical variables investigated, there were no significant predictive factors for EAT-10 scores. Age and apnea-hypopnea index were significant predictive factors for RSI scores.

Conclusions - To our knowledge, this is the first preliminary study to investigate swallowing and reflux symptoms concurrently in OSA, as well as potential mitigating factors. Although our findings suggest a relatively low percentage of patients with OSA report dysphagia and reflux symptoms, the true prevalences of swallowing and reflux disorders may be higher based on previous evidence suggesting that pharyngeal afferent (sensory) dysfunction may cause patients to underestimate their symptoms.

Mukherjee, S. & **Padhi, S. S.** (2021) Sourcing Decision under Interconnected Risks: An Application of Mean-Variance Preferences Approach, *Annals of Operations Research*, Published online

Supply chains are customarily associated with multiple interconnected risks originated from supply side, demand side, or from the unanticipated background uncertainties faced by a firm. Also, effective functioning of supply chain hinges on sourcing decisions of inputs (raw materials). Therefore, there is a striking need to analyse the risk preference of the decision maker while going for optimal sourcing decision under varying degree of interconnected supply chain risks. This study addresses this issue by analysing the comparative static effects under interconnected supply chain risks for a risk averse decision-maker, manufacturing and selling products in a regulated market under perfect competition. The decision-maker faces not only supply-side risk (due to random input material prices) but also interconnected risks arising out of background risk (setup costs risk) and demand-side risk (output prices risk). With preferences defined over the mean and standard deviation of the uncertain final profit, this study illustrates the effects of the changes in the pairwise correlations between the three above mentioned risks on the optimum input choice of the manufacturer. To contextualise this study, an India-based generic drug manufacturer cum seller has been considered as a case in the parametric example of our model. Adaptation of the mean-variance framework helps obtaining all the results in terms of the relative trade-off between risk and return, with simple yet intuitive interpretations.

Srivastava, A., Kumar, P. & **Mateen, A.** (2021) Supplier development under cooperative and non-cooperative investment structures, *Benchmarking*, Volume 28, Issue 10, Pages 3137-3160

Purpose - This study analyzes supplier development investment decisions under a triadic setting (two buyers and a common supplier). In a triadic setting, the supplier development investment decision of one buyer can have a spillover effect of the benefits on other buyer. Therefore, it is utmost important for the investing buyer to understand the impact of benefit spillover on other competing buyers'. Therefore, one of the purposes of this study to analyze the supplier development investment decision of buyers under two scenarios. First, under cooperative development structure where both buyers jointly invest in supplier and share equal benefits. Second, non-cooperative investment structure where both buyers individually invest in supplier development and share unequal benefits.

Design/methodology/approach - In order to assess the impact of supplier development investment decisions on the profitability of buyers and the common supplier, the authors used game-theoretic approach. The authors design a Stackelberg leader-follower game where the supplier acts as Stackelberg leader and buyers follow the supplier's pricing decision to maximize their profit level. Additionally, both buyers decide either to cooperate or non-cooperate while investing in supplier development.

Findings - The results show that the cooperative investment is always an optimal strategy for buyers and supplier. Interestingly, the efficient buyer's share of investment level is lower under non-cooperative investment structure and he is better-off due to its capability of taking advantage from the other buyer's investment. However, the inefficient buyer, on the other hand, is worse-off under non-cooperative investment. Furthermore, comparative

analysis between the two shows that initially, the buyer who extracts more profit because of the other buyers' development investment tends to prefer the non-cooperative development investment set up. However, after a certain point, the same buyer is better-off under cooperative development investment through cooperation, and sharing equal benefit of the supplier's development, as the supplier in turn, starts charging a higher wholesale price under non-cooperative investment case.

Originality/value - To the best of authors' knowledge, extant literature on supplier development has mostly focused on. One supplier-one buyer; thus, the learning spillover effect has almost been unexplored. In real-life, different buyers often purchase from the shared supplier. Therefore, it is important to analyze the spillover of supplier development benefits due to investment of one buyer on other buyer and deriving the condition under which buyers would be incentivized to invest jointly or individually.

Cristina Lupu, **Sidhartha S. Padhi**, **Rupesh K. Pati** & Oana Mihaela Stoleriu (2020) Tourist choice of heritage sites in Romania: a conjoint choice model of site attributes and variety-seeking behaviour, *Journal of Heritage Tourism*, Volume 16, Issue 6, Pages 646-668

Romania owns a significant number of UNESCO listed heritage sites, but comparatively negligible tourist inflow. The information-seeking and the variety-seeking behavior of tourists among various types of heritage sites in Romania and associated peripheral attractions were explored from the TripAdvisor website and other resources. The travelers' choice of heritage sites was clustered using a modified K-mean clustering technique, resulting in five clusters based on certain attributes of heritage sites, influencing the tourist's choice of visit. Subsequently, a conjoint choice model is used to understand the role of heritage sites' location along with their attributes and peripheral attractions that influences the choice of tourists. This study proposes strategies to the policymakers and tour operators to enhance Romanian tourism potential. The findings suggest that trips with low travel time and cost encourage the tourist decision. Policymakers should also develop peripheral attractions in most of the UNESCO heritage sites, which are remotely located. In addition, peripheral locations should promote the local culture and products with enhanced quality so as to attract more international as well as national travelers. Potential strategies to enhance tourist visits to various types of heritage sites viz religious, historic, and parks, in Romania have also been proposed.

Padhi, S. S. & Mukherjee, S. (2021) Optimal portfolio choices to split orders during supply disruptions: An application of sport's principle for routine sourcing, *Decision Sciences*, Pages 1-20, Published online

Sourcing in the face of supply chain disruptions has been one of the most challenging tasks in supply chain management, particularly when such disruptions occur due to natural calamities, such as flood, fire, and earthquake, affecting both the primary and the backup suppliers. Invariably, such disruptions lead to reduced supply from the primary supplier, encouraging the supplier to place fresh orders with the backup suppliers. In order to mitigate the adverse effect of supply disruption, in this article we use the concepts underlying the well-known Duckworth-Lewis-Stern method, used in cricket, to revise the supply target of the primary supplier and to decide a target for the backup supplier. We simulated the supply disruption scenarios in an experimental setting by conducting a two-round questionnaire survey among 300 purchase managers. The means and variances of the participants' estimates of probabilities of meeting their revised targets within the scheduled time for various model-generated supply scenarios were used to find the participants' risk preferences. In the second-round survey, the participants, clustered in groups of 10, ranked their own risk preferences. These ranks were used to find the optimal portfolio choices. Finally, we validated the theoretical predictions for the risk options using two approaches—one, at the group level by estimating the within- and the between-group risk preferences of buyers, and, two, at the aggregate level, by considering all the participants, fitting quantile regression model to the experimental results, and estimating the risk preference structures for different quantiles of the relative risk-return trade-off distributions

Dhaigude, A. S., Kapoor, R., Gupta, N. & **Padhi S.S.** (2021) Linking supply chain integration to supply chain orientation and performance – a knowledge integration perspective from Indian manufacturing industries, *Journal of Knowledge Management*, Volume 25, Issue 9, Pages 2293-2315

Purpose - The purpose of this paper is to investigate the complex interrelationships among the key constructs, supply chain orientation (SCO), supply chain integration (SCI) and supply chain performance (SCP) in Indian manufacturing industries. These relationships have been studied using the relational view (RV) and the knowledge-based view (KBV) theoretical perspectives.

Design/methodology/approach - The conceptual model was derived from the existing body of knowledge in the

supply chain domain. The study is based on a sample size of 122 data collected via face-to-face meetings with the Indian manufacturers using well-established scales. The covariance-based structural equation modeling was used to test the proposed hypotheses.

Findings - In Indian manufacturing and supply chains, SCO has a positive relationship with SCI and SCP. Moreover, the direct impact of SCO on SCP diminishes when SCI is used as a mediating variable. This study also observes positive impact of: i) SCO on SCP, ii) SCI on SCP and iii) discovery of mediating role of SCI on SCP under the theoretical lenses of RV and KBV.

Research limitations/implications - Cross-sectional survey of manufacturing firms of one country (using one response per firm) calls for validation covering other parts of the world and demands a longitudinal survey. This research will trigger more scholarly, practice and policy debate among researchers studying Indian and emerging economies context.

Practical implications - The notion of a holistic view of the SC with a focus on improving the customer value can enhance strategic partnerships among the SC partners (i.e. SCI) and overall SCP. Firms should make efforts to include SCI in SC designs to successfully transform SCO into SCP.

Originality/value - The originality of the research lies in studying the complex interrelationships among key concepts of SC in a unique Indian manufacturing context. The Indian supply chains operate in a set of unique characteristics, which have been detailed out in this paper. This paper not only establishes the mediating role of SCI for overall SCP in emerging economies but also enhances the scholarly knowledge in the SC domain. Most studies report SCO as a single-order construct, measured by scales comprising of only few items. The second-order SCO measures in this study bring credibility to the findings. Additionally, it contributes to both academicians and practitioners alike in the context of an integrated SC in emerging economies.

FORTHCOMING REFEREED JOURNAL ARTICLES

AUTHOR(S)	TITLE	JOURNAL
Puram, P., Sony, M., Antony, J. & Gurumurthy, A.	A conceptual framework for a systemic understanding of barriers during lean implementation	<i>The TQM Journal</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>
Puram, P., Gurumurthy, A., Narmetta, M. & Mor, R.S.	Last-mile challenges in on-demand food delivery during COVID-19: Understanding the riders' perspective using a Grounded Theory approach	<i>International Journal of Logistics Management</i>

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Padhi, S. S.	Industry 4.0 Technologies for Business Excellence: Frameworks, Practices, and Applications	<i>CRC Press</i>	2021	Book Chapters
Padhi, S. S.	Production and operation management	<i>Syngen Learning</i>	2021	Books

CONFERENCE PAPERS, PRESENTED & FORTH COMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Sarkar, A.	A Review of Process Quality Models and Customer Satisfaction in the Context of Healthcare Services	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021

Roy, S.	Analysis of Progressive Type-i Interval Censored Data Sets Under Competing Log-normal Causes of Failure	<i>ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur, 27-30 December</i>	2021
Pati, R. K. & Padhi, S. S.	Are You Consuming Nutritious Foods? - Consumer Behavior Perspective for Functional Foods	<i>POMS India International Conference, Building Resilience in Supply Chains and Communities, SPJIMR Mumbai, 22-24 December</i>	2021
Roy, S.	Bayesian Analysis of Progressive Type-I Interval Censored Data Sets under Competing Log-location-scale Family of Causes of Failure	<i>SOM-2021, XXIV Annual International Conference of The Society of Operations Management, 12-15 November</i>	2021
Sarkar, A.	Beyond Bass: Recent Advances in Forecasting New Product Adoption and Product Life Cycles	<i>ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur, 27-30 December</i>	2021
Suresh, S. & Geetha, M.	Can Yoga Practice help in adoption in Minimalistic Lifestyle? - An overview	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Chowdhury, S.	Decision making on sampling plan for warranty based products	<i>XXIV Annual International Conference of The Society of Operations Management (SOM-2021)</i>	2021
Roy, S.	Determinants of health among older population in India: Insights from 71st National Sample Survey	<i>ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur, 27-30 December</i>	2021
Anaparthi, V. K. & Pati, R. K.	Do digital technologies lead to sustainability goals: A systematic literature review	<i>POMS India International Conference, Building Resilience in Supply Chains and Communities, CSPJIMR Mumbai, 22-24 December</i>	2021
Srivastav, D., Praveen, P., Sensarma, R. & Gurumurthy, A.	Does salary dispersion affect team performance in cricket? - The context of IPL	<i>31st Annual Conference of the Production and Operations Management Society (POMS), April 30-May 5</i>	2021
Padhi, S. S.	Globalizing Indian Thought: A perennial effort from great Indian thinkers	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Gurumurthy, A.	Humanitarian organisations and countries in need, a social network analysis	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Padhi, S. S.	Impact of Take-Back Regulation on Product Design	<i>Decision Sciences Institute 52nd Annual Conference, 17-20 November</i>	2021
Sarkar, A.	Inventory Inaccuracy and Retailer's Process Inefficiency: A Coordination Game	<i>XXIV Annual International Conference of The Society of Operations Management (SOM-2021)</i>	2021
Chaurasia, S., Pati, R. K. & Padhi, S. S.	Is Localization better than Globalization? Evidence from the Nutraceuticals for Indian Malnourished Children	<i>Decision Sciences Institute 52nd Annual Conference, 17-20 November</i>	2021

Padhi, S. S.	Managing anxiety at grass root : A proactive strategy to fight pandemic	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Chowdhury, S.	Monitoring Percentiles of Proportion Data for Truncated Beta Process	<i>IEEE International Conference on Industrial Engineering and Engineering Management, 13-16 December</i>	2021
Kumar P. N. R.	Multi-depot Multi-trip Vehicle Routing Problem with flexible time windows in a humanitarian crisis	<i>International Management Conference, IMC 2021, IIM Bodh Gaya, 23-24 April</i>	2021
Chowdhury, S.	On The Economic Design of Optimal Sampling Plan Under Accelerated Life Test Setting	<i>International Conference (Virtual Mode) On Emerging Trends In Statistics And Data Science In Conjunction With 40th Annual Convention Of Indian Society For Probability & Statistics (ISPS), 7-10 September</i>	2021
Kumar P. N. R.	Order Release Dates and Flexible Time Windows - Do they matter in Vehicle Routing Problems?	<i>POMS India International Conference Building Resilience in Supply Chains and Communities, SPJIMR Mumbai, 22-24 December</i>	2021
Geetha, M. & Suresh, S.	Plant-based meat: A sustainable way to future - An Overview	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Padhi, S. S.	Product Launch and Upgrade Decisions in the Presence of Take-back Legislation	<i>POMS India International Conference, Building Resilience in Supply Chains and Communities, SPJIMR Mumbai, 22-24 December</i>	2021
Roy, S.	Progressive Type-I Interval Censoring Schemes under Competing Weibull Causes of Failure	<i>POMS India International Conference, Building Resilience in Supply Chains and Communities, SPJIMR Mumbai, 22-24 December</i>	2021
Barui, S.	Semiparametric Methods For Survival Data With Measurement Error Under Additive Hazards Cure Rate Models	<i>International Conference on Advances in Interdisciplinary Statistics and Combinatorics (AISC), 8-10 October</i>	2021
Padhi, S. S.	Supply Chain Learning in the era of Disruptive Technologies	<i>POMS India International Conference, Building Resilience in Supply Chains and Communities, SPJIMR Mumbai, 22-24 December</i>	2021
Gurumurthy, A.	Sustainability in e-commerce: A triple bottom-line view	<i>31st Annual Conference of the Production and Operations Management Society (POMS), April 30 - May 5, 2021</i>	2021
Gurumurthy, A.	Sustainability In Healthcare Operations Management: A Systematic Literature Review	<i>31st Annual Conference of the Production and Operations Management Society (POMS), April 30 - May 5, 2021</i>	2021

Puram, P. & Pati, R. K.	Sustainability In Healthcare Operations: A Systematic Literature Review	<i>INFORMS 2021 Annual Meeting, Anaheim, CA, 24-27 October</i>	2021
Roy, S.	Sustainability Reporting in Emerging Economies: Using Topic Modelling for better understanding of Practices and Future Directions	<i>ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur, 27-30 December</i>	2021
Nath, A. G. & Pati, R. K.	Sustainable human resource management: A systematic literature review	<i>34th Annual Australian & New Zealand Academy of Management (ANZAM) Conference</i>	2021
Kumar P. N. R.	Task Assignment Problem in Airport Ground Handling Services - A Column Generation Approach	<i>POMS India International Conference, Building Resilience in Supply Chains and Communities, SPJIMR Mumbai, 22-24 December</i>	2021
Chowdhury, S.	Vector Majorization based Stochastic Comparison of Order Statistics for Gompertz–Makeham Random Variables	<i>Twenty-Eighth International Workshop on Matrices and Statistics (IWMS 2021)</i>	2021
Praveen, P., Srivastav, D. Roy, S. & Gurumurthy, A.	We will bowl first! - Understanding decision making and team performance in T20 cricket	<i>31st Annual Conference of the Production and Operations Management Society (POMS), April 30 - May 5, 2021</i>	2021
Kumar P. N. R.	Demystifying strategy execution: A comprehensive literature review	<i>International conference on Operations and Supply Chain Management, 22 January</i>	2022
Suresh, S.	Did Covid 19 Pandemic induce Minimalism ?	<i>The Future of Business in Digital Era:Data, Analytics and Narratives, 5-7 January</i>	2022
Suresh, S.	Impact of Covid-19 on consumer’s perception on Country’s Economic Performance	<i>Impact of Covid-19 on consumer’s perception on Country’s Economic Performance 23-24 December</i>	2022
Thangamani, G.	Monte Carlo Analytic Hierarchy Process for Prioritizing Technology Options	<i>19th AIMS & 4th Jaipuria International Conference on Management, 7-9 January</i>	2022
Thangamani, G.	Reliability and Availability Assessment of a Wind Turbine using Petri Net	<i>19th AIMS & 4th Jaipuria International Conference on Management, 7-9 January</i>	2022

CASE STUDIES/ PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Parsam, S. M., Dhaigude, A. S. & Padhi, S. S.	Jay Bharat Spices PVT. LTD: A Spicy Quandary	<i>Ivey Publishing</i>	2021
Roy, S.	The Indian Premier League: Gauging Player Performance	<i>Ivey Publishing</i>	2022
Roy, S.	Volkswagen Emission Scandal: The Stock in Smokes	<i>IIMK/CS/143/QM&OM/2022/01</i>	2022

Parsam, S. M., Dhaigude, A. S. & **Padhi, S. S.**(2021) Jay Bharat Spices PVT. LTD: A Spicy Quandary, *Ivey Publishing*

Jay Bharat Spices Pvt. Ltd., a company located in Cuttack, India, was involved in the manufacturing and distribution of spices across India under the brand name Bharat Masala. The company specialized in producing basic spices such as turmeric powder, cumin powder, and chili powder. The senior management team had recently noticed a rise in demand for the spice garam masala in the East India market and asked the company’s vice-president of East India operations to oversee the launch of this new product over the next six months. The vice-president was now struggling with multiple constraints related to the launch, including storage capacity in the warehouse and various financial constraints that were forcing him to look for a more economical and efficient solution.

Roy, S. (2022) The Indian Premier League: Gauging Player Performance, *Ivey Publishing*

In May 2019, a senior analyst and blogger for a market research firm decided to analyze the performance and pay of various top-rated cricket players in the Indian Premier League. Teams usually spent millions of dollars acquiring players through auctions, and on coaches and other key personnel, as well as promotional campaigns. The analyst had started following the player auctions, where bids on some players had run into millions of US dollars. He wanted to take a more objective and data-driven approach toward analyzing player rankings and how far players’ salaries reflected their performance, something that was often ignored by the pundits. The analyst wondered if these claims were at all valid and decided to use data visualization techniques to determine their validity.

Roy, S. (2022) Volkswagen Emission Scandal: The Stock in Smokes, *IIMK/CS/143/QM&OM/2022/01*

NON- REFEREED PUBLICATIONS / PRESENTATIONS				
AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Sarkar, A. & Sensarma, R.	The Success of Agriculture Sector Depends on Reforms by Stealth	<i>Swarajya</i>	2022	Others

WORKING PAPERS			
AUTHOR(S)	TITLE	DETAILS	YEAR
Barui, S.	A Stochastic Version of the EM Algorithm for Mixture Cure Rate Model with Exponentiated Weibull Family of Lifetimes	<i>arXiv:2107.09810.</i>	2021
Barui, S.	A Support Vector Machine Based Cure Rate Model For Interval Censored Data	<i>arXiv:2109.01098</i>	2021
Barui, S.	Destructive cure models with proportional hazards lifetimes and associated likelihood inference	<i>arXiv:2109.08661</i>	2021
Geetha, M. & Suresh, S.	An exploratory study on Alternate Protein	<i>IIMK/WPS/521/MM/2022/03</i>	2022
Narayan, S., Barui, S. & Suresh, S.	Glocal Regulatory Business Compliance on Data Protection Law: Comparative Analysis / Note on Global and Indian Law	<i>IIMK/WPS/485/HLA/2022/01</i>	2022
Suresh, S.	Understanding the shift consumer sentiments towards consumption during Covid -19	<i>IIMK/WPS/536/MM/2022/10</i>	2022

Barui, S. (2021) A Stochastic Version of the EM Algorithm for Mixture Cure Rate Model with Exponentiated Weibull Family of Lifetimes, *arXiv preprint arXiv:2107.09810*.

Handling missing values plays an important role in the analysis of survival data, especially, the ones marked by cure fraction. In this paper, we discuss the properties and implementation of stochastic approximations to the expectation-maximization (EM) algorithm to obtain maximum likelihood (ML) type estimates in situations where missing data arise naturally due to right censoring and a proportion of individuals are immune to the event of interest. A flexible family of three parameter exponentiated-Weibull (EW) distributions is assumed to characterize lifetimes of the non-immune individuals as it accommodates both monotone (increasing and decreasing) and non-monotone (unimodal and bathtub) hazard functions. To evaluate the performance of the SEM algorithm, an extensive simulation study is carried out under various parameter settings. Using likelihood ratio test we also carry out model discrimination within the EW family of distributions. Furthermore, we study the robustness of the SEM algorithm with respect to outliers and algorithm starting values. Few scenarios where stochastic EM (SEM) algorithm outperforms the well-studied EM algorithm are also examined in the given context. For further demonstration, a real survival data on cutaneous melanoma is analyzed using the proposed cure rate model with EW lifetime distribution and the proposed estimation technique. Through this data, we illustrate the applicability of the likelihood ratio test towards rejecting several well-known lifetime distributions that are nested within the wider class of EW distributions.

Barui, S. (2021) A Support Vector Machine Based Cure Rate Model For Interval Censored Data, *arXiv preprint arXiv:2109.01098*

The mixture cure rate model is the most commonly used cure rate model in the literature. In the context of mixture cure rate model, the standard approach to model the effect of covariates on the cured or uncured probability is to use a logistic function. This readily implies that the boundary classifying the cured and uncured subjects is linear. In this paper, we propose a new mixture cure rate model based on interval censored data that uses the support vector machine (SVM) to model the effect of covariates on the uncured or the cured probability (i.e., on the incidence part of the model). Our proposed model inherits the features of the SVM and provides flexibility to capture classification boundaries that are non-linear and more complex. Furthermore, the new model can be used to model the effect of covariates on the incidence part when the dimension of covariates is high. The latency part is modeled by a proportional hazards structure. We develop an estimation procedure based on the expectation maximization (EM) algorithm to estimate the cured/uncured probability and the latency model parameters. Our simulation study results show that the proposed model performs better in capturing complex classification boundaries when compared to the existing logistic regression based mixture cure rate model. We also show that our model's ability to capture complex classification boundaries improve the estimation results corresponding to the latency parameters. For illustrative purpose, we present our analysis by applying the proposed methodology to an interval censored data on smoking cessation.

Barui, S. (2021) Destructive cure models with proportional hazards lifetimes and associated likelihood inference, *arXiv preprint arXiv:2109.08661*

In survival analysis, cure models have gained much importance due to rapid advancements in medical sciences. More recently, a subset of cure models, called destructive cure models, have been studied extensively under competing risks scenario wherein initial competing risks undergo a destructive process, such as under a chemotherapy. In this article, we study destructive cure models by assuming a flexible weighted Poisson distribution (exponentially weighted Poisson, length biased Poisson and negative binomial distributions) for the initial number of competing causes and with lifetimes of the susceptible individuals following proportional hazards. The expectation-maximization (EM) algorithm and profile likelihood approach are made use of for estimating the model parameters. An extensive simulation study is carried out under various parameter settings to examine the properties of the models, and the accuracy and robustness of the proposed estimation technique. Effects of model misspecification on the parameter estimates are also discussed in detail. Finally, for the illustration of the proposed methodology, a real-life cutaneous melanoma data set is analyzed.

Geetha, M. & Suresh, S. (2022) An exploratory study on Alternate Protein, *IIMK/WPS/521/MM/2022/03*

Ever increasing population and corresponding food requirements of humans have put an undue strain on all existing food supply sources. Increasing demand of food products like meat require raising the supply of the same through unsustainable means. Rising awareness among the people, especially among the millennials and Gen-z, has led to search for protein substitute that can replace meat for their daily needs. This paper analyses the demand

for these protein substitute products. The study relies on the secondary resources of data to reveal the differential perception of these products by different segments of consumers. The analysis can contribute towards understanding strategies to induce adoption of these products in the market.

Narayan, S., Barui, S. & Suresh, S. (2022) Glocal Regulatory Business Compliance on Data Protection Law: Comparative Analysis / Note on Global and Indian Law, *IIMK/WPS/485/HLA/2022/01*

Data protection and privacy rights being the buzzword of this decade, has been of main concern of both international community, states, private actors, and individual subjects. The main objective of this study is to understand and comparatively analyse the data regulatory framework existing at the global and local levels in various countries. As with any regulatory policy, the data protection laws across the globe are evolving to accommodate the changing economic and technological scenario after its initial inception a few decades back. However, evolution and adoption have not been harmonized and uniform across different nations. In this context, the paper focuses on reviewing the data regulatory framework existing globally and analyses the current position of different countries in comparison with each other and existing global standards to understand the ease of doing business in this interconnected world. The main objectives also entail highlighting the data protection policies currently being implemented in India and comparing its position with the state-of-the-art regulatory practices (under GDPR) in the EU and other countries with significant global economic standings, and possibly suggest some regulatory refinements. For the study, we are focusing mainly on the existing safeguards and protection policies in place for personal information protection and how these frameworks have impacted the ease of business conduct

Suresh, S. (2022) Understanding the shift consumer sentiments towards consumption during Covid -19, *IIMK/WPS/536/MM/2022/10*

Covid 19 had been an unprecedented crisis that had impacted the economy at various levels. This period witnessed long durations of lockdown that led the economic slowdown and resulting rise in unemployment. Studies have shown that a shift in consumer attitudes and behaviour towards the (nature of) consumption. The current study uses the Consumer Pyramid Household Survey data to understand patterns of consumer sentiment during the pandemic period. The study employs the techniques of clustering to classify the patterns of consumer sentiments and profile the households to understand how their demographic and economic background influences their sentiments towards consumption.

SESSION CHAIR/ TRACK CHAIR			
AUTHOR(S)	DETAILS	YEAR	CATEGORY
Gurumurthy, A.	Public health and health care management, SP Jain POMS India International Conference, 24 Decemebr 2021	2021	Session Chair
Chowdhury, S.	International Conference on Emerging Trends in Statistics and Data Science in Conjunction with 40th Annual Convention of Indian Society for Probability & Statistics (ISPS), 7-10 September	2021	Session Chair

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / AD HOC REVIEW		
NAME	TITLE	DESIGNATION
Gurumurthy, A.	Journal of Manufacturing Technology Management, Emerald Publishing, UK	<i>Member of the Editorial Board</i>
Gurumurthy, A.	International Journal of Lean Six Sigma, Emerald Publishing, UK	<i>Member of the Editorial Board</i>
Gurumurthy, A.	Journal of Manufacturing Technology Management, Emerald Publishing, UK	<i>Ad hoc Reviewer</i>

Gurumurthy, A.	International Journal of Lean Six Sigma, Emerald Publishing, UK	<i>Ad hoc Reviewer</i>
Gurumurthy, A.	Journal of Strategic Marketing, Taylor and Francis, UK	<i>Ad hoc Reviewer</i>
Gurumurthy, A.	International Journal of Quality and Reliability Management, Emerald Publishing, UK	<i>Ad hoc Reviewer</i>
Gurumurthy, A.	International Journal of the Logistics Management, Emerald Publishing, UK	<i>Ad hoc Reviewer</i>
Gurumurthy, A.	International Journal of Educational Management, Emerald Publishing, UK	<i>Ad hoc Reviewer</i>
Gurumurthy, A.	Vikalpa: The Journal for Decision Makers, SAGE Publishers, USA	<i>Ad hoc Reviewer</i>
Gurumurthy, A.	Operations Management Research, Springer Nature, UK	<i>Ad hoc Reviewer</i>
Gurumurthy, A.	Journal of Cleaner Production, Elsevier, Netherlands	<i>Ad hoc Reviewer</i>
Gurumurthy, A.	8th Pan IIM World Management Conference, 16-18 December 2021, IIM Kozhikode	<i>Ad hoc Reviewer</i>
Chowdhury, S.	Statistics and Probability Letters, Journal of Statistical Computation and Simulation, REVSTAT, Quality and Reliability Engineering International, Computers and Industrial Engineering, Communications in Statistics-Theory and Methods.	<i>Ad hoc Reviewer</i>

FACULTY - QUANTITATIVE METHODS AND OPERATIONS MANAGEMENT



Anand G



Arqum Mateen



Ashutosh Sarkar



Raju C



Ram Kumar P.N.



Ramesh Krishnan



Rupesh Kumar Pati



Saji Gopinath



Sandip Barui



Saparya Suresh



Shovan Chowdhury



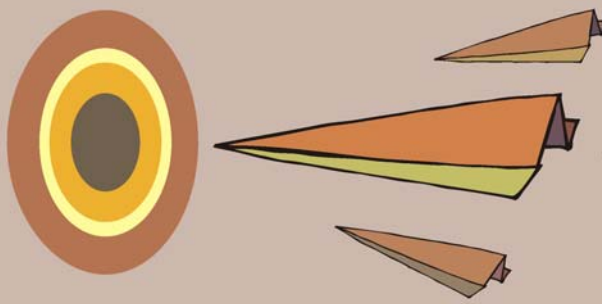
Sidhartha S Padhi



Soumya Roy



Thangamani G



STRATEGIC MANAGEMENT

Strategic Management area consists of eight 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
Rameshan P	Crisis Leadership of Covid-19 Fightback: Exploratory Anecdotal Evidence on Selected World Leaders	<i>IIM Kozhikode Society & Management Review</i>	2021
Atma Prakash Ojha & M.K. Nandakumar	Is shame-proneness the missing link between social norms, policymaking and productive entrepreneurship?	<i>Journal of Strategy and Management</i>	2021
Vidya Sukumara Panicker, Rajesh Srinivas Upadhyayula & Sumit Mitra	Lender Representatives on the Board of Directors and Internationalisation in firms: An institutionalised agency perspective	<i>Journal of Management and Governance</i>	2021
Vijay Pereira, M. K. Nandakumar , Sreevas Sahasranamam, Umesh Bamel, Ashish Malik & Yama Temouri	An Exploratory Study into Emerging Market Smes' Involvement in the Circular Economy: Evidence from India'S Indigenous Ayurveda Industry	<i>Journal of Business Research</i>	2022
Pratima Verma , Ajay Jha, Ankesh Mittal & Sung-Chi Hsu	The influence of personality traits on decision making process and destination choice for travel planning	<i>International Journal of Indian Culture and Business Management</i>	2022

Rameshan, P. (2021) Crisis Leadership of Covid-19 Fightback: Exploratory Anecdotal Evidence on Selected World Leaders, *IIM Kozhikode Society & Management Review*, Volume 10 Issue 2, Pages 136-159

This article evaluates the Covid-19 crisis response of top leaders of 20 selected countries from January to May 2020 using anecdotal evidence from media sources and insights from the available crisis management and leadership

literature. The main objective of the article is to examine whether the Covid-19 crisis experience and outcome of sample countries are related to their leaders' behaviour and actions. Based on leaders' orientation towards certain action motives and action and leadership styles, the article classifies the leaders' action and leadership styles. The article finds that the leaders with a 'missionary' action style displayed positive leadership styles and generally had the best Covid-19 outcomes, while those with a 'gamer' action style were associated with negative leadership styles and poorer outcomes, with those with 'political' and 'strategist' action styles falling in between. To validate the impact of evolving leader behaviour on Covid-19 outcomes, the article evaluates the average daily growth of Covid-19 cases in the subsequent (post-analysis) seven weeks and tests the mean differences between different style groups. The tests indicate a significant difference in the outcomes between different style groups except between 'gamers' and 'strategists'. The difference is more pronounced when the BRI[.]S countries (i.e., BRICS minus China) in various combinations are excluded from the test. A similar conclusion arises for the negatively and positively oriented leadership styles. Thus, while finding a relationship of leadership behaviour with Covid-19 outcomes, the article also provides a reason to suspect the role of socio-economic and institutional factors in clouding or confounding the leadership effect in view of the distinctive behaviour of OECD and the large emerging countries.

Ojha, A. P. & **Nandakumar, M. K.** (2021) Is shame-proneness the missing link between social norms, policymaking and productive entrepreneurship?, *Journal of Strategy and Management*, Volume 14, Issue 4, Pages 413-425

Purpose - The purpose of the paper is to establish the need to study the shame-proneness trait of entrepreneurs – what is it and why is it important to study.

Design/methodology/approach - In this conceptual paper, the authors argue that shame-proneness is an important understudied trait of entrepreneurs and put up a case for further research. The authors argue that shame-proneness moderates the effect of social acceptability on opportunity exploitation decisions. The authors also argue that productive entrepreneurship can be promoted and unproductive entrepreneurship can be prevented through policy intervention, and the level of intervention can be determined by knowing the shame-proneness level of entrepreneurs.

Findings - The key argument is the following: an entrepreneur is homo economicus and homo sociologicus, i.e. she is driven both by rational economic value consideration and by the prevalent social norms, which influence opportunity exploitation decisions. Since shame enforces compliance with social norms, it is vital to study entrepreneurs' shame-proneness to understand entrepreneurial founding across different regions. Knowing the level of shame-proneness of entrepreneurs in a given region would help the government devise effective interventions to promote productive entrepreneurship and deter unproductive or destructive entrepreneurship.

Originality/value - This paper is an original creation of the authors.

Panicker, V. S., **Upadhyayula, R. S. & Mitra, S.** (2021) Lender Representatives on the Board of Directors and Internationalisation in firms: An institutionalised agency perspective, *Journal of Management and Governance*, Published online

From an agency perspective, the Anglo-Saxon features of corporate governance are predominantly explored by various studies in extant literature. However, it has recently been established that diverse and unique institutional configurations exist in different economies across the world and hence, the attitude of different actors within a firm, as shaped by institutional logics, can vary. Our study applies the institutionalized agency perspective to understand how the behaviour of different actors, within firms in the Indian institutional context, are shaped, consequently determining their roles in the strategic decisions of firms. We examine the representation of lenders in the board of directors, which is a characteristic of corporate governance in India. Our sample for this study consists of 985 unique Indian firms and 5513 firm year observations across the 2006–2017 time-period. We find a negative association between the proportion of lender representatives on board of directors and internationalization of firms. In addition, we also find that family ownership positively moderates this relation, whereas foreign institutional investors and domestic banks and financial institutional investors moderate this relationship negatively. In this manner, we explore the impact of institutional environment on a very specific actor (lenders) and their representatives towards internationalization.

Pereira, V., **Nandakumar, M. K.**, Sahasranamam, S., Bamel, U., Malik, A. & Temouri, Y. (2022) An Exploratory Study Into Emerging Market Smes' Involvement In The Circular Economy: Evidence From India'S Indigenous Ayurveda Industry, *Journal of Business Research*, Volume 142, March 2022, Pages 188-199

This paper explores the extent to which SMEs can adapt and develop circular economy practices in an emerging market context. Since the evidence provided by the literature is mostly based on large firms operating in developed countries, our focus on India’s indigenous Ayurveda industry allows a much-needed and nuanced lens through which to view circular economy activities. We use a two-step research design involving a systematic bibliometric analysis as a first step in the highlighting of numerous themes emanating from the circular economy literature. Second, we complement these insights with two case studies based on SMEs in the Indian Ayurveda industry. Our findings reveal that SMEs engage and contribute to the circular economy. More specifically, we present unique insights into the reasons, drivers, and motivations for SME involvement in the circular economy, wherein we observe a blending of indigenous practices and modern technology. Our findings allow us to propose several important implications for theory and practice.

Verma, P., Jha, A., Mittal, A. & Hsu, S (2022) The influence of personality traits on decision making process and destination choice for travel planning, *International Journal of Indian Culture and Business Management*, Volume 1, Issue 1

The five-factor model has been applied to study and analyze the personality traits such as attitudes, perceptions and personal choices of individuals across multidisciplinary studies. This study examines the influence of personality features on the decision-making process and destination choice for travel planning. A questionnaire survey-based study was carried out based on 127 Indian respondents, and the collected data were analyzed using correlation and multiple regression analysis. The results of this study let out the five-factor model of personality has a great influence on the decisions-making process and destination selection of travel planning. Five of the ten hypotheses are significantly and positively linked to the decision-making process and destination choice, while rest five hypotheses are partially supported. The outcomes of this study are not limited. There are numerous travel personalities: Venturers, Pioneers, Voyagers, Journeymen, Sightseers, and Traditional.

FORTHCOMING REFEREED JOURNAL ARTICLES		
AUTHOR(S)	TITLE	JOURNAL
Verma, P.	Fear of COVID-19 Outbreak, Stress and Anxiety among working employees: A Multi-Service Sector Study	<i>International Journal of Industrial and System Engineering</i>
Sinha, A. S.	Influence of National Institutions on Entrepreneurship: The Case of Women Entrepreneurship	<i>International Review of Entrepreneurship</i>
Upadhyayula, R. S.	Internationalization of Hybrid State-Owned Enterprises from Emerging Markets: Institutional Investors as Enablers	<i>Journal of Business Research</i>

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING				
AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Kerai, A.	Case Studies on Perspectives on Entrepreneurship and Sustainability	<i>Bloomsbury</i>	2021	Book Chapters
Mitra, S.	Leveraging the Power of Sharing: The Case of a Social Enterprise at the Base of the Pyramid	<i>Springer Singapore</i>	2021	Book Chapters
Balasubrahmanyam, S.	Sustainable Competitive Advantage: Drona’s Metaphor	<i>SAGE Publications India</i>	2022	Book Chapters

Venkataraman, S.	Swadeshi Mills Limited: Kickstarting Sustainability	<i>A Casebook of Strategic Corporate Social Responsibility, Springer, Pages 143-153</i>	2022	Book Chapters
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CONFERENCE PAPERS, PRESENTED & FORTH COMING				
AUTHOR(S)	TITLE	DETAILS	YEAR	
Kerai, A.	CEO Attributes and Family firm internationalization: The moderating effect of business group affiliation and competitive intensity	<i>Family Enterprise Research Conference, FERC-2021 24-27 May</i>	2021	
Venkataraman, S.	Corporate India's Financial Risk Appetite: A Juxtaposition with Ancient Indian Perspectives on Debt	<i>2nd International Conference on Globalizing Indian Thought, GIT2021, 16-18 December</i>	2021	
Venkataraman, S.	Corporate social response through the pandemic : Is it moving the needle of CSR evolution?	<i>16th Corporate Social Responsibility Research Conference, 12-13 October</i>	2021	
Venkataraman, S.	Do Firms' Social Practices Reveal Strategic Intent?	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021	
Nandakumar, M. K.	Effectual Mode of Action and Dynamic Capabilities of a Firm	<i>35th BAM2021 Conference - British Academy of Management, 31 August - 3 September</i>	2021	
Mitra, S.	Environment, Social and Governance Goals in Unprecedented Times: A Case of Nature's Friend, Socio-Environment Enterprise	<i>AIMA-ICRC Case Writing Competition and Conference 30-31 March</i>	2021	
George, N.	Follow your rival? The case of firm resource investments in an emerging economy	<i>Annual Competitive Dynamics Conference, Helsinki 31 May - 2 March</i>	2021	
Venkataraman, S.	Gender Diversity Performance in Global Mining Companies: An Exploration	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021	
Upadhyayula, R. S.	Geographic Cluster or Global Linkages? What Accelerate Emerging Market Firms Foreign Entry Speed	<i>AIB 2021 Online Conference 28 June - 2 July</i>	2021	
Sinha, A. S.	Glass-ceiling and the appointment of Women in the Board of Directors: A literature review and research agendas	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021	
Kerai, A.	Heads You Win, Tails I Lose: When Family Firms Share Power with Non-Family Managers of the TMT	<i>Family Enterprise Research Conference, FERC-2021. 24-27 May</i>	2021	
Balasubrahmanyam, S.	History-Mythology Divide: India for All	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021	
Mitra, S.	Leveraging SDGs to increase global competitiveness in the motor vehicle industry	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021	

Balasubrahmanyam, S.	Multi-faceted Human Memory: A Quest for Spirituality	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Venkataraman, S.	National Culture Values and Orientations to Corporate Sustainability	<i>10th Business & Society Research Seminar, 20-21 June</i>	2021
George, N.	New strategic alliances in the new normal: Searching for new theories	<i>Strategic Management Society Annual Conference, Toronto, 18-21 September</i>	2021
George, N.	Ordinary capabilities and firm performance: The role of capital market development.	<i>Academy of Management Annual Conference, Vancouver 29 July - 4 August</i>	2021
Kerai, A.	Power Asymmetry in Top Management team and family firm internationalization	<i>Academy of International, Business 2021, 25-27 June</i>	2021
Mitra, S.	Resilience - A Higher Order Skill born out of Humanity's tryst with COVID-19	<i>4th International Conference on Challenges in Emerging Economies: Business Agility and Adaptability in the VUCA Environment, 4 December</i>	2021
George, N. & Kerai, A.	Revisiting the drivers of Corporate diversification: The role of digital capabilities	<i>ISDSI-Global Conference 2021 Leading Business in a Fluid world -IIM Nagpur, 27-30 December</i>	2021
Balasubrahmanyam, S.	Science to Meta-science: India's Diverse Knowledge Systems	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Upadhyayula, R. S.	Timing and Speed of Small and Young Firm's Internationalization: A Critical Review and Future Research Agenda	<i>AIB 2021 Online Conference, 28 June - 2 July</i>	2021
Nandakumar, M. K.	Using Organizational Ambidexterity To Bounce Back	<i>British Academy of Management Conference, 28 June - 2 July</i>	2021
Nandakumar, M. K.	A Conceptual Model of Euphoric and Eudaimonic Employee Well-Being: Exploring Dual Aspects of Employee Well-Being to Buffer Challenges in A COVID Induced Work-From-Home	<i>7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January</i>	2022
Sinha, A. S.	Conflicts in a Social Enterprise : A Theoretical Kaleidoscope	<i>7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January</i>	2022
Mitra, S.	Role of Technology in Solid Waste Management: Social Enterprise in a Pandemic	<i>South Asia Conference on Uncertainty, Social Entrepreneurship and Role of Technology (online), Centre for Social Enterprise, TISS, Mumbai, 27-29 January</i>	2022
Subramanian, S.	Socioemotional wealth in Indian Family Business Group- Tata Saga	<i>15th International Conference on Business and Finance, conducted by ICFAI Business School, Hyderabad, 27-29 January</i>	2022

Kerai, A.	Tax Aggressiveness of Foreign Multinationals During Institutional Transition	<i>19th AIMS & 4th Jaipuria International Conference on Management, 7-9 January</i>	2022
Sinha, A. S.	Unraveling the Glass Ceiling Phenomenon Using Critical Hermeneutics	<i>7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January</i>	2022
Yadav, S. & Upadhyayula, R. S.	Pro-market Reform and First Cross-Border Acquisition Speed of emerging Market Firms: Exploring Intergroup and Intragroup Heterogeneity	<i>AIB-2022, Virtual Conference, FIU, USA, 6-9 July</i>	2022

CASE STUDIES/ PUBLISHED & FORTHCOMING			
AUTHOR(S)	TITLE	DETAILS	YEAR
Mitra, S.	India Post: Is it a candidate for privatization?	<i>The Case Centre, UK</i>	2021
Sinha, A. S. & Rajeev, P. N.	A Recipe for Empowerment	<i>IIMK/CS/160/SM/2022/05</i>	2022
Subramanian, S.	Corporate Governance issues Sun Pharmaceutical Industries Ltd	<i>IIMK/CS/142/SM/2022/01</i>	2022
Rajeev, P. N., Mitra, S. & Joy, S.	Do Community Based Organizations (CBOs) ensure equality for women and marginalized groups or maintain status quo? The case of Jalanidhi, Kerala	<i>IIMK/CS/154/OB&HR/2022/01</i>	2022
Dhayanithy, D.	Entrepreneur Voice - keeping cool in the desert. In conversation with Arya Nishant	<i>IIMK/CS/149/SM/2022/02</i>	2022
Dhayanithy, D.	Keeping cool in the desert - embarking on an entrepreneurial journey	<i>IIMK/CS/147/SM/2022/01</i>	2022
Dhayanithy, D.	Pedagogical Innovation - the case of Simultaneous Tournaments	<i>IIMK/CS/165/SM/2022/05</i>	2022
Subramanian, S.	Splitting the century old TVS Group- The Family Arrangement	<i>IIMK/CS/157/SM/2022/04</i>	2022
Dhayanithy, D.	Stump Talk	<i>IIMK/CS/166/SM/2022/06</i>	2022
Dhayanithy, D.	Techniche - Infancy	<i>IIMK/CS/152/SM/2022/03</i>	2022

Mitra, S. (2021) India Post: Is it a candidate for privatization?, *The Case Centre*

India Post (IP) is trying to transform itself from a government department in the Old Economy to be a successful government department in the New Economy. With increasing private sector competition due to the economy opening up, shift of business online and USO obligations, IP is in need to rediscover itself. For this it needs to revisit its business model, reduce its costs including employee cost and leverage technology to redistribute its portfolio of businesses from brick and mortar to more of click and mortar. The primary concern of the government is in arresting ballooning losses by turning around IP even as it continues to maintain its services to the remote rural areas in India as in the urban areas.

Sinha, A. S. & Rajeev, P. N. (2022) A Recipe for Empowerment, *IIMK/CS/160/SM/2022/05*

Subramanian, S. (2022) Corporate Governance issues Sun Pharmaceutical Industries Ltd, *IIMK/CS/142/SM/2022/01*

This case discusses the corporate governance issues in Sun Pharmaceuticals Industries Ltd, controlled by Mr. Dilip Shanghvi. Established by in 1983, Sun Pharma became India's largest pharmaceutical firm after the acquisition of Ranbaxy Laboratories in 2014. The company, listed in the Indian stock market, faced a series of governance problems in late-2018, raised by whistleblowers and institutional investors. The most of issues were related-party transactions involving Sun Pharma and other firms controlled by the Shanghvi family. There were also questions about inadequate disclosures regarding the role of promoter family members on the board of Sun Pharma. As the red flags were raised by the whistle-blowers and investors, the board members of Sun Pharma remained silent and allowed the family members to deal with the issue. The case provides an opportunity for students to discuss corporate governance issues in the listed family-controlled firms.

Rajeev, P. N., Mitra, S. & Joy, S. (2022) Do Community Based Organizations (CBOs) ensure equality for women and marginalized groups or maintain status quo? The case of Jananidhi, Kerala, *IIMK/CS/154/OB&HR/2022/01*

The case is anchored on the challenges in integrating and empowering women and marginalized sections in the management of community-based organizations. It offers opportunities to deliberate on how community-based organizations can ensure equality for marginalized groups through the lens of a woman President of a Sultanbathery-based Beneficiary Group (BG) of a Community Based Organization (CBO) managing a Jananidhi rural water scheme.

In 1998, the Kerala Rural Water Supply and Sanitation Agency (KRWSA) introduced a rural community-based water supply scheme christened Jananidhi with a coverage of over 300,000 households, benefiting a population of over 1.5 million in the 80 selected Gram Panchayats (GP). This was a significant step forward in a long process of devolution of responsibility for planning, implementing, and managing the water supply systems for the state's citizens. However, better governance of water projects was the need of the hour as state-run water schemes were found to be insufficient and inefficient. One of the objectives of the community-based model was to ensure inclusiveness of all communities, particularly the economically weak and marginalized, socially backward, and women. After construction jointly by GP, the government, and the BG, the scheme is handed over to the BG for day-to-day management, maintenance, and sustainability. Critical decisions regarding this are taken by office bearers of the BG that have mandatory representation of women and weaker sections for inclusiveness. For example, in Sultanbathery, an all-women BG led by Kumari served the predominantly tribal community. Under Kumari's leadership, the BG met most of the inclusiveness objectives, highlighting how it can be effectively done. After having served the BG since its inception in 2017, Kumari wanted to hand over charge to another elected member but could not find a volunteer as members seemed very reluctant to take over her responsibilities.

The case highlights the proactiveness of women and weaker section members required to sustain the same while revealing the institutional, structural, and skill deficiencies that can derail inclusive,

Dhayanithy, D. (2022) Entrepreneur Voice - keeping cool in the desert. In conversation with Arya Nishant, *IIMK/CS/149/SM/2022/02*

The first volume of Entrepreneur Voice (EV), a video case series, attempts to capture the voice of the entrepreneur, Arya Nishant, in reflecting on and narrating her journey and experiences. It is something that students of diverse business programs can learn from. In 'Keeping Cool in the Desert', the protagonist, Arya Nishant, recollects her experiences immediately leading up to launching Techniche as a woman expatriate entrepreneur operating in Dubai. Like many high achievers, her focus on success covers the professional as well as personal realms. It is recommended that the video case be employed in class along with related cases which are 'Keeping cool in the desert – embarking on an entrepreneurial journey' and 'Techniche – Infancy'.

Dhayanithy, D. (2022) Keeping cool in the desert - embarking on an entrepreneurial journey, *IIMK/CS/147/SM/2022/01*

'Pilot in the plane' orientation of a woman engineer expatriate in Dubai is described. A learning driven entrepreneur employed 'affordable loss' thinking in launching a new business, for a product whose need she was convinced of even though a well-defined market for it doesn't exist in 2014. The case can be used to start discussion of effectuation

theory in MBA, Executive MBA, training programs as well as for undergraduate business and entrepreneurship audience. In addition, the case can be employed for discussions on business-to-business market development for a given product or category

Dhayanithy, D. (2022) Pedagogical Innovation - the case of Simultaneous Tournaments, *IIMK/CS/165/SM/2022/05*

This case introduces and describes a simultaneous design of poker tournaments offered to an MBA elective class with an objective to address two pain points in the use of tournaments in an MBA elective that is built around decision-making. The pain points faced by students was the time they would have to budget for participating and competing in these weekly tournaments. Instructor pain point was to present students with challenging week-on-week switches of the competitive environment to go along with the evolution of pace and challenges inherent in a poker tournament. Instructors may progress from more aggregate analysis to individual student level models and analysis to ascertain if and how this tournament design addresses the needs of both student and instructor stakeholders

Subramanian, S. (2022) Splitting the century old TVS Group- The Family Arrangement, *IIMK/CS/157/SM/2022/04*

TVS group is one of India's oldest and prominent family business group with more than 110 years of history. The group consisting of around 50 companies is being run by the third and fourth generation members of the family. In late 2020, the group announced that the various streams of the family are formally splitting the group businesses. By early 2022, the split was legally complete, and the different streams of TVS family started running their businesses as separate groups. This case describes the path taken by TVS group since its beginning and the events leading to the formal and amicable split. It explains framework adopted by the group for the split, in detail. This case highlights the governance issues in the group companies, following the split and the potential future conflicts between various streams of the family.

Dhayanithy, D. (2022) Stump Talk, *IIMK/CS/166/SM/2022/06*

Stump Talk chronicles the events that happened in the deciding Test match of the South Africa – India three test series in January 2022. Given the popularity to cricket in the Commonwealth and the popularity of another bat and ball sport, baseball, in many countries; this case is apt for use in a wide variety of classroom settings to impress the 'here and now' of ethical decision challenges. Most importantly, ethical challenges do not appear in a neatly packaged, functional manner. Rather, these challenges appear suddenly and individual and team emotions, pressures and aspirations may all be bundled with it. It sets up a platform for the discussion of various behavioral ethics concepts, including (1) Ann Sket's model and practise of ethical leadership, (2) Carroll's concept of corporate social responsibility, (3) concept and definition of 'stakeholder' and why they matter, (4) ethical decision-making stages (Rest) and Cognitive Moral Development (Kohlberg), (5) individual and situational factors in ethical challenges

'Stump Talk' may be employed for sessions between 120 and 180 mins long for student audiences that include MBA, PhD as well as undergraduates in management.

Dhayanithy, D. (2022) Techniche – Infancy, *IIMK/CS/152/SM/2022/03*

This case can be employed in bachelor's, MBA, Executive MBA classes in entrepreneurship and marketing. It can be used to discuss concepts of effectuation theory that help understand the principles of effectuation theory – bird in hand, lemonade, crazy quilt and affordable loss. The case can also be useful to understand how an entrepreneur goes about developing a market and expanding products on the basis of the three questions – who am I? what do I know? Who do I know? It can be used to deliberate effectuation principles – bird in hand, lemonade, crazy quilt and affordable loss.



WORKING PAPERS			
AUTHOR(S)	TITLE	DETAILS	YEAR
Basu, M. & Upadhyayula, R. S.	A Literature Review of INV and Born Global	<i>IIMK/WPS/504/SM/2022/05</i>	2022
Basu, M., Upadhyayula, R. S. & Panicker, V. S.	Exploiting Diverse Business Models in Social Enterprises	<i>IIMK/WPS/505/SM/2022/06</i>	2022
Mitra, S.	Healthcare Challenges during pandemic-Role of Telemedicine	<i>IIMK/WPS/539/SM/2022/10</i>	2022
Ali, S.	Influence of Technological & Other Environmental Factors on Organizational Strategy	<i>IIMK/WPS/527/SM/2022/08</i>	2022
Panicker, S., Upadhyayula, R. S. & Sivakumar, S.	Internationalization of Hybrid State Owned Enterprises	<i>IIMK/WPS/501/SM/2022/04</i>	2022
Subramanian, S.	Mutual funds' group connections and proxy voting – A study of Indian business group sponsored fund houses	<i>IIMK/WPS/499/SM/2022/02</i>	2022
Basu, M. & Upadhyayula, R. S.	Platform Ecosystem and Networked Firms: A Review of Literature and Research Agenda	<i>IIMK/WPS/506/SM/2022/07</i>	2022
Yadav, S. & Upadhyayula, R. S.	Pro-market reform and first cross-border acquisition speed of emerging market firms: Exploring intergroup and intragroup heterogeneity	<i>IIMK/WPS/500/SM/2022/03</i>	2022
Subramanian, S.	Socioemotional wealth in Indian Family Business Group- Tata Saga	<i>IIMK/WPS/498/SM/2022/01</i>	2022
Ali, S. S.	Structural Changes Amongst Incumbent Firms in Emerging Economies	<i>IIMK/WPS/527/SM/2022/09</i>	2022

Basu, M. & Upadhyayula, R. S. (2022) A Literature Review of INV and Born Global, *IIMK/WPS/504/SM/2022/05*

This paper, at the outset, resolves the definitional ambiguity in the domain of international newventures (INVs) and Born Globals. It then comprehensively draws a holistic picture of theINVs operating out of emerging markets by identifying the similarities and dissimilarities ofthe firms operating out of developed and emerging economies. It provides a betterunderstanding of context-specificness that will allow future researchers to make their findingsmore inclined towards reality. The paper also puts forward certain research directions forresearchers interested in studying emerging market INVs.

Basu, M., Upadhyayula, R. S. & Panicker, V. S. (2022) Exploiting Diverse Business Models in Social Enterprises, *IIMK/WPS/505/SM/2022/06*

This paper analyzes the profitability of social ventures vis-à-vis for-profit start-up ventures inthe emerging market. Also, the applicability of technology in the business model of socialventures had been critically analyzed in such markets having severe institutional voids. Takingdata of 262 Indian start-up ventures and using the lens of institutional theory, we found thatowing to the absence of institutional voids in an emerging economy like India, social tech startups are earning lesser profitability than the traditional social ventures. Moreover, there arepresence of informal institutions in these markets that are found to facilitate the easy access ofresources for social enterprises. For this reason, social ventures have been found to earn higherprofitability than traditional for-profit start-up ventures in India. The implications of this studyhave been discussed.

Mitra, S. (2022) Healthcare Challenges during pandemic-Role of Telemedicine, *IIMK/WPS/539/SM/2022/10*

In the wake of the pandemic, inadequacy of health services for the population was exposed, especially in overpopulated and low resource countries like India. Telehealth became a necessity for people and healthcare providers to continue regular consultations and care for chronic conditions. Besides meeting increasing demand for quality critical healthcare, its affordability for the masses could be met with the advent of IT driven healthcare using smartphones and computers. For infectious epidemics like Covid-19, it not only helped doctors and caregivers to provide support without being infected from physical contact but also kept the old and vulnerable from contracting the infection while being treated for their illnesses. However complex E healthcare using telemedicine needed coordinated ecosystem operations both on doctor/ hospital side as also on patient/ client side. This included multiple stakeholders such as nursing staff, suppliers, laboratories, and other staff as also cultural change and technological savviness of the patient and those related to recipient of care. This included increased trust in technology for delivery of expected care as also networking to share new knowledge and developments like that of vaccines. Therefore, this paper identifies telemedicine not just as technological interphase challenge between care giver and recipient but an effective interphase across the care giving and recipient ecosystems comprising of members, skill levels and technology working within the specific national policy and legal framework. With increasingly developed AI and Machine Language interphase, many of these ecosystem level necessities can be located at telemedicine platform level adding to transparency and trust among the deliverer and recipient of E Healthcare especially telemedicine which is remotely administered.

Ali, S. (2022) Influence of Technological & Other Environmental Factors on Organizational Strategy, *IIMK/WPS/527/SM/2022/08*

Every organization is set up to achieve some purpose or goal(s) which is decided by the founders of the organization and molded by the top management team. Organizational Strategy is the mode of activities designed (normally) by the top management team to meet these targeted goals. The organizational strategy is designed and developed by assessing the internal and external factors to the organization. Primarily, internal factors comprise the strengths and weaknesses of the company and external factors take account of the opportunities and threats from the external environment. This paper tries to focus on the influence of external (environmental) factors upon organizational strategy. Later, the paper narrows down on the effect of technological environment and the organizational strategy developed related to the changes in the technological environment.

Upadhyayula, R. S. (2022) Internationalization of Hybrid State Owned Enterprises, *IIMK/WPS/501/SM/2022/04*

This paper, at the outset, resolves the definitional ambiguity in the domain of international new ventures (INVs) and Born Globals. It then comprehensively draws a holistic picture of the INVs operating out of emerging markets by identifying the similarities and dissimilarities of the firms operating out of developed and emerging economies. It provides a better understanding of context-specificity that will allow future researchers to make their findings more inclined towards reality. The paper also puts forward certain research directions for researchers interested in studying emerging market INVs.

Subramanian, S. (2022) Mutual funds' group connections and proxy voting – A study of Indian business group sponsored fund houses, *IIMK/WPS/499/SM/2022/02*

Research works indicate that mutual funds have greater potential for active corporate governance in their investee firms than other institutional investors like banks, insurance companies, or pension funds. It is because the other institutional investors may have other business relationship with the investee firms which may create conflicts of interests. However, in the Indian context, some mutual fund houses, sponsored by business groups also invest in the listed firms of the same business groups. This creates a potential conflict of interest when the mutual funds vote on the resolutions in the shareholder meetings of the sister firms. The mutual fund may choose to vote in support of the management in the resolution, even if the proxy advisory firms recommend otherwise. In this work, we analyse how the mutual fund houses sponsored by business groups, manage these conflicts of interest while voting on the resolutions put up for voting in the shareholder meetings. We consider the five year period from 2014-2019 to study the voting pattern of the Mutual Fund Houses belonging to business groups in their investee companies. We specifically focus on how these business group sponsored fund houses vote on the shareholder resolutions of the sister companies affiliated to the same group and also on their rival firms. The results indicate that the business group sponsored fund houses have partiality in their voting pattern. This finding has important implications for regulation of Mutual Funds

Basu, M. & Upadhyayula, A. S. (2022) Platform Ecosystem and Networked Firms: A Review of Literature and Research Agenda, *IIMK/WPS/506/SM/2022/07*

Platforms over the years have created a novel paradigm in the field of business operations and management. Platform ecosystems are hybrid organization structures whereby firms facilitated by a central stable component, interact and transact among each other. The value created or destroyed by one enterprise influences the value offered by others in the ecosystem. With the advantages of being flexible, having a modular architecture and opportunities of platform envelopment, platform ecosystems have devised new ways of building knowledge and traversing across boundaries in their international ventures. This paper aims to study the literature on platform ecosystem and also the literature on networked firms thereby coupling them together under the same umbrella and providing research directions for future researchers. As on one hand, platform ecosystem literature narrates the presence of certain ecosystem-specific advantages that are specific to platform ecosystems alone, likewise, networked firms survive in the competitive business environment owing to the factors that affect the platform structure in the market. These factors include network effects, multi-homing of network users and platform differentiation offered to customers. This study explores the existing literature in these fields and identifies possible research arenas where there lies a pressing need of extensive studies to mend the research gaps. Such future researches will add to the existing body of knowledge and at the same time will have immense practical implications. As platform ecosystems aim towards making their presence more prominent across the world in developed as well as emerging markets, deeper theorization and additional research is required to make the mesh finer. This paper identifies certain under-researched areas thereby advancing future agendas for scholars in the research community.

Yadav, S. & Upadhyayula, A. S. (2022) Pro-market reform and first cross-border acquisition speed of emerging market firms: Exploring intergroup and intragroup heterogeneity, *IIMK/WPS/500/SM/2022/03*

This study extends the springboard perspective by providing contextual insights into heterogeneity in emerging market firms' aggressive internationalization, conceptualized as the speed of first cross-border acquisition (CBA). We investigate how the business group (BG) affiliated firms respond to pro-market reform based on among BGs and within BG heterogeneity. We test the proposed hypotheses using Cox proportional hazard models on a sample of 8419 Indian firms (73,388 firm-year observations) for a period of 24 years (1996 to 2019). We find that the scope of pro-market reform is likely to increase the speed of the first CBA. Furthermore, we find that this relationship is contingent on among BGs (product diversification, prior CBA experience) and within BG (firm position in BG, firm in the core industry of BG) heterogeneity of affiliated firms.

Subramanian, S. (2022) Socioemotional wealth in Indian Family Business Group- Tata Saga, *IIMK/WPS/498/SM/2022/01*

The concept of socioemotional wealth has an important place in the literature on family business firms. However, there is hardly any literature on the socioemotional wealth of family business in the Indian context. This paper tests the application of the socioemotional wealth concept in practice in an Indian family-owned business group. The focus of the study was the Tata group and the events that lead to the dismissal of its chairman Mr. Cyrus Mistry in 2016. Using the case research method, the paper analyses whether the abrupt removal of the chairman, who is not from the Tata family, was because of financial performance related reasons or due to socioemotional wealth related reasons. The data was collected from secondary sources, mainly official filings/letters by the group firms/officials and articles in the reputed business newspapers. FIBER scale was used to measure the socioemotional wealth of the Tata group. The results suggest that the reasons for leadership change initiated by family patriarch Mr. Ratan Tata were socioemotional wealth rather than financial performance. Hence the paper provides evidence that the Indian family-owned business groups consider socioemotional wealth more important than financial interests. This research work is a pioneering effort in this regard in the context of Indian family-owned business groups.

Ali, S. (2022) Structural Changes Amongst Incumbent Firms in Emerging Economies, *IIMK/WPS/527/SM/2022/09*

Organizational Structure is formulated, evolved, or modified based on the requirements of the organization, and is constrained by several contextual factors. Emerging economies possess several characteristics, including increased dynamism in the environment, and these factors have a significant impact upon the structure of incumbent firms. We examine several of these aspects in this paper and propose that, in an emerging economy, in pursuance of increased dynamism in the environment, incumbent firm, in pursuit of better performance, tend to move from a mechanistic

to organic structure and from a functional to product-division structure. Also we state that, depending on the individual firm's perception of environmental uncertainty in the emerging economy, firms may choose variant types of strategies, which might in turn lead them to different types of structures

SESSION CHAIR/ TRACK CHAIR			
AUTHOR(S)	DETAILS	YEAR	CATEGORY
Balasubrahmanyam, S.	Management and Business: India's Soft Power 2nd International Conclave on Globalizing Indian Thought	2021	Session Chair

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / ADHOC REVIEW		
NAME	TITLE	DESIGNATION
Upadhyayula, R. S.	Journal of World Business	<i>Ad hoc Reviewer</i>
Upadhyayula, R. S.	Cross Cultural & Strategic Management	<i>Member of the Editorial Review Board</i>

FACULTY - STRATEGIC MANAGEMENT



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S Subramanian



Salman Ali



Sumit Mitra



Suram Balasubrahmanyam



Venkataraman S

CONFERENCES & WORKSHOPS AT IIM KOZHIKODE

- 8th Pan IIM World Management Conference, 16-18 December, 2021
- 2nd International Conclave on Globalizing Indian Thought (GIT 2021), 16-18 December, 2021

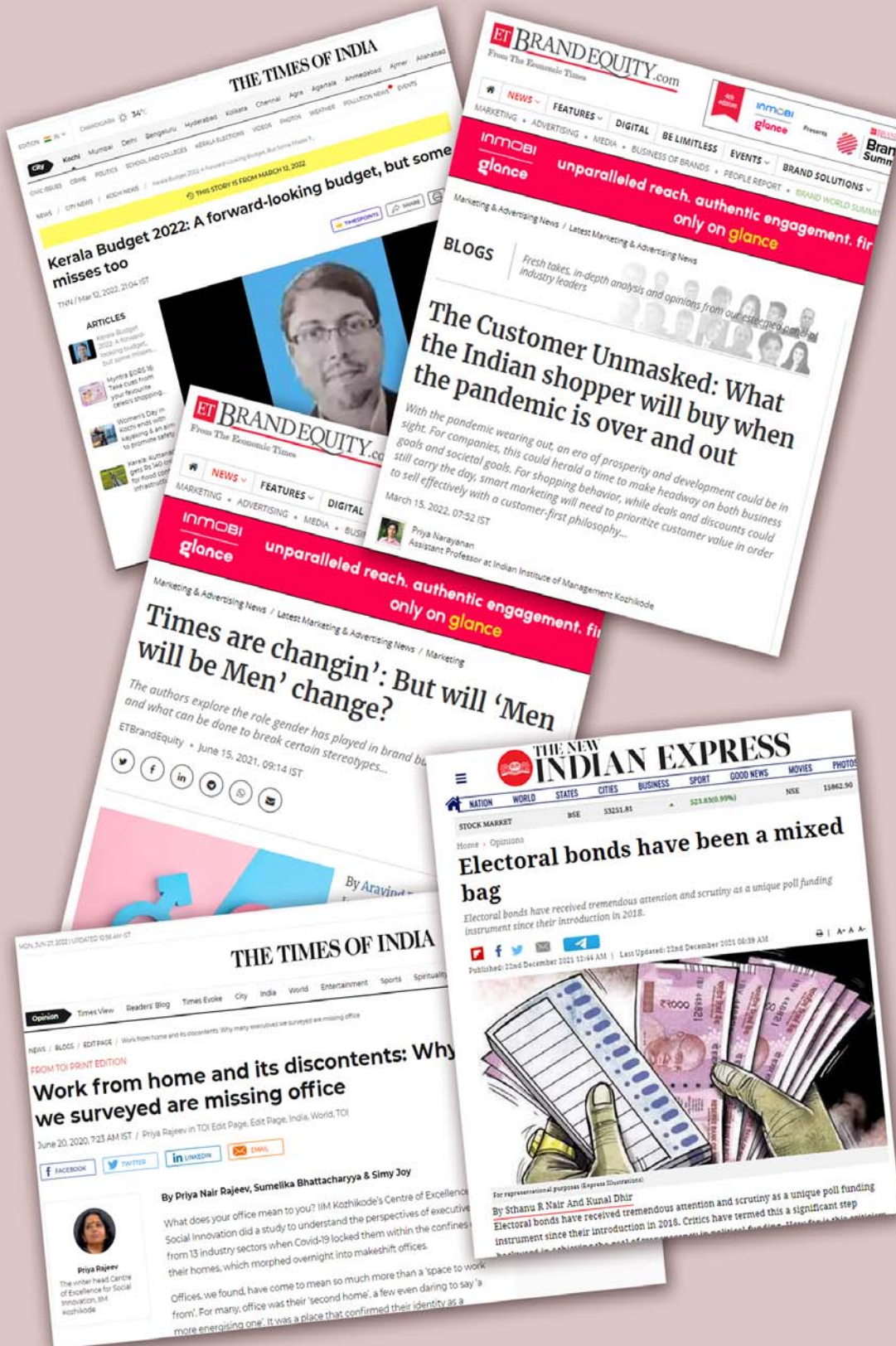


FORTHCOMING CONFERENCES

- 3rd International Conclave on Globalizing Indian Thought (GIT 2021), 1-3 December, 2022
- Indian Management Conclave, 9-10 December, 2022
- International Conference on Reimagine OM for Providing Sustainable Solutions in New Normal, 21-23 December, 2022
- 20th AIMS International Conference on Management, 28-31 December, 2022



IIMK RESEARCH IN MEDIA







भारतीय प्रबंध संस्थान कोषिकोड

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