

RESEARCH & PUBLICATION ANNUAL REPORT



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**INDIAN INSTITUTE OF
MANAGEMENT RANCHI**

April 2025 - March 2026



RESEARCH & PUBLICATION ANNUAL REPORT 2025-26

DIRECTOR'S NOTE

It is both a privilege and a distinction to present the Annual Research Report of IIM Ranchi for the Academic Year 2025-26, bearing testimony to the remarkable scholarly endeavors and intellectual contributions of our vibrant academic community over the past year. The institute's strategic vision, IIM Ranchi@2030, outlines four key strategic priorities: Impactful Research, Education, International Collaboration, and Social Impact. This report is a proud reflection of the meaningful progress we have made across each of these pillars.

Faculty members at IIM Ranchi have excelled in producing impactful research, publishing an outstanding 139 journal articles in high-quality peer-reviewed journals of national and international repute, spanning all eight academic areas. Research at IIM Ranchi is deeply reflected in our teaching and curriculum, ensuring that faculty and doctoral students are continually exposed to contemporary insights, evidence-based thinking, and contextually grounded perspectives. Our classrooms are enriched with case studies, empirical findings, and thought leadership emerging from our own faculty. The doctoral programme further flourished with 37 PhD degrees awarded this year, each a testament to the depth of our research culture and the quality of faculty mentorship.

We have made significant strides in promoting international collaboration, which continues to strengthen our research ecosystem through visiting scholar exchanges, the organization of conferences, and participation in global forums. These efforts continue to enhance our international academic presence and foster cross-border learning.

I would like to congratulate all our faculty, research scholars, and doctoral graduates for their exceptional dedication and invaluable contributions. I encourage everyone to continue pushing the frontiers of knowledge and research excellence.

**Prof. Deepak Kumar
Srivastava**

Director, IIM Ranchi



CHAIRPERSON'S NOTE

At IIM Ranchi, research is our commitment to generating knowledge that matters -to management practice, to policy, and to society at large. This annual report for 2025-26 is a testament to that commitment.

This year, our faculty published 139 peer-reviewed journal articles across eight subject areas - appearing in leading international journals and addressing challenges ranging from financial regulation and tribal education to climate resilience and digital transformation. Beyond journals, faculty contributed 10 case studies through platforms such as Ivey Publishing and Harvard Business School Publishing, authored 4 books and 12 book chapters, and published 21 newspaper and magazine articles in outlets including The Hindu, Mint, Business Standard, and The Financial Express, carrying IIM Ranchi's voice into national policy conversations.

On the doctoral front, 37 PhD and Executive PhD scholars were awarded degrees this year - a proud reflection of our growing strength as a research institution. IIM Ranchi also hosted landmark events: the 2nd Doctoral Research Conference, with 322 international submissions and a ~3% acceptance rate, and the 10th Pan-IIM World Management Conference, which drew over 1,400 submissions and participation from the UK, USA, Singapore, Korea, and the UAE. The year also saw the inaugural Research Scholars' Day, the launch of the Thinking with Theories Series, and intensive workshops on hermeneutic and advanced quantitative methods - all strengthening our research culture from the ground up.

Our journal, IRJMS, published by Emerald, recorded 82,938 downloads and 141 Cross ref citations, reaffirming its growing global footprint. I thank our faculty, doctoral scholars, and the Research and Publications Office for their dedication. As we move forward, we remain committed to research that is rigorous, relevant, and impactful.

Prof. Manish Bansal

Chairperson,
Research and Publication
Ethics Committee (RPEC)



RESEARCH AND PUBLICATIONS TEAM

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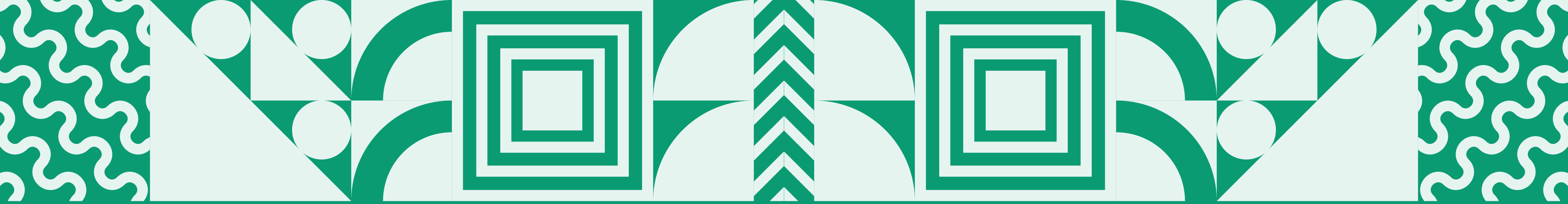
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Economics and Public Policy

The Economics & Public Policy area delivers high-impact research, consultancy, and rigorous teaching across all Institute programs. Its curriculum is noted for contemporary relevance, supported by a diverse faculty from top-tier global universities specializing in fields ranging from Econometrics to Game Theory and Public Policy.



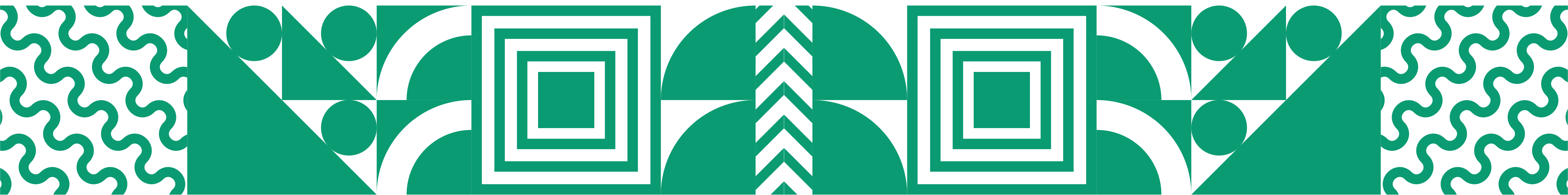
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Barriers to school education of tribals in eastern India and implications for SDG 4

Authors: John Kujur and Amarendra Das (2026).

Journal: Discover Global Society, 4(1)
DOI: <https://doi.org/10.1007/s44282-026-00346-1>

Summary: Summary: Despite comparable per capita income levels and sizable Scheduled Tribe (ST) populations, Odisha and Chhattisgarh show stark disparities in educational outcomes for tribal children at the secondary and higher secondary levels. While Chhattisgarh reports a high enrolment rate of ST students in Classes XI–XII (68.11 per cent) and a low secondary- level dropout rate (12.79 per cent), Odisha lags significantly behind. This paper aims to identify the institutional and structural factors explaining Chhattisgarh’s relatively better performance in tribal education vis-à-vis Odisha. The study uses secondary data from the Unified District Information System for Education (UDISE) and the Annual Status of Education Report (ASER). Descriptive statistical methods are employed to analyse enrolment, dropout, and transition patterns of ST students across the two states. 84 per cent of tribal students in Chhattisgarh successfully transitioning from Class X to Class XI, compared to only 40 per cent in Odisha. In Chhattisgarh, higher secondary education is typically offered within the same schools where students complete matriculation, ensuring continuity. In contrast, Odisha provides secondary and higher secondary education through separate institutions, often located far from tribal habitations, which discourages continuation. Higher pupil-teacher ratios, lower representation of ST teachers, institutional fragmentation, and weaker infrastructure - particularly at the higher secondary level - further constrain access in Odisha. The study contributes to the literature on tribal education by highlighting how institutional design and school availability shape educational transitions. It offers policy-relevant insights particularly in the context of achieving SDG 4.



Corruption, Government Expenditure and Economic Performance at a Sub-Regional Level: Evidence From India

Authors: Kumar Shaurav and Badri Narayan Rath (2025).

Journal: Journal of Regional Science, 65(4), 1137-1155

DOI: <https://doi.org/10.1111/jors.12777>

Summary: GDP per capita is the prevailing measure commonly employed to assess economic growth in corruption-related studies, this study highlights the limitations of such measures when examining the impact of corruption on economic performance at the sub- regional level. Instead, productivity measures are employed to evaluate economic performance in this study. Using state-level data from India, we examine the linkage between economic performance and corruption. The findings from the dynamic panel threshold model demonstrate that corruption has a growth-enhancing effect on economic performance up to a specific threshold. Moreover, the influence of government spending on economic performance is also contingent on the corruption threshold. These findings emphasize the importance to combat corruption in order for states to achieve their full economic potential.

Do disaggregated natural resources foster financial development? Evidence from linear and non-linear approaches.

Authors: Nitish Kumar and Kumar Shaurav (2025).

Journal: Resource Policy, 103, 105562

DOI: <https://doi.org/10.1016/j.resourpol.2025.105562>

Summary: The paper examines the aggregated total natural resources and disaggregated resources such as oil, gas and coal impact on financial development in India from 1970 to 2020 including the role of energy consumption and physical capital. For the analysis, the study utilizes the linear as well as non-linear Autoregressive Distributed Lag model and the Breitung-Candelon spectral causality test. The findings from the linear model illustrate those natural resources, whether considered in aggregate or disaggregated forms, play a significant role in financial development in both the long and short term. The non-linear autoregressive model, on the other hand, reveals that shocks in total natural resources, at both aggregated and disaggregated levels, have a significant positive impact on financial development. The causality analysis highlights that total natural resources, coal, oil, gas resources and physical capital have a long-term relationship with financial development, while energy consumption has a medium and short-term relationship with financial development. Our finding highlights the importance of studying natural resources for policy formulation. The study provides pragmatic insights for India, focusing on efficient resource management and its utilization, investment in critical infrastructure, and sustainable energy consumption for financial growth.

The Unsung Drivers of Structural Transformation in Developing Economies

Authors: Debkumar Chakrabarti, **Sankalpa Bhattacharjee**, and Pradeepta Sethi (2025).

Journal: Journal of Economic Surveys

DOI: <https://doi.org/10.1111/joes.12688>

Summary: This paper undertakes a comprehensive review of some of the less-discussed factors that harbor the potential to explain the wide variations in structural transformation, especially amongst developing economies. We begin by critically reviewing the effects of income, relative price, and international trade, which are generally considered drivers of structural change, with special emphasis on developing economies. Subsequently, we bring to the forefront three comparatively less-discussed factors - income inequality, financial market imperfections, and government policy that can explain a large part of the divergences in the transformation patterns of developing economies. Underscoring the limitation of the conventional discourse that relates cross-country differences in structure in terms of cross-country differences in manufacturing, we emphasize the need for the theoretical discourse to move beyond the industry-centric approach to focus on the recent research that views the surge of services as an additional engine of growth and the possible avenues through which it can affect structural transformation.

Does regional decentralisation preserve the spirit of federal polity in India?

Authors: Richa Singh, **Sankalpa Bhattacharjee**, and **Amarendu Nandy** (2025).

Journal: Resource Policy, 103, 105562

DOI: <https://doi.org/10.1080/00343404.2024.2441222>

Summary: This paper investigates the impact of multidimensional elements of decentralisation, intergovernmental grants and centre–state polity on economic growth, employing both spatial and non-spatial techniques. We use a balanced panel dataset encompassing 14 non-special category states of the Indian federation for the period 1991–2019. Findings reveal a significant positive impact of fiscal and political decentralisation on economic growth, with spatial dependence among contiguous regions augmenting the impact of decentralisation. The study advocates fiscal decentralisation as the central pillar of economic reforms, underscores the need to enhance regional autonomy and emphasises the judicious use of grants devoid of political expediency to preserve the spirit of federal polity.

Nature of Operation and Access to Finance: Evidence from Indian Agricultural Enterprises

Authors: Divya Choudhary and **Renjith Ramachandran** (2025).

Journal: Economic and Political Weekly, 60(47), 66-72

DOI: <https://doi.org/10.71279/epw.v60i47.42143>

Summary: Existing literature highlights various firm-level characteristics as the plausible determinants of access to finance; however, they are confined to the experience of the manufacturing sector. Given this backdrop, we explore and analyse the nexus between the nature of operation and access to finance of agricultural enterprises. Using the Sixth Economic Census of India, and applying a probit model, our findings suggest that seasonal agricultural enterprises have a significantly greater likelihood of obtaining finance than perennial ones. The findings highlight the significance of access to finance in strengthening financial infrastructure and addressing inequalities within the agricultural sector in India.

In-house R&D, importing technology and R&D tax credit on the productivity of manufacturing industry: Evidence from India

Authors: Baiju Pallayil, Sunil Kumar Ambrammal, and **Renjith Ramachandran** (2025).

Journal: Studies in Microeconomics, 13(2), 207-231

DOI: <https://doi.org/10.1177/23210222231154056>

Summary: In-house R&D, importing technology and R&D tax credit play different roles in different economies. The role even may change among firms of various technological intensities. Therefore, this study investigates the impact of in-house R&D, importing technology and R&D tax credits on India's manufacturing firms' productivity according to their technological intensity. Our results show that R&D and technology imports have a significant and positive impact on productivity in all technologically intense industries. We have further estimated a substitute relationship between R&D and Importing Technology in high-tech, medium-high-tech and medium-low-tech industries. However, the complementarity relationship between R&D and importing technology appears more pronounced in low-tech industries. Further, the R&D tax credit policy positively impacts firm productivity in medium-high-tech, medium-low-tech and low-tech industries. In order to boost productivity, there need to be policies that support R&D, including R&D tax incentives for companies in all technologically intensive industries.



Finance and Accounting

The Finance & Accounting area delivers cutting-edge expertise and practical problem-solving skills to prepare students for leadership in the financial sector. As a member of the CFA Institute's University Affiliation Program, the area offers a curriculum focused on financial acumen, risk management, and corporate governance.



Is There Any Interactive Effect Between Competition and Risk Networks? Evidence from the Indian Banking System

Authors: Abhishek Poddar and Arun Misra (2025).

Journal: American Business Review, 28(2), 523-545.

DOI: <https://doi.org/10.37625/abr.28.2.523-545>

Summary: The study investigates the dynamics of interaction between bank competition and risk networks of the Indian banking system between 2010 to 2020. It has estimated bank competition using the Lerner Index through the translog cost function and bank risk using Z-Score. The study found that bank competition and risk networks are concentrated during the economic upcycle and dispersed during the downcycle. The article also found that big and profitable banks are the least competitive but riskier. The concentrated risk network structures reveal that systemic risk spillover is quite eminent in the Indian banking system. The distance-to-default model, panel vector autoregression (PVAR) model and DCC- MGARCH model confirmed the interaction between competition and risk networks for the Indian banking system. The article observes that bank competition is positively related to the Probability of Default; a positive bi-directional causal relationship exists between the bank competition network index (CNI) and the risk network index (RNI); and finally, long-term persistence of CNI on RNI, supports the competition-fragility theory. The study recommends that regulators strike a balance between competition and stability while designing policy guidelines for the banking system.

How stressed are the banks? An inter-temporal network analysis.

Authors: Pankaj Swain, Abhishek Poddar, and Arun Kumar Misra (2025).

Journal: Emerging Markets Review, 69, 101369

DOI: <https://doi.org/10.1016/j.ememar.2025.101369>

Summary: This study employs a network model to examine the dynamics of stress in the Indian banking system. The study designs comprehensive Stress Network Structures under different phases of the economic cycle by integrating stress scores of constituent banks with a measure of return connectedness among them. Important metrics of the Stress Network Structures are combined to construct respective Stress Network Indices (SNIs). Besides identifying significant determinants of SNIs, the analysis identified major stress-emitting institutions. Our results underscore the potential of rapid stress transmission and greater destabilizing impact in a tightly interconnected Stress Network, characterized by a high average clustering coefficient and lower average path length. The paper also measures the magnitude of stress spillover, emphasizing its positive association with the degree of interconnectedness among banks during economic upturns and downturns. From a policy perspective, the study recommends a greater regulatory focus on Systemically Important Banks (SIBs) that serve as the epicenters of stress propagation.

Stock Market Connectedness During and Post Covid 19: A Bibliometric Review

Authors: Sony Stephen, **Arunachalam Senthilkumar** and Nitesh Pandey (2025).

Journal: SCMS Journal of Indian Management, XXII(4), 5-23

DOI: https://scms.edu.in/uploads/journal/Journal_Oct_December_2025.pdf

Summary: To better understand the transmission of risk during and post crises, it is essential to study the interconnectedness of stock markets during and post-COVID-19, which shows how financial shocks spread throughout global markets. In our study, we have conducted a bibliometric analysis by presenting insights into the field of stock market connectedness during and post-crisis period, particularly the Covid-19 pandemic. This research examines 481 journal articles from the Scopus database, published between 2020 and 2024, using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework. A bibliometric analysis was conducted in RStudio to evaluate critical metrics, including annual scientific production, citation patterns, the most-cited publications both internationally and locally, the top-cited countries, and prominent authors. Along with co-citation networks, word clouds, thematic maps, and bibliographic coupling, these methods were utilised to outline the current literature and identify research gaps. The word cloud and thematic map in our study indicate a growth of research on stock market connectedness during the COVID-19 pandemic, with some emerging themes such as 'crude oil' and 'clean energy' gaining increased focus. However, the degree of novelty and limited exploration of these research areas suggest substantial opportunities for future research, especially in investigating the interconnectedness among energy markets, sustainability, and stock market behaviour during crisis periods. Our study's novelty lies in the application of bibliometric techniques to comprehend and assess the evolution of research on stock market connectedness during and post-COVID-19 pandemic. This provides a novel methodological contribution and highlights the unexplored research domains, with practical insights for risk assessment.

Communicational and demographic influences on M&A abandonments: Informal institutional perspective and evidences from US cross-border M&A deals

Authors: Deepak Kumar, Keya Sengupta, and Mousumi Bhattacharya (2026).

Journal: Australian Journal of Management, 51(1), 93-116

DOI: <https://doi.org/10.1177/03128962241300659>

Summary: This study analyses the impact of bilateral differences in institutions on M&A abandonments. Cross-border M&As involve firms headquartered in two different countries, and the institutions of both countries impact the negotiations. The study uses an institutional framework focusing upon informal institutions (communicational and demographic) and analyzing their impact on country-level M&A abandonment rates. Counterintuitively, the results reveal a proportional decrease in M&A abandonments for greater communicational distance. Cultural differences and social openness should cause difficulties in communicating during negotiations. The results suggest otherwise, higher cultural and connectedness distances lead to lower abandonment ratio. Acquirers may accept greater autonomy of the target in case of higher communication differences making the negotiations more friendly and acceptable to the target firms. The results remain robust when the analysis is done for inbound M&As. Concerns regarding misuse and theft of innovations contribute to increased M&A inbound abandonments, with countries having weaker knowledge institutions. Demographic institutions affect the strategic decision regarding labor and markets, and larger age demographic distances cause increased abandonments of outbound M&As. Informal institutions play a vital role in M&A outcomes and may have different impacts on pre-completion negotiation and post-completion integration phases. The study draws attention to the role of familiarity between acquirer and target country and the tussle during negotiations. The findings imply that potential issues of conflict may go unnoticed in the presence of large communication distances and may lead to future problems. Communication differences may lead to deal completion of potential bad deals. The study suggests greater involvement of internal negotiators along with advisors during the negotiation period.

Improving audit quality through collaborative efforts understanding drivers and limiters in Kuwait

Authors: Ela Tuli, Shikhar Dua, and **Jagan Kumar Sur** (2026).

Journal: International Journal of Accounting, Auditing and Performance Evaluation, 22(1), 61-89

DOI: <https://doi.org/10.1504/IJAAPE.2026.151943>

Summary: This research examines the motivations for, and obstacles to, establishing a Joint Audit (JA) system in Kuwait. The research includes a survey taken by 190 people and 25 in-depth interviews with key individuals. According to the qualitative study, 'auditor performance and collaboration' as well as 'market confidence and cost efficiency' are two factors that contribute to the widespread use of JA. According to the research, however, 'coordination difficulties and free rides' prevent its widespread use. The study found that JA laws, stricter regulations, and more open financial reporting were all required. In order to restore confidence in financial reporting, the results highlight the need for enhancements to audit quality, investor protection, and communication amongst audit firms. The limited size of the qualitative and quantitative samples used in this study may reduce the external validation. The study's limited generalisability may be attributable to its exclusive emphasis on JA practices in Kuwait.

New development: Real-time audit in the public sector - benefits, challenges and a roadmap.

Authors: Reena Kumari and **Jagan Kumar Sur** (2025).

Journal: Public Money and Management, 45(6), August 2025, 634–636.

DOI: <https://doi.org/10.1080/09540962.2024.2448437>

Summary: This article highlights the significance of real-time audit (RTA) in the public sector. RTA is very challenging for auditors as it requires them to make recommendations on ongoing and incomplete actions which might affect their professional judgement. The authors provide new insights to public sector auditors, managers and policy-makers as to what kind of auditing standards can be developed for RTA for its effective implementation. RTA is still evolving and needs clear regulations from the relevant supreme audit institution (SAI). Overall, this article underlines the importance of conducting RTA in the public sector, emphasizing the value of transparency and informed decision-making in the auditing profession. International accounting and auditing bodies have recognized the importance of agility and responsiveness in the auditing profession, particularly in times of crisis like the Covid 19 pandemic. Real-time audit (RTA) in the public sector has gained significant traction following the Covid 19 pandemic. The supreme audit institution (SAI) plays a pivotal role in overseeing and implementing RTA practices. The literature and practice of RTA remains scant. This article explores the overall benefits and challenges of RTA and provides a roadmap for RTA. RTA provides timely insights, enhances risk management and promotes good governance in the public sector. RTA is more of a preventive audit than corrective audit.

Does integrated reporting offer firms more legitimacy?

Author: Manish Bansal (2025).

Journal: Journal of Applied Accounting Research, 26(2), 390–411.

DOI: <https://doi.org/10.1108/JAAR-08-2023-0242>

Summary: The study delves into the impact of integrating reporting (IR) on three earnings management tools, namely classification shifting (CS), real-based earnings management (REM) and accrual-based earnings management (AEM) under the Indian institutional settings. The data analysis involved the application of panel data regression models. Our dataset comprises 2,244 firm-years listed on the Bombay Stock Exchange spanning over financial years from March 2015 to 2021. To address endogeneity and self-selection bias concerns, a propensity score matching technique has been employed. Our empirical results exhibit that IR-adopting firms are engaged in earnings management. Further, we find that IR-adopting firms have reduced their engagement in AEM and REM, however, their CS practices have been increased, indicating the substitution relationship between earnings management tools after the adoption of IR. It implies that firms shift their preference from more to less observable earnings management tools after the adoption of the IR, which aligns with the idea that firms adopt IR to gain legitimacy, however, their intention to deceive stakeholders through earnings management remains unchanged. The inclination of firms toward CS can be ascribed to its cost-effectiveness, as it leaves net profit unchanged, hence less likelihood of being detected by auditors. Overall, our results align with the principle of legitimacy theory. The study focuses exclusively on three primary forms of accounting manipulation and assesses IR holistically, rather than investigating the influence of each capital individually within IR. With a shift towards less detectable methods like CS, auditors must adapt their scrutiny and be mindful of their clients' IR adoption. Investors should scrutinize IR-adopting firms' financial disclosures, especially line items, as CS does not impact the net profits. It is the pioneering research to thoroughly explore the impact of IR on different earnings management tools and strengthen the conceptual frameworks of legitimacy theory by documenting that firms adopt IR to gain legitimacy, however their intention to engage in earnings management remains intact.

Do Investors Price Classification Shifting? An Indian Evidence

Authors: Manish Bansal and Asgar Ali (2025).

Journal: American Business Review, 28(2), 496-522

DOI: <https://doi.org/10.37625/abr.28.2.496-522>

Summary: This study examines whether investors respond to classification shifting - an earnings management strategy where recurring items are misclassified as non-recurring to inflate core earnings - in the Indian capital market. Using a sample of 3085 firms listed on the Bombay Stock Exchange from 2000 to 2024, we investigate the pricing implications of both revenue and expense shifting through portfolio analysis and Fama-MacBeth cross-sectional regressions. Consistent with prior literature, we find that firms engaging in classification shifting, particularly revenue shifting, experience abnormal stock returns, suggesting investors demand a higher premium for holding the stocks of revenue shifters. However, expense shifting shows inconsistent pricing effects, highlighting potential differences in investor attention or detectability. Extending prior work, we explore the moderating role of corporate governance mechanisms - namely, the frequency of audit committee meetings, board meetings, and the proportion of independent directors - on the relationship between classification shifting and stock returns. Our results reveal that firms with stronger governance structures experience attenuated market mispricing, indicating that effective internal oversight can serve as a counterbalance to opportunistic reporting. These findings offer new insights into how internal governance moderates the informativeness and credibility of reported earnings in emerging markets.

Signaling doubts or confidence: new insights on share repurchases

Authors: A.N. Ashitha, **Manish Bansal**, and G. Naresh (2026).

Journal: Managerial Finance

DOI: 10.1108/MF-04-2025-0224

Summary: This study aims to investigate how cash holdings and growth opportunities influence market reactions to share repurchase announcements in a high-growth emerging market. We also examine the distinct impact of repurchase modes, specifically fixed-price tender offers and open-market repurchases, on this relationship. Design/methodology/approach – We use panel data regression to analyze 371 Indian repurchase announcements from 2013 to 2023. Event study methodology is used to capture the market reactions. Findings – We find an overall positive market reaction to share repurchase announcements, with similar initial responses across both modes. Cash-rich firms announcing share repurchases trigger a negative reaction, which turns positive when firms also have higher growth opportunities. However, over time, the market differentiates between repurchase modes, favoring open-market repurchases, particularly by cash-rich firms with lower growth opportunities. Practical implications – Our findings help managers strategically align share repurchase decisions, particularly in choosing repurchase mode to enhance market perception. Regulators require firms to disclose the reasons for choosing each repurchase mode, reducing information asymmetry and boosting investor confidence. Investors shall use these insights to optimize decisions and returns. Originality/value – This is among the earliest attempts to explore how cash holdings and growth opportunities shape market reactions to repurchases in a high-growth emerging market, contrasting with earlier research on developed countries with more low-growth firms. Unlike many studies focusing on either open-market repurchases or tender offers, we examine both modes collectively and separately, offering a comprehensive perspective.

Consolidated financial statements: a systematic review of literature and future prospects

Author: Santosh Dutta and **Manish Bansal** (2025).

Journal: Journal of Accounting Literature

DOI: <https://doi.org/10.1108/JAL-07-2024-0144>

Summary: The study aims to review existing research on consolidated financial statements (CFS) and identify major themes in the field. Additionally, the study aims to propose future research areas. The authors systematically reviewed 325 articles from 1990 to 2024, obtained from diverse databases, including Scopus, Web of Science, JSTOR, ProQuest, EBSCOhost, Emerald Insight, and Google Scholar to have a comprehensive and inclusive literature review. Additionally, to draw more inferences, the authors examined the CFS literature across two periods: prior to and following the adoption of International Financial Reporting Standards (IFRS). We have identified eight distinct themes: IFRS, consolidation methods, earnings management (EM), related party transactions (RPT), audit quality, special purpose vehicles (SPV), non-controlling interest, and tax avoidance. Furthermore, adopting IFRS shifts the direction of CFS literature from fundamental issues like incentives, economic consequences and methods of CFS to emerging issues such as EM, audit quality, SPV and tax avoidance mechanisms. Based on our review, it is necessary to further explore the field of CFS concerning its usage, impact of specific IFRS and financial crises, quality of disclosures and incentives for manipulation in consolidation practices. Parent companies, acquirers of target companies, national and international tax officials, investors and auditors need to be vigilant about how significant shifts after IFRS, which underscores the importance of staying updated with regulatory changes impacting areas like EM, audit quality, tax avoidance and the use of SPV. As financial crises can exacerbate the pressures and incentives for manipulation in consolidation, robust internal controls and governance frameworks are essential to ensure the integrity of financial reporting. Besides, our findings offer valuable insights to new researchers in the field of CFS, covering past, present and future perspectives. This study is the pioneer attempt to conduct a thorough and inclusive evaluation of the literature on CFS and determine the areas that need further work.

Can regulatory enforced disclosure policy enhance earnings quality of banks?

Author: Soumik Bhusan, **Manish Bansal** and G. Naresh (2026).

Journal: Journal of Policy Modeling, 48(1), 218-240.

DOI: <https://doi.org/10.1016/j.jpolmod.2025.07.001>

Summary: Indian banking system was exposed to a regulatory overhaul during 2015–2016 through many policy reforms. These reforms came in tandem with the asset quality review (AQR) instituted by the banking regulator. One of such reforms was an enforcement of mandatory disclosures which aimed at improving earnings quality. The banking regulator framed these disclosures in terms of divergence in asset qualities between the regulator and the banks. The goal was to limit the opportunistic behavior of banks, reduce their ability to suppress unfavorable information, and improve certainty about the banking sector – which is opaque in general. Therefore, our study examines the efficacy of this policy – whether the mandatory disclosure policy reduced information asymmetry making the banks better disciplined, thereby alleviating to an extent the moral hazard problem. Using fixed effects panel regression and generalised methods of moments (GMM), we find divergence disclosure to have a positive effect on earnings quality. We witnessed banks to reduce the discretionary portion of the loan loss provisioning after the enforcement of divergence disclosure. Thus, the policy-making process to improve transparency and surfacing ‘good’ versus the ‘bad’ banks was effective and derived the intended results. Furthermore, our study recommends institutionalizing a metric driven policy approach to steer regulatory outcomes. For example, we propose the policy convergence initiated in 2022, to adopt the expected credit loss standard for credit impairment from the current incurred loss to be looked at with the lens of earnings quality. A mandatory disclosure with divergence in provision between the two credit loss models could be a possible solution to ensure realization of the intended policy outcome.

Audit firm rotation and firm value: do transition type and non-auditing services matter?

Authors: Manish Bansal (2025).

Journal: International Journal of Accounting and Information Management, 33(4), 601–623.

DOI: <https://doi.org/10.1108/IJAIM-06-2024-0209>

Summary: This study aims to explore how audit firm rotation (AFR) influences firm value, with a particular focus on transition types, namely, switching from Big 4 to non-Big 4 audit firm and non-Big 4 to Big 4 audit firm. In addition, it delves into the moderating effects of nonauditing services (NAS) on the relationship between AFR and firm value. The author used panel data regression models to examine the link between AFR and firm value while adjusting for various factors influencing firm value. This study's data set encompassed 25,120 Bombay Stock Exchange listed firm-years from 2003 to 2022. The firm value is quantified through Tobin's Q. Endogeneity issues are addressed through Two-Stage Least Squares and Propensity Score Matching techniques. The findings suggest that embracing AFR generally enhances firm value. Notably, this positive effect is particularly evident when firms transition from Big 4 to non-Big 4 audit firms. Furthermore, contrary to expectations, the incorporation of NAS amplifies the positive impact of AFR on firm value, especially when these services involve tax and financial information system aspects. This study is among the pioneering attempts to comprehensively examine the relationship between AFR and firm value by considering the nature of transition and the different types of NAS the auditors offer.

Do CSR practices affect perceived market performance through compliance status? Evidence from a quasi-natural experiment in India.

Author: Manish Bansal (2025).

Journal: International Journal of Productivity and Performance Management, 74(5), 1828-1850

DOI: <https://doi.org/10.1108/IJPPM-05-2024-0324>

Summary: The study examines the impact of corporate social responsibility (CSR) non-compliance on firm value. It also investigates the moderating roles of ownership concentration and research and development (R&D) intensity in this relationship. For hypothesis testing, the authors utilized panel data regression models on a dataset comprising 13,760 firm-years listed on the Bombay Stock Exchange, covering a period of nine years following the legislation (from March 2015 to March 2023). Our findings reveal a detrimental effect of mandatory CSR spending on the value of non-compliance firms, consistent with the notion of deterrence theory. Further, we find that the negative impact is more pronounced among widely-held firms compared to closely-held firms, aligning with shareholder activism and information asymmetry theory. Our subsequent tests indicate that R&D intensity mitigates the negative impact, indicating a substitution relationship between CSR and R&D expenditure. Consistent with this finding, we find a lesser negative impact of CSR non-compliance on firm value of widely-held R&D intensified firms. Our findings are robust to the problem of endogeneity and self-selection bias. Our findings highlight practical implications for managers regarding performance management. Managers should recognize that mandatory CSR spending can negatively impact performance, especially in widely-held firms, leading to shareholder dissatisfaction. To mitigate these effects, increasing R&D investment is likely to buffer against the adverse impacts of CSR mandates. Firm managers should align R&D efforts with CSR obligations to counterbalance costs and manage shareholder expectations, thereby maintaining performance and enhancing the perception of innovation among stakeholders. It is the first study to consider the degree of compliance within firms while examining the impact of mandatory CSR spending on firm value. Also, the study is among pioneer attempts to investigate the moderating role of ownership structure and R&D intensity on the relationship.

Corporate social responsibility – marketing nexus: evidence from India's Companies Act of 2013.

Author: Manish Bansal and Sastry Sarath (2025).

Journal: Management Research Review, 48(5), 808-824

DOI: <https://doi.org/10.1108/MRR-06-2022-0465>

Summary: The purpose of this study is to empirically examine whether Indian firms use the breadth of corporate social responsibility (CSR) activity as a substitute for their marketing activities under the mandatory norms. Two strategic marketing levers, namely, the firm's advertising and research and development (R&D) intensity, have been used as proxies for a firm's marketing activity. A sample of 389 Bombay Stock Exchange-listed firms from 2016 to 2021 have been examined through a fixed effects regression model to test the hypotheses. Propensity score matching and Heckman's two-stage approach have been used to overcome the problem of endogeneity. The findings deduced from the empirical evidence demonstrate that both the advertising intensity and R&D intensity share a negative relationship with CSR breadth under the mandatory norms, though the relationship between R&D intensity and CSR breadth is not statistically significant. Overall, the findings are consistent with resource dependency and legitimacy theory and imply that firms can gain more exposure and can afford to reduce their advertising spending by focusing more on CSR spending across multiple activities under mandatory norms. Instead of looking at the CSR spending mandate as a new form of tax, firms can take advantage of their CSR spending by involving themselves in more activities and look at their CSR spending as a strategic marketing activity. Expanding the scope of their CSR efforts enables firms to benefit a wider array of societal sectors through their spending, aligning with the foremost aim of the CSR mandate. This is among the pioneering attempts to examine the CSR-marketing nexus under the mandatory CSR spending norms, concentrating on the focus of CSR activity rather than the amount that firms spend on CSR activity.

Impact of IFRS 16 on dividend payout: Evidence from India.

Author: Akhil Sharma and **Manish Bansal** (2025).

Journal: Asian Review of Accounting.

DOI: <https://doi.org/10.1108/ARA-09-2024-0289>

Summary: The study aims to investigate how the adoption of IFRS 16 has influenced firms' dividend payout policies and how this relationship is impacted by varying levels of debt and ownership concentration. Given the phased manner implementation of IFRS 16 in India, the authors employed Difference-in-Differences (DiD) methodology for examining the issue on the sample of 29,870 Indian firms' observations over a period of six years commencing from 2017. Robustness checks are conducted using alternative measurement methodologies, including entropy balancing techniques. Our results exhibit the fact that dividend payout ratios of Indian firms have been increased after the adoption of IFRS 16, indicating a reduction in information asymmetry. Further, the impact of IFRS 16 on dividend payouts is more pronounced for lease-intensive firms, aligning with our methodology's focus on lease intensive firms. High-leverage firms exhibit a contrasting trend, where dividend payouts decrease significantly supporting capital structure theory, which emphasizes maintaining a balance between debt and equity. In addition, we find that ownership concentration in few hands dominates this relationship, as we find that relative to non-family firms, the positive impact of IFRS 16 on dividend payout is more pronounced among family firms, indicating that increased transparency under the new standard empowers minority shareholders. This research contributes to the literature by providing empirical evidence on the impact of IFRS 16 adoption on dividend policies within the Indian context. Specifically, it highlights how accounting reforms affect shareholder wealth by showing how firms change dividend policies, particularly in lease-intensive industries. These findings are particularly valuable for shareholders and academics in assessing how financial reporting changes influence corporate payout strategies. In addition, the study highlights the economic consequences of change in accounting standards, offering critical insights into how these changes affect shareholder value and corporate financial management.

IFRS 16 meets ESG: Lease accounting and sustainability.

Authors: Akhil Sharma, **Manish Bansal**, and Asgar Ali (2025).

Journal: Finance Research Letters, 86, 108700.

DOI: <https://doi.org/10.1016/j.frl.2025.108700>

Summary: This study examines the impact of IFRS 16 lease accounting on corporate ESG scores. Using a difference-in-differences approach on BSE-listed companies, we find that lease-intensive firms experienced a significant improvement in ESG scores following the adoption of IFRS 16. The effect is notably stronger in high-growth firms, suggesting that market dynamics amplify the response to accounting change. To validate our findings, we employ entropy balancing to address potential endogeneity and confirm the robustness of the results. This research contributes to the literature by highlighting how specific accounting reforms can drive sustainability outcomes, particularly in emerging markets, and offers practical implications for investors, regulators, and firms navigating the evolving ESG landscape.

Group affiliation, economic policy uncertainty and corporate risk-taking behavior: evidence from emerging economies

Authors: Prince Bhatia and **Prasenjit Chakrabarti** (2026).

Journal: Managerial Finance, 52(2), 371-387.

DOI: <https://doi.org/10.1108/MF-02-2023-0108>

Summary: This study examines the effect of business group affiliation on the relationship between economic policy uncertainty (EPU) and corporate risk-taking (CRT) behavior for a panel of Indian firms. The study focuses on a panel data set consisting of annual observations for a sample of 462 firms spanning 2012–2019. We estimated all equations using fixed effects. In addition, this study uses India VIX as an alternative proxy for measuring uncertainty. Further, the study employs propensity score matching and uses system-GMM for robustness checks. Using two alternative proxy measures for CRT, the study finds risk-taking behavior is negatively associated with EPU for independent firms. However, results for group-affiliated firms are observed to be insignificant. The results affirm that group affiliation plays an important role in mitigating the impact of EPU on CRT behavior. Extant literature uses firm-specific variables to define financial constraints. In contrast, this study builds on the context of Indian firms representing a unique opportunity to exploit a natural experiment for the exploration of risk-taking behavior and policy uncertainty given financial constraints.

Impact of insolvency and bankruptcy code on public sector banks through credit lending channel. Indian experience

Authors: Ankita Prabhakar and **Prasenjit Chakrabarti** (2026).

Journal: Journal of Banking Regulation, 27(1)

DOI: <https://doi.org/10.1057/s41261-025-00307-9>

Summary: India introduced the “Insolvency and Bankruptcy Code” (IBC) in 2016 to enhance creditors’ rights and make the resolution of claims cost and time-efficient. We conduct an enquiry into the impact of IBC on the quality of loans disbursed by the banks. Lending to prospective insolvent borrowers deprives proficient firms of access to credit, which leads to the problem of credit misallocation and is a setback for economic growth. IBC was introduced to reduce such “distress” or “zombie” lending. Taking the firm loan-level data from the website of the Ministry of Corporate Affairs, we find that the implementation of IBC led to a reduction in overall credit supply by banks. However, it is observed that inadequately capitalized banks, mostly the public sector banks, did not reduce the credit supply to distressed and zombie firms. We conclude that unless the banks are adequately capitalized, an overnight chronicle like IBC is also not effective in improving the quality of the credit supply.

Does ESG Reporting Matter for Shareholder Value?- Evidence on Mandatory ESG Regulations in India.

Authors: **Prasenjit Chakrabarti** and Santushti Gupta (2025).

Journal: Journal of Business Finance and Accounting.

DOI: <https://doi.org/10.1111/jbfa.70005>

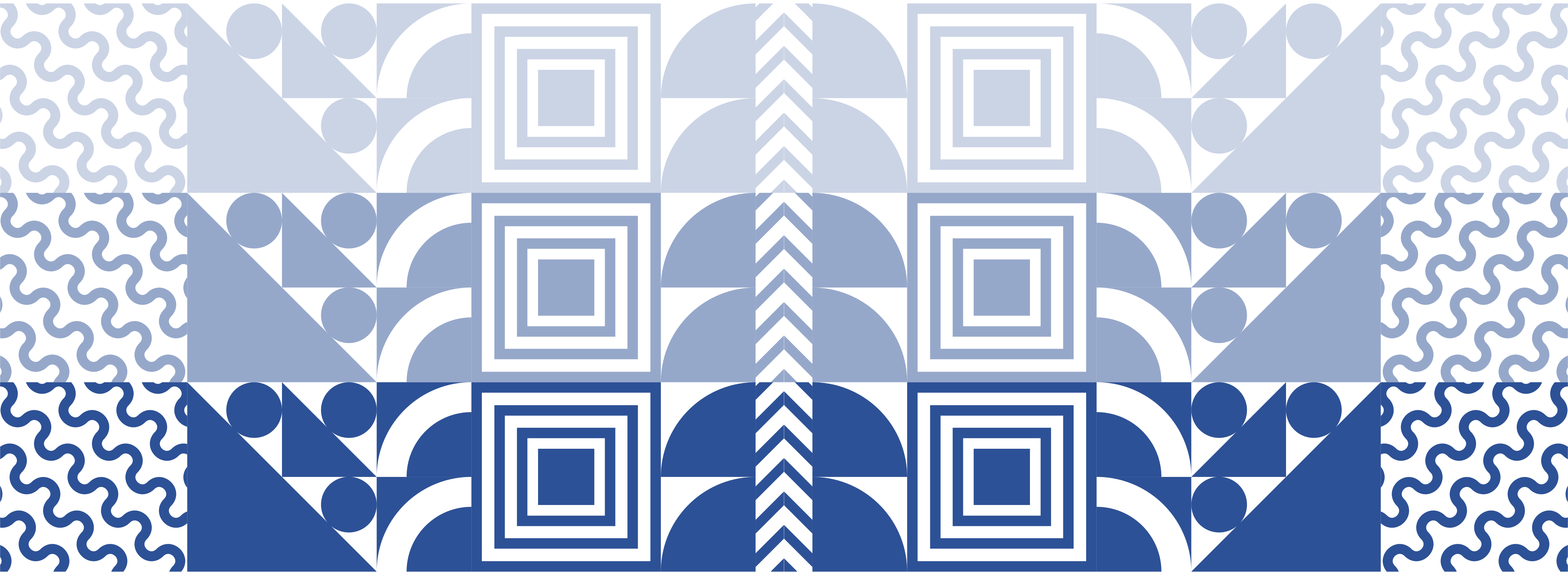
Summary: In 2012, India's market regulator, the Securities and Exchange Board of India, began mandating (Environmental, Social, and Governance) ESG disclosures for listed firms based on their market capitalization. By 2021, there had been five related announcements. This study employs these five regulatory events from 2012 to 2021 to investigate whether mandatory ESG reporting creates shareholder value. Our event study employs a regression discontinuity design to understand the causal impact of the mandates on shareholder value. We find that over the course of five events, relative to the non-mandated firms, the stock prices for the mandated firms dropped approximately 7%–8%. We then examine cross-sectional variation across polluting, financial, and high rent-seeking industries, where ESG information is material and competitive. We find an approximately 5%–9% increase in stock prices for the mandated firms relative to the non-mandated firms in these industries over the course of five events. Market-wide, we find no evidence of long-term value creation for the mandated firms in the years following the implementation of regulations requiring mandatory ESG reporting. We carry out a battery of robustness tests to validate the results. Our results have important policy implications. Regulations that arbitrarily mandate ESG reporting for firms based on market capitalization destroy the shareholder value of those firms. By contrast, a targeted mandate based on industry materiality can create shareholder value for the firms.

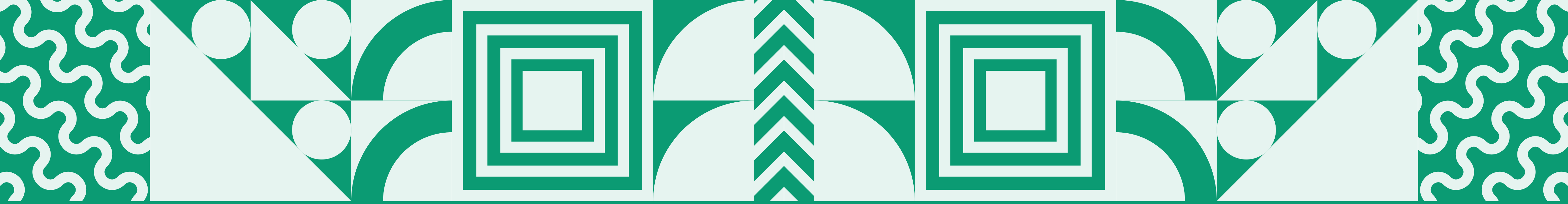
Does debt overhang impound market discipline: A study of bank risk-taking using a natural experiment.

Authors: Soumik Bhusan and **Prasenjit Chakrabarti** (2025).

Journal: Journal of Emerging Market Finance
DOI: <https://doi.org/10.1177/09726527251338093>

Summary: Starting 2015, the Indian banking regulator conducted clean-up exercise of banks’ balance sheets - aka asset quality review (AQR). This clean-up drive came along with a divergence disclosure, which captures the deviation in asset quality between the regulator and the bank’s assessment. We exploit this natural experiment to tease out the causal impact of divergence disclosure on risk-taking behavior in the presence of two counter-appealing theories: “market discipline” and “debt overhang.” Our results show that divergence disclosures do not discipline banks but rather amplify risk-taking behavior.





Information Systems and Business Analytics

This area equips MBA students with the technical and analytical skills to transform data into strategic insights. The curriculum bridges the gap between advanced statistical modelling and hardware/software management, preparing students for leadership in a data-driven economy.



Innovation success factors of artificial intelligence startup firm “Leena AI”: A startup case study.

Authors: Rakesh Kumar and **Ambuj Anand** (2025).

Journal: Journal of Information Technology Case and Application Research

DOI: <https://doi.org/10.1080/15228053.2025.2521979>

Summary: Leena AI, founded in 2018, is a leading innovator in AI-driven enterprise solutions, revolutionizing HR, IT, and finance operations. By leveraging natural language processing (NLP) and machine learning, it enhances employee experiences and optimizes workflows. Recognized in (Gartner's, 2024) Hype Cycle for Generative AI, Leena AI is at the forefront of enterprise automation and efficiency. Powered by its proprietary large language model, WorkLMTM, Leena AI minimizes IT, HR, and finance tickets while delivering a seamless employee experience. Its rapid growth, key milestones, and technological advancements underscore its impact on workforce automation.

Unpacking the black-box of information technology-enabled dynamic capabilities: a conceptual model

Authors: Siddharth Gaurav Majhi; **Ambuj Anand** and **Arindam Mukherjee** (2026).

Journal: VINE Journal of Information and Knowledge Management Systems

DOI: <https://doi.org/10.1108/VJIKMS-05-2023-0129>

Summary: Extant research on the knowledge-intensive dynamic capabilities (DCs), in general, and information technology-enabled dynamic capabilities (ITDCs) has been criticized for lacking clarity and prescriptive value, reification of the focal construct and offering black box explanations of important organizational phenomena. The purpose of this paper is to address these issues and clarify the ITDC construct by discussing the role of IT in enabling DCs, classifying ITDCs based on function served, classifying the enablers of ITDCs and proposing a framework integrating the enablers and ITDCs. Through a deep-dive into the extant literature, the authors develop a conceptual framework to bring out the dynamics around ITDCs. The authors find that IT plays a critical role in enabling DCs, as these capabilities are knowledge intensive. Further, they develop a typology of ITDCs and classify the enablers of ITDCs. This paper will help future research by clarifying the confusion surrounding an important construct leading to accretion of related research and by facilitating more granular empirical studies. The proposed typology and framework will also help managers seeking to develop, deploy and maintain appropriate ITDCs in their respective organizations. The DC theoretical perspective is an important theoretical perspective for examining the value added by information technology (IT) to businesses operating in volatile, uncertain, complex and ambiguous environments, with dynamic IT capabilities and ITDCs being the two key conceptualizations. To the best of the authors' knowledge, this is arguably the first paper to examine ITDCs in sufficient detail to unpack the associated dynamics.

AI as the Co-creator: Xamun's vision for the new software renaissance.

Authors: Siddharth Wadehra and **Ambuj Anand** (2025).

Journal: Journal of Information Technology Case and Application Research.

DOI: <https://doi.org/10.1080/15228053.2025.2525017>

Summary: This case study examines the strategic challenges faced by Xamun, a leading AI-augmented software development company based in the Philippines. Under CEO Arup Maity's leadership, Xamun had gained recognition for its innovative use of AI and bot-powered automation to deliver rapid software solutions. The case explores key dilemmas, including balancing AI investment with immediate profitability, integrating AI while preserving human creativity, managing escalating client expectations, and navigating ethical considerations in AI adoption. Through Xamun's experience, the case provides insights into the complexities of leveraging AI in software development, the changing dynamics of the tech industry, and the strategic decision-making required in a rapidly evolving technological landscape. It invites analysis of how companies can maintain a competitive edge while addressing the multifaceted challenges of AI integration in business processes.

Multiple Social Media Use and Job Performance: Role of Social Capital and Absorptive Capacity

Authors: Siddharth Gaurav Majhi, **Arindam Mukherjee**, and **Ambuj Anand** (2025).

Journal: Journal of Organizational Computing and Electronic Commerce

DOI: <https://doi.org/10.1080/10919392.2025.2472099>

Summary: Despite several studies on social media (SM) use in the workplace, our understanding of their impact on managerial capabilities and job performance is still unclear. Further, most studies have considered SM use to be a single, isolated technology use rather than an engagement with an ensemble of applications. This paper helps improve our understanding of how multiple social media use indirectly enhances job performance by enhancing managerial social capital and individual absorptive capacity. This study adopts a hypothetico-deductive approach and data from 208 working professionals are collected to test the proposed research model. Structural equation modeling (PLS-SEM) and bootstrapping methods are used to analyze the direct and mediation effects respectively. The structural equation modeling results show that neither public SM (PSM) use nor enterprise SM (ESM) use directly impacts job performance. Rather, managerial social capital and individual absorptive capacity mediate the relationship between SM use and job performance. Common-method bias and non-response bias are potential limitations, but both pre- and post-data collection methods were used to minimize these concerns. This study contributes to academic literature on the business value of SM, use of multiple SM in the workplace, and the impact of SM use on managerial capabilities such as individual absorptive capacity. This study also has practical implications for managers and finds that instead of banning SM applications in the workplace, appropriate policies can ensure that managers can use such tools to enhance networking and social capital.

Building a cognitive analytics capability: a resource-based perspective

Authors: Siddharth Gaurav Majhi, Proma Chowdhury, **Arindam Mukherjee**, and **Ambuj Anand** (2026).

Journal: Journal of Decision Systems, 35(1)

DOI: <https://doi.org/10.1080/12460125.2025.2599919>

Summary: While a lot of hype surrounds novel technologies such as big data and cognitive analytics, their adoption in organisations and value appropriation is often a concern. Recent research has noted that cognitive analytics can help leverage value from big data, while a different strand of research emphasises the need for organisations to develop capabilities around emerging technologies such as cognitive analytics. Focusing on cognitive computing-enabled analytics, this paper uses the resource-based view (RBV) and the resource-orchestration theory to conceptualise a cognitive analytics capability and identifies its underlying resources. This paper combines insights from extant literature and in-depth interview data collected from 44 domain experts across six organisations, analysed using thematic analysis. The analysis reveals four categories of tangible resources, four categories of human resources, and three categories of intangible resources underlying a cognitive analytics capability. Further, resource management actions in terms of structuring the resource portfolio, bundling and leveraging of resources are identified. This paper engages with the big data productivity paradox and contributes to the literature on business value of IT, resource-based view, cognitive analytics, and IT capabilities. By unpacking the resources and resource management actions underlying cognitive analytics capability, this paper has prescriptive value for managerial practice.

Enterprise social media use for knowledge work: managerial sensing and seizing capabilities Available

Authors: Siddharth Gaurav, **Arindam Mukherjee**, **Ambuj Bhairawnath Anand** and Proma Chowdhury (2025).

Journal: Journal of Systems and Information Technology

DOI: <https://doi.org/10.1108/JSIT-05-2025-0191>

Summary: With enterprise social media (ESM) use becoming ubiquitous in the workplace, there is an academic debate on whether ESM use is beneficial for managers. Researchers have examined the impact of ESM use on several managerial outcomes. However, there is a theoretical gap pertaining to the impact of ESM use on managerial sensing and seizing capabilities. This paper aims to address this gap by drawing on the literature on ESM use, dynamic managerial capabilities and managerial social capital. Relationships are hypothesized between ESM use, intra-organizational managerial social capital (IOSC) and two types of managerial capabilities (sensing and seizing). The authors collected survey data collected from 208 experienced managers used in knowledge-intensive industries in India. Data are analysed using partial least squares based structural equation modelling (SmartPLS) and the PROCESS macro of SPSS. The findings show that ESM use does not impact managerial sensing and seizing capabilities directly, rather IOSC mediates the relationship between ESM use and managerial sensing and seizing capabilities. By providing evidence of the strategic impact of managerial ESM use, this paper adds to the literature on the business value of ESM. This paper also addresses the under-examined role of information systems in enabling managerial-level dynamic capabilities. Addressing managerial apprehensions about social media use in the workplace, which has led to the banning of applications and firing of employees, this paper makes a case for encouraging the appropriate use of ESM applications at work.

Improving personalized healthcare with automated longitudinal EHR analysis

Authors: Gautam Pal (2025).

Journal: Journal International Journal of Medical Informatics, 203, June 2025, 106010.

DOI: <https://doi.org/10.1016/j.ijmedinf.2025.106010>

Summary: Traditional Electronic Health Record (EHR) data analysis at King's College Hospital relies on extensive manual effort, from data extraction to reporting, limiting efficiency and scalability. This study presents an automated framework for longitudinal EHR data analysis to enhance personalized healthcare insights. Central to the framework is the integration of Markov Chains with Survival Analysis (SA) and Latent Growth Modeling, enhancing the modeling of patient trajectories and capturing variances in growth patterns over time. Expectation-Maximization with Gaussian Mixture Models, extended with Latent Class Analysis, identifies clinically meaningful patient subgroups for tailored interventions. The framework addresses data uncertainty, enabling precise event forecasts and trajectory predictions. The system employs Apache NiFi for data ingestion, Elasticsearch for indexing, and Splunk and Kibana for real-time visualization and reporting. Natural Language Processing (NLP) techniques extract structured insights from unstructured clinical notes, enriching datasets with context. The automation significantly reduces manual processing while ensuring data integrity and enhancing predictive capabilities. Implementation demonstrated a 15% increase in detecting major depression cases, an 18% improvement in predicting patient decisions, a 25% reduction in growth trajectory prediction variance, and a 10% increase in event prediction accuracy. The framework enhances data-driven decision-making, supporting personalized healthcare interventions through real-time insights.

Cyber intelligence for logistics: The promise and challenges of cyber-physical systems

Authors: Nitin Singh, Kee-hung Lai, and George Q. Huang (2026).

Journal: Business Horizons, 69(1), 77-87.

DOI: <https://doi.org/10.1016/j.bushor.2025.01.001>

Summary: Today's business environment is complex, requiring companies to be resilient and agile in managing their supply chains, where cargo facilities play a crucial role. Cyber-physical systems (CPSs) are instrumental in supporting these capabilities in terms of resilience and agility. CPSs integrate physical processes with computational intelligence and thus provide a useful solution for cargo facilities. Large-scale cargo facilities need to efficiently manage and track a vast number of operations every day. We discuss important issues related to CPSs, including networking infrastructure, appliances, devices, sensors, and software. Based on a case study, we examine the relevant CPS technology solutions, their applications and integration, and the key issues related to project implementation and operations in a large cargo facility. The implications highlight the importance of technology selection and integration, technology redundancy, compatibility with CPSs, well-structured contracts, crossdisciplinary perspective, technology upgrades, and appropriate testing and commissioning in CPS implementations.

Enterprise resource planning implementation in large-scale operations: a case study in enterprise information systems

Authors: Nitin Singh, and Kee-hung Lai (2026)

Journal: Enterprise Information Systems, 20(2)

DOI: <https://doi.org/10.1080/17517575.2026.2624368>

Summary: This paper studies the implementation of SAP ECC 6.0 in a large public-sector enterprise. The company operates 322 mines and employs approximately 237,000 personnel. The case presented in this study describes the phased deployment approach adopted by the company. It involves two stages led by two large Information Technology firms who were System Integrators for the company. The implementation involved rationalisation of 1 million item codes to 350,000 and vendor consolidation from 500,000 to 90,000. Data from SAP-standard and custom transaction codes were used to examine, procurement, production and inventory movement, before and after implementation. The study uses a theory-led case method anchored in the Resource-Based View, technology acceptance logic, and contingency perspectives. The findings show that ERP value emerges when governance reinforces adoption. This study contributes to explain ERP assimilation in a regulation-bound and asset-heavy organisation. The implications extend to industries with distributed assets and complex supply chains.

Cyber-physical systems: a bibliometric analysis of literature.

Authors: Nitin Singh, Prabin Kumar Panigrahi, Zuopeng Zhang, and Sajjad M. Jasimuddin (2025).

Journal: Journal of Intelligent Manufacturing, 36(4), April 2025, 2335–2371.

DOI: <https://doi.org/10.1007/s10845-024-02380-9>

Summary: Recently, there is a significant growth in the use of the Cyber-Physical System (CPS). New technologies such as Internet of Things (IoT), Industry 4.0, and Analytics have become enablers of CPS implementation. Study of the development and application of CPS in the supply chain context is valuable to operations management and information systems research and practice; especially, a focus on IoT-enabled CPS in production/manufacturing is highly relevant. Knowledge about the research trends of the development and use of CPS for supply chain management supported by new innovations in IT is very limited in the extant literature. The aim of this research is to investigate the research trends of applying CPS in manufacturing. The study encompasses a scientometric analysis of research on deploying the CPS in production systems. Based on a systematic selection process, we collect a total of 245 articles from the Web of Science (WoS) database as the sample for analysis. Using appropriate software, we conduct bibliometric analyses of the sample articles that include citation, cocitation analysis, centrality co-occurrence analysis, and co-authorship analysis. From the bibliometric analysis, we discover major themes of CPS in manufacturing and their evolutions in the extant literature.

Empowering Communities: A Low-Cost Approach to Land and Water Management in Developing Countries

Authors: Nitin Singh, Angshuman Hazarika, Justin Zuopeng Zhang, Yuriy Bilan (2025).

Journal: Land Degradation and Development, 36(7), 2193–2202.

DOI: <https://doi.org/10.1002/ldr.5489>

Summary: Access to water is fundamental for life, yet many citizens in developing countries face severe water shortages, exacerbated by recurring droughts, particularly in water-stressed regions. Street-level bureaucrats in these areas encounter the dual challenge of addressing local residents' expectations for relief while operating with constrained resources. This study examines the innovative efforts of local bureaucrats in Banda, a drought-prone and underdeveloped district in the Indian state of Uttar Pradesh, to promote rainwater harvesting and water conservation. By leveraging limited discretionary funds and engaging local stakeholders, these initiatives have demonstrated significant positive impacts. Using on-ground visits and official government data, the study evaluates the effects of these efforts on groundwater levels, agricultural productivity, and related indicators. Findings reveal substantial improvements, including higher groundwater levels, increased agricultural yields, and enhanced water availability for sanitation needs. This research highlights the pivotal role of water conservation initiatives driven by street-level bureaucrats in fostering economic growth and environmental sustainability. The insights from Banda offer valuable lessons for policymakers and bureaucrats in similarly resource-constrained settings in developing countries striving to ensure water access and resilience against drought.

Assessing Economic Data Quality

Authors: Bala Gangadhara Thilak Adiboina, Nitin Singh, Angshuman Hazarika and Ambuj Anand (2025).

Journal: World Economics

DOI: <https://ideas.repec.org/a/wej/wldecn/945.html>

Summary: The paper explores a variety of data analytics methods-such as Benford's Law for detecting manipulation, Markov Switching Models for economic cycle analysis, time-series anomaly detection for data integrity, and volatility analysis for stability-to assess the quality of economic data. It highlights the use of advanced techniques like Bayesian inference and resampling (e.g., bootstrap methods) alongside cross-source comparisons-such as GDP validation with satellite data, inflation checks with online pricing, and employment trends with job posting data-to identify discrepancies and enhance reliability. Thematic analysis reveals an evolving landscape of economic data assessment, progressing from probabilistic approaches to resampling techniques, with interdisciplinary integration of data analytics, econometrics, and business policy to address data quality challenges like noise, biases, and structural shifts. While these methods improve economic forecasting and policy decisions, limitations persist, including sensitivity to model assumptions, regional biases in alternative data sources, and challenges in capturing informal economies, prompting future research into advanced machine learning and hybrid validation models.

Latent Patterns: Data Analytics to Uncover Economic Data Distortions

Authors: Nitin Singh; Angshuman Hazarika; Bala Gangadhar Thilak Adiboina and **Ambuj Anand** (2025).

Journal: World Economics, vol. 26(4), pages 35-70

DOI: <https://ideas.repec.org/a/wej/wldecn/961.html>

Summary: The study evaluates 13 economic indicators across six countries (India, Philippines, Thailand, France, UK, US) from 2000-2023, detecting anomalies, structural breaks, and outlier behaviour. It employs Benford's Law, Grubbs' Test, Chow Test, and DBSCAN on data from the Global Macro Database, using a contingency-based approach to validate anomalies through methodological convergence. Anomalies often correspond with periods of political transition or institutional volatility, emphasising the impact of political risk, institutional fragility, and data governance, especially in developing economies. The study offers a reproducible and scalable methodology for auditing official economic statistics, supported by a review of literature on economic measurement, data analytics, and political risk.

Evolution of sustainable retailing and how it influences consumer behavior: a bibliometric review.

Authors: Amrit Pal Singh, Rajat Kumar Behera, and **Pradip Kumar Bala** (2025).

Journal: International Review of Retail, Distribution and Consumer Research, 35(3), May 2025, 260–290.

DOI: <https://doi.org/10.1080/09593969.2024.2381066>

Summary: Over the years, sustainability has garnered much attention owing to evidence of climate change, United Nations (UN) sustainable development goals, pandemics, and the changing behavior of millennials. Retailers are one of the largest consumers of global natural and human resources. They have joined the sustainability bandwagon by pledging resources and communicating the same to their target customers for better business positioning. This study aims to analyze the conceptual structure of sustainability in the context of retail enterprises and its role in shaping consumer behavior. Therefore, it leverages bibliometric techniques to elaborate on the productivity and impact of the existing body of knowledge in this area through performance analysis and discover the knowledge clusters through science mapping. The data used for this study were sourced by querying the Scopus database for the intersection of terms related to 'sustainability,' 'retail,' and 'consumer behavior.' Subsequently, they were processed and illustrated using RStudio and the bibliometrix package for R to drive insights in bibliometric summaries, including tables, maps, and networks. In addition to highlighting temporal and spatial trends and dominant themes, the study suggests future research avenues in sustainable retailing.

Adverse impacts of metaverse-induced cognitive biases on the immersive shopping experience: A conceptual model developed from a qualitative approach.

Authors: Soumili Ghosh, Rajat Kumar Behera, **Pradip Kumar Bala**, Nripendra P. Rana (2025).

Journal: Technology in Society, 82, 102916.

DOI: <https://doi.org/10.1016/j.techsoc.2025.102916>

Summary: Immersive shopping (IS) is the usage of simulation-based technology like metaverse to create interactive and highly personalised shopping experiences for customers wherein they spend quality time selecting the products, which increases their familiarity with the brand. When compared to a standard shopping experience, the IS experience (ISE) offers brick-and-mortar retailers a positive brand image. However, the metaverse can induce cognitive biases (CBs) in customers that can negatively influence their reasoning and decision-making. CB is the systematic error in thinking that occurs when people are processing and interpreting information during the shopping, which affects their decisions and judgments. Therefore, this study explores the adverse impacts of metaverse-induced CBs on ISE for brick-and-mortar retail customers. Using simple random sampling, data were collected from 20 customers, and a qualitative approach was used for data analysis. The finding produces three adverse impacts for ISE. First, metaverse-induced CBs create a digital divide between customer communities, and the integration of retail services with the metaverse further aggravates the risk of this divide. Second, metaverse-induced CBs create financial malfeasance, which makes the metaverse susceptible to financial biases. Third, metaverse-induced CBs increase business reputation risk by adversely impacting decision-making, strategy formulations, and outcomes.

A novel framework for automatic incentivised review detection.

Authors: Syed Abdullah Ashraf, Aariz Faizan Javed, **Pradip Kumar Bala**, Rashmi Jain, and Zainab Fatma (2025).

Journal: International Journal of Business Information Systems, 50(2), 215–238.

DOI: <https://doi.org/10.1504/IJBIS.2025.148794>

Summary: Incentivised reviews are a permanent threat to the credibility of information available on a platform. They not only interfere with the consumer decision-making process but also impact the market dynamics. We have proposed a rule-based method for identifying incentivised reviews in the hospitality domain. We then extracted several features from the meta-feature. These features were transformed using mathematical functions. The study showed that power transformation along with XGBoost is best suited for the task. Our work has both practical and managerial implications. Our model is lightweight, scalable, and generalisable. Moreover, platforms can use our model with a fake review detection method to safeguard the interest of honest, hardworking sellers and buyers looking for trustworthy information. Based on our research, our work is among the first few to address incentivised review detection in the hospitality sector.

Exploring the gratifications impacting the usage intention of voice assistants: a multi-method approach.

Authors: Ananya Hadadi Raghavendra, Sreevatsa Bellary, **Pradip Kumar Bala**, and **Arindam Mukherjee** (2025).

Journal: Journal of Decision Systems, 34(1), Article 2593091.

DOI: <https://doi.org/10.1080/12460125.2025.2593091>

Summary: : In an era where interactive technology is revolutionising everyday experiences, AI-driven voice assistants are emerging as pivotal tools in reshaping user interactions and behaviours. This study delves into the gratifications affecting the usage intention of AI-driven voice assistants. Using the Uses and Gratifications (U&G) theory, this study employed a multi-method approach, including qualitative interviews and Natural Language Processing (NLP) based analysis of online reviews to uncover four positive gratifications (instrumental, informational, emotional and process) and two negative gratifications (control and curiosity). A cross-sectional survey was conducted, and the results of Partial Least Square Structural Equation Modelling (PLS-SEM) indicated that the positive gratifications significantly influence usage intention. While the negative gratifications of control and curiosity, though suggesting potential negative impacts, were not found to be significant. The results of the study offer actionable insights for managers of voice assistants to improve the usage intention of users.

Summary: This paper studies the implementation of SAP ECC 6.0 in a large public-sector enterprise. The company operates 322 mines and employs approximately 237,000 personnel. The case presented in this study describes the phased deployment approach adopted by the company. It involves two stages led by two large Information Technology firms who were System Integrators for the company. The implementation involved rationalisation of 1 million item codes to 350,000 and vendor consolidation from 500,000 to 90,000. Data from SAP-standard and custom transaction codes were used to examine, procurement, production and inventory movement, before and after implementation. The study uses a theory-led case method anchored in the Resource-Based View, technology acceptance logic, and contingency perspectives. The findings show that ERP value emerges when governance reinforces adoption.

Prioritizing performance objectives of vaccine supply chain for future pandemics.

Authors: Pratik Rai and **Sasadhar Bera** (2025).

Journal: Journal of Humanitarian Logistics and Supply Chain Management

DOI: <https://doi.org/10.1108/JHLSCM-05-2024-0072>

Summary: The vaccine supply chain (VSC) performance remains under stress during pandemic outbreaks than conventional vaccination drives due to desired vaccination coverage. Therefore, it is essential to identify the crucial performance objectives (POs) and their interrelationship structure and prioritize them to improve performance in a pandemic VSC. This study combines the decision-making trial and evaluation laboratory based analytic network process (DANP) method with spherical fuzzy sets (SFS) to explore critical POs of the pandemic VSC in the balanced scorecard framework. The SFS theory tackles the uncertainty of POs and DANP interlaced causal relationships among crucial POs to the pandemic VSC while ranking them for prioritization. This work identifies 32 issues associated with pandemic VSC and maps them against 13 POs. Effective communication, adequate health financing and operating cost optimization are the most critical POs, and operational issues listed under them must be prioritized to improve the overall VSC performance for future pandemics. The relationship structure among these POs is also summarized using the balanced scorecard framework in a strategy map. The strategy map proposed in this study can help practitioners to address the causality among different POs and underlying issues for the sudden expansion of vaccination programs during pandemics from an economic, social and operational perspective. To the best of the authors' knowledge, this is the first empirical study to suggest improving the VSC performance during the pandemic by focusing on the causative relationship and priority of different detected POs.

Thematic Exploration and Analysis of Cybersecurity Policies of Businesses: An NLP-Based Approach.

Authors: Abhik Chaudhuri, **Sobhan Sarkar**, and **Pradip Kumar Bala** (2025).

Journal: Journal of Organizational Computing and Electronic Commerce, 35(2), April 2025, 157–187.

DOI: <https://doi.org/10.1080/10919392.2024.2435115>

Summary: Cybersecurity is a prime concern today for businesses due to the rapid increase in cyber-attacks, inadequate security controls, stricter regulations, and lack of security awareness among the workforce. A robust cybersecurity policy can address the security needs of businesses with directives on acceptable actions and behavior. Developing such a policy for business entities requires adequate skill and knowledge. Reviewing voluminous policy texts to identify best practices is also time-consuming. Therefore, the objective of this study is to provide a natural language processing (NLP)-based methodology that can quickly identify the significant topics and themes from the cybersecurity policies of leading global businesses. Text mining and Latent Dirichlet Allocation-based topic modeling technique have been used on cybersecurity policy-related textual contents obtained from 10 leading Fortune Global 500-listed business organizations and the extracted output is then mapped to the globally popular cybersecurity standard ISO/IEC 27,001:2022 to determine the relevancy. The study reveals significant topics and themes that can be used for the development or enhancement of cybersecurity policies to protect businesses from cyber threats.

Enhancing cybersecurity risk assessment using temporal knowledge graph-based explainable decision support system.

Authors: Subhajit Bag, **Sobhan Sarkar**, and Indranil Ronnie Bose (2025).

Journal: Decision Support Systems, 198, September 2025, 114526.

DOI: <https://doi.org/10.1016/j.dss.2025.114526>

Summary: : Assessing cybersecurity policies is crucial for any organization to combat evolving cyber threats. The absence of a comprehensive dataset has prevented previous studies from analyzing the risk of organizations' cybersecurity policies. Past studies have not considered temporal information in the policies. Analysis of cybersecurity policies using attention mechanism requires automated determination of optimal number of attention units which remains unaddressed. Moreover, absence of interpretation in cybersecurity studies creates a barrier to understanding policy vulnerabilities and developing targeted solutions. To address these challenges, we develop a decision support system which (i) enhances risk classification of organization's cybersecurity policies, (ii) develops a comprehensive cybersecurity policy dataset from the websites of 190 companies, transformed into a knowledge graph to capture entity relationships among various policies, (iii) integrates temporal information into the knowledge graph by incorporating time stamps from event sequences in cyberattack information, (iv) develops Explainable Factor Analysis based Multi-Head Attention mechanism, which automates the determination of the optimal number of attention units and optimizes data allocation across attention units using factor analysis, and (v) utilizes attention heatmaps and shapley values for interpretability. Our cybersecurity policy dataset is used as a case study with four benchmark datasets for further validation. Results reveal that our model outperforms the other state-of-the-art, achieving an 87.78% score, followed by robustness checking and statistical significance testing. Finally, Shapley values are used to interpret the model's output to identify vulnerabilities within the organizational policies, providing crucial insights enabling decision-makers to enhance their cybersecurity policies and mitigate potential threats.

Real-time fall detection on roads using transfer learning-based granulated Bi-LSTM

Authors: Anima Pramanik, Soumick Sarker, **Sobhan Sarkar**, and Sankar Kumar Pal (2025).

Journal: Knowledge-Based Systems, 311, Article 113038

DOI: <https://doi.org/10.1016/j.knosys.2025.113038>

Summary: In this study, a new deep learning-based model, namely, transfer learning-based granulated Bi-LSTM (TLG-LSTM) is developed for fall detection on roads. The TLG-LSTM can handle the uncertainty issue arising between various ‘Fall’ and ‘No Fall’ events in complex scenarios concerning both indoor (i.e., home) and outdoor (i.e., road) areas. The TLG-LSTM consists of four phases: (i) object detection and tracking, (ii) MoveNet-Lightening and object-level feature(s) computation for all the detected objects, (iii) granule formation using these features, and (iv) temporal self attention mechanism-based Bi-LSTM for granule classification as ‘Fall’ or ‘No Fall’. Unlike state-of-the-art models, TLG-LSTM uses both MoveNet-Lightning and object-level features, enabling better modeling of both indoor and outdoor falls. For each detected object, two MoveNet-Lightning features, namely head-hip distance and hip-ankle distance are defined and used for obtaining a granule, namely pose granule. Whereas, three object-level features, namely change in aspect ratio, speed variation, and change in area are used for obtaining another granule, namely object granule. The commonality between these two granules represents the approximate regions concerning fall scenarios. Instead of the entire frame, these common granules are fed to the Bi-LSTM network for fall classification, thereby increasing speed as well as accuracy. Moreover, temporal self attention mechanism-based transfer learning is used to re-train the Bi-LSTM network, enhances the training speed and accuracy. Characteristics of TLG-LSTM are demonstrated over several real-time traffic videos acquired from ‘YouTube8M’. The superiority of the developed TLG-LSTM is also claimed over several state-of-the-art models.

Real-time detection of coke particles in blast furnace operations using machine learning: Case of a steel plant in India.

Authors: Meenakshi Sabharwal, Harsh Meena, **Sobhan Sarkar**, Meenu Damani, and Neelima Sharma (2024).

Journal: Ironmaking and Steelmaking.

DOI: <https://doi.org/10.1177/03019233241276285>

Summary: The efficiency of blast furnace operations in a steel plant relies on the quality of raw materials, including coke. The particle size distribution (PSD) of coke plays a vital role in ensuring the efficiency of the blast furnace. Conventional methods of measuring average particle size are time-consuming and labour-intensive leading to delayed operations. To address the issue, various studies have used different techniques for real-time measurement of coke particle size, including laser diffraction, acoustic sounding, X-ray computed tomography, and computer vision. While these methods have shown successful applications, there have been limitations in their lower prediction accuracy and detection speed. Therefore, our study proposes a practical approach that leverages the integration of computer vision algorithms to enhance accuracy and detection speed. The proposed methodology is compared with the conventional method of measuring particle size in the lab at a blast furnace. Our results reveal that the YOLOv8 algorithm outperforms the conventional method, providing efficient detection of 5.419 frames per second and with a mean absolute error of 1.77 mm within the lab results. YOLOv8 can perform object segmentation providing much more precise polygon masks of the coke particles instead of simply providing rectangular dimensions using traditional object detection, as explored in previous studies. This approach enables real-time monitoring of PSD and timely alerts to the onsite team, significantly improving the efficiency of blast furnace operations.



Liberal Arts and Sciences

The Liberal Arts & Sciences area at IIM Ranchi - a first-of-its-kind initiative among Indian management institutes - drives the holistic development of students through a diverse, interdisciplinary curriculum. By integrating the humanities and natural sciences with management, the area fosters critical thinking, analytical depth, and humanitarian values.



Differential Associations of Eudaimonia and Time Affluence with Mindfulness at Work

Author: Allen Joshua George (2026).

Journal: MSW Management Journal, 36(1), 3715–3717.

DOI: <https://doi.org/10.7492/7e5w4670>

Summary: Based on the mindfulness-to-meaning theory, mindfulness – defined as non-judgemental awareness of the present – is associated with eudaimonic well-being. Emerging evidence also suggests that mindfulness interventions have the potential to enhance time affluence, or perceived time sufficiency. Furthermore, existing literature highlights the importance of mindfulness, time affluence, and eudaimonia in workplace contexts for promoting employee well-being and performance. However, empirical research examining the association between eudaimonia and time affluence, as well as the interrelationships among all three constructs within workplace settings, remains limited. Considering the potential of mindfulness-based interventions to simultaneously enhance eudaimonia and time affluence, the present study aimed to examine the intercorrelations among mindfulness, time affluence, and eudaimonia as a precursor to developing an experimental intervention protocol. The study was conducted among employees working in the Indian private sector ($N = 304$; males = 165, females = 139). Results indicated that time affluence was strongly and positively associated with eudaimonia ($r = .79, p < .001$). Mindfulness was also positively related to eudaimonia, albeit more modestly ($r = .26, p < .001$), and was not significantly associated with time affluence. These findings have important implications for organisations, managers, and practitioners, to employ mindfulness-based interventions targeting positive outcomes via eudaimonic enhancement.

DECARBONIZING THE FRANCHISE: EVIDENCE OF ELECTORAL ADMINISTRATION IN INDIA

Authors: Angshuman Hazarika, Arshad Noor Siddiquee, Nitin Singh and Heera Lal (2025).

Journal: International Journal of Development and Conflict

DOI: https://ijdc.online/wp-content/uploads/2026/02/15_1_3_Angshuman-Hazarika-Arshad-Noor-Siddiquee-Nitin-Singh-Mohammad-Hasam-Heera-Lal-IAS.pdf

Summary: Green Election" began with the purpose of transforming the electoral process by integrating environmental conservation principles. This study aims to document the evolution of electoral practices, indicating the key shift towards eco-friendly electoral process and management. Green Election initiative carried out by employing simple but effective steps such as the distribution of saplings, the establishment of green polling centers, and promotion of zero-plastic policies, implanting a sense of environmental stewardship among the electorate. This study employs a qualitative approach on a rich collection of data sources. The key findings emphasize the role of administrative innovation, community engagement, and institutional honesty in driving the successful implementation of Green Elections. The initiative uses existing public institutions and community networks, to circulate environmental awareness and mobilize voters at minimal cost. This work also glances at behavioural public policy and administrative systems theory by exploring how environmental nudges, when supported by competent policy making, can foster civic behaviour and sustainable electoral practices. The study aims to serve as a guide which can offer leverage and a useful resource to policymakers seeking to integrate environmental conservation into electoral management, highlighting the potential of Green Elections to transform democratic events into significant ecological event.

On symmetric and approximately symmetric operators.

Authors: Divya Khurana (2025).

Journal: Acta Scientiarum Mathematicarum

DOI: <https://doi.org/10.1007/s44146-025-00177-7>

Summary: We introduce the notion of local orthogonality preserving operators to study the right-symmetry of operators. As a consequence of our work, we show that any smooth compact operator defined on a smooth and reflexive Banach space is either a rank one operator or it is not right-symmetric. We show that there are no right-symmetric smooth compact operators defined on a smooth and reflexive Banach space that fails to have any non-zero left-symmetric point. We also study approximately orthogonality preserving and reversing operators (in the sense of Chmieliński and Dragomir). We show that on a finite-dimensional Banach space, an operator is approximately orthogonality reversing (preserving) in the sense of Dragomir if and only if it is close to a scalar multiple of an isometry.

Too late, too rigid, too cold: Crisis communication failures that undermined organizational resilience – and how the 3E model could help.

Authors: Kshitij Bhalchandra Shingwekar and **Prashant Maurya** (2025).

Journal: Organizational Dynamics.

DOI: <https://doi.org/10.1016/j.orgdyn.2025.101176>

Summary: No organization is immune to unexpected crises - and when they hit, the damage to reputation can be swift and brutal. Activism on social media further accelerates the organizational distress, making it critical for organizations to strike the right balance between fast, clear communication and thoughtful engagement with stakeholders. This paper examines crisis communication failures in three national-level crisis incidents, where organizations struggled to manage their organizational reputation, ultimately undermining their resilience. The study highlights how delayed, rigid, and unemotional responses detracted from organizational recovery efforts. Therefore, from the critical analysis of these cases, we propose that the employability of the 3E (Effectiveness, Efficiency, and Empathy) Crisis Communication Model shall provide a more thoughtful and proactive response to enhance stakeholder trust, manage organizational reputation, and foster long-term resilience.

Linking digital transformational leadership, symmetrical internal communication with innovation capability: A moderated mediation model.

Authors: Shubh Majumdarr, **Shilpee A. Dasgupta**, Yusuf Hassan, Abhishek Behl, and Vijay Pereira (2025).

Journal: Journal of Knowledge Management, 29(8), 2478–2496.

DOI: <https://doi.org/10.1108/JKM-12-2023-1167>

Summary: The purpose of this study is to investigate the relationship between digital transformational leadership (DTL) and innovation capability (IIC) in multinational (MNC) firms' settings. The current study emphasises the mediating-moderating impact of symmetrical internal communication (SIC) and trust in leadership (TIL) in further shaping this relationship. The researchers adopted three-wave data consisting of responses from 323 cross-border team members working in MNC firms. A moderated-mediation model was tested using Hynes' Process Macro and IBM Amos. The empirical findings underscore a positive relationship between DTL and IIC and the mediation by SIC. Furthermore, the researchers also identified a moderated mediation relationship of TIL. To the best of the authors' knowledge, this is the first study to investigate the moderated mediation relationship among DTL, SIC, IIC and TIL using the complexity leadership theory perspective.

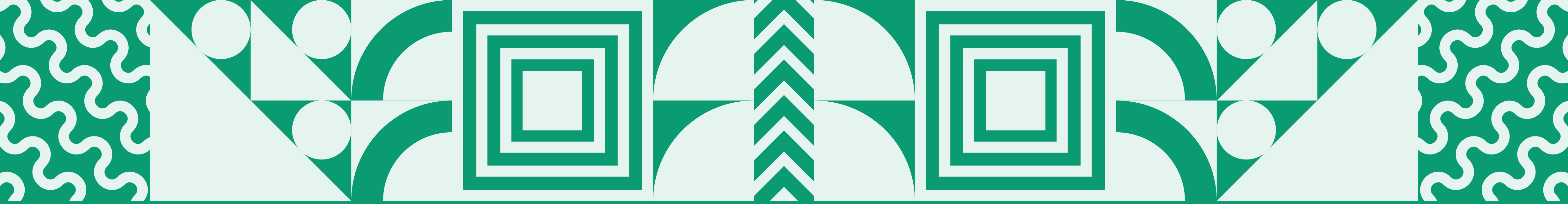
Evaluating socio-ecological vulnerabilities and the impact of extreme weather events on crop diversification in Himachal Pradesh

Authors: Narendra N. Dalei and **Subhra Rajat Balabantaray** (2026).

Journal: Climatic Change, 179(2).

DOI: <https://doi.org/10.1007/s10584-026-04127-2>

Summary: Climate change has been emerging as a serious challenge threatening all economies in several regions worldwide. The unpredictable behaviour of climate change stems from an unprecedented surge in global greenhouse gas (GHG) emissions. Due to its physical location, India is vulnerable to the impacts of climate change. This is due to the fact that India is heavily relying on agriculture for economic sustenance. The Indian state of Himachal Pradesh is no exception to it. Variations in climatic events, such as temperature, precipitation, droughts, and snowfall, significantly impact agricultural productivity in Himachal Pradesh. Over the course of time the production has declined with fluctuations in precipitation or elevated temperatures, leading to decreased agricultural income in the state. The present study aims to explore socio-ecological Vulnerabilities and the impact of extreme weather Events on crop diversification in Himachal Pradesh. This study considers three regions of Himachal Pradesh, including the Greater Himalayas, the Mid/Inner Himalayas, and the Outer Himalayas. The data was collected between 13th August 2024 to 28th November 2024. Using the multistage random sampling method, the study collected data from 1500 households. To estimate socio-ecological vulnerability exposure, sensitivity, and adaptive capacity indices are constructed. Furthermore, OLS and Tobit Model were used to identify key determinants of Socioecological Vulnerability and the Logit model was applied to estimate the impact of extreme weather events and climatic risk on crop diversification. The study observed notable differences in exposure, sensitivity, and adaptive capacity to climate change among the six sample districts in Himachal Pradesh. Different districts have different adaptive capacities, which affects their overall socio-ecological vulnerability even though all of them exhibit high exposure and moderate sensitivity. Using the Tobit model, the study found that in the outer Himalayas and in the overall model, small farmers are statistically and significantly more vulnerable at the 10% and 5% levels, respectively. However, socioecological vulnerability of large farmers increased statistically at 1% level of significance across all regions. The use of chemical fertilizers (CF) significantly increases socio-ecological vulnerability in all regions statistically at the 1% level of significance. The number of unemployed (UMP) in a household highly and significantly increased socioecological vulnerability at the 1% level across all regions. Agricultural training in all regions shows statistically negative effects at the various level of significance. Furthermore, adoption of any climate change adaptation measures has a mixed vulnerability impact. Highly fragmented land shows a significant increase in socioecological vulnerability in the overall region at a 1% significance level. Additionally, various determinants significantly influence crop diversification. Socio-economic characteristics, a farmer's expertise in agriculture, the quantity of crop cultivation, and the utilization of chemical fertilizers strongly influence crop diversification tactics. Furthermore, climatic conditions, short-term regional climatic changes, long-term climate change, planting schedules, the duration of the growing season, and elevated temperatures combined with erratic precipitation influenced crop diversification significantly. The study suggests that the policymakers should give high priority to strengthening adaptive capacities through focused interventions like increased availability of financial resources, extension services, and climate-resilient technology. Additionally, to maintain agricultural yield, it is imperative to use resilient management approaches that improve water and fertilizer efficiency.



Marketing

The Marketing area at IIM Ranchi blends foundational theory with cutting-edge technologies through a faculty-led curriculum focused on the evolving global marketplace. It emphasizes experiential learning via live projects, internships, and industry-driven workshops to build strategic agility. This integration of rigorous academics and professional engagement ensures graduates are equipped for modern leadership.



Why Brands Take a Stand: A Qualitative Study of Consumer-Perceived Antecedents of Brand Activism in Banking.

Authors: R. Singh and **Aditya Shankar Mishra** (2025).

Journal: Advances in Consumer Research, 2(4), pp. 2488-2499.

DOI: <https://acr-journal.com/>

Summary: As brand activism becomes a more visible strategy for firms, especially in sectors where trust is central, such as banking, consumers are becoming increasingly sensitive to the intentions behind such efforts. While prior research has largely examined activism through a firm-centric lens, the way consumers interpret a brand's activist stance remains underexplored. This study addresses that gap by qualitatively exploring the factors shaping consumer perceptions of bank-led activism in the Indian context. Using focus group discussions analyzed through the Gioia methodology, we identify five consumer-perceived antecedents: pragmatic legitimacy, pursuit of social capital, and symbolic compliance (commonly linked with reactive activism); and conscientious intent and brand courage (associated with proactive activism). Our findings deepen attribution theory by revealing how consumers distinguish between reactive vs. proactive brand activism. The study offers a consumerperceived framework for interpreting brand activism and provides practical guidance for companies seeking to engage in socio-political discourse within high-stakes, credibility-driven industries.

Influence of Sustainability Advertising on Consumer Responses: A Systematic Literature Review

Authors: Servjaeta Verma and **Aditya Shankar Mishra** (2025).

Journal: Academy of Marketing Studies Journal

DOI: <https://www.abacademies.org/articles/influence-of-sustainability-advertising-on-consumer-responses-a-systematic-literature-review-17746.html>

Summary: In the last few years, there has been a growing interest amongst organizations and consumers in the adoption and promotion of sustainable products and services. Since a brand's sustainability credentials significantly influence consumer choices, these must be communicated effectively to the target consumers. This has resulted in emergence of a specialized domain of marketing termed 'sustainability advertising'. However, there is a lack of consensus amongst researchers over the dimensions of sustainability advertising and the operationalization of its constructs. Therefore, the current study aims to summarize the extant literature available in sustainability advertising domain and assess its role in influencing consumer response. For this, a systematic literature review (SLR) was conducted on empirical studies published between the years 2000 and 2023, and insights were derived by performing a thematic synthesis of 118 studies obtained through multiple databases. The study gives a snapshot of various theoretical frameworks, and summarizes antecedents, moderators, mediators, and outcome variables studied so far in context of sustainability advertising. Based on the synthesis of findings, the authors propose a conceptual framework of various dimensions of sustainability advertising and their influence on outcome variables. At the end of the study, future research directions are also proposed. The study makes a profound contribution to the academic literature while providing important strategic recommendations to advertisers and advertising agencies in crafting their sustainability advertisement and communication.

Achieving competitive advantage through blockchain and enterprise metaverse integration: The role of innovation capabilities and technostress.

Authors: Aman Kumar, Amit Shankar, Abhishek Behl, and Samuel Fosso Wamba (2025).

Journal: IEEE Transactions on Engineering Management, 72, 1760–1771, April 22, 2025 (online).

DOI: <https://doi.org/10.1109/TEM.2025.3562159>

Summary: This study examines how technology-organization-environment (TOE) factors influence innovation capability, which drives blockchain and enterprise metaverse adoption, ultimately impacting competitive advantage. This study uses the data from 258 managers to understand blockchain integration and enterprise metaverse to achieve competitive advantage. The findings of this study reveal that blockchain traceability, blockchain transparency, technology readiness, the threat of data ownership, and competitive pressure are significantly associated with innovation capability. Moreover, the findings suggest that innovation capability is positively associated with blockchain integration and enterprise metaverse adoption. Furthermore, blockchain integration is positively associated with a competitive advantage. Finally, the findings of this study reveal that technostress moderates the relationship between innovation capability and enterprise metaverse adoption. This study enriches the existing literature pertaining to blockchain, enterprise metaverse, and technology adoption. The research also enriches the TOE and innovation capability theory. Furthermore, this study will also be helpful to organizations that intend to adopt blockchain and enterprise metaverse in the future.

What makes the metaverse lovable? Unveiling the interplay between immersive experiences, engagement and the triangular theory of love.

Authors: Aman Kumar, Amit Shankar, Abhishek Behl, and Zuopeng Justin Zhang (2025).

Journal: Online Information Review, 49(4), April 2025, 751-771.

DOI: <https://doi.org/10.1108/OIR-08-2023-0427>

Summary: The research investigates the influence of immersive experiences (sensory, feel, think and behavioural) on user engagement in the metaverse. It also examines the influence of user engagement on intimacy, passion and commitment. Lastly, the study also investigated the moderating impact of technology anxiety. Using the Prolific online platform, we gathered survey responses from 318 individuals and employed structural equation modeling techniques to test our hypotheses. The result of this study indicates that sensory experience, think experience, feel experience and behavioural experience are significantly associated with engagement towards metaverse platforms. Further, engagement in the metaverse significantly influences passion towards metaverse platforms. Finally, technology anxiety moderates the association between think experience, feel experience and engagement with metaverse platforms. This research advances our understanding of how engagement, technology anxiety and user experiences shape interactions within the metaverse ecosystem. It also enriches the triangulation theory of love literature.

Metaverse meetings: fantasy or sustainable future of work?

Authors: Aman Kumar, Amit Shankar, Rajesh Kumar and Ajith Kumar Vadakki Veetil (2025).

Journal: International Journal of Manpower, 46(4), 770-791.

DOI: <https://doi.org/10.1108/IJM-11-2023-0662>

Summary: This study examines the effect of crucial factors (benefits and sacrifices) influencing employees' perceived values (hedonic and utilitarian) towards metaverse meeting platforms. Further, the study investigates the impact of employees' perceived values (hedonic and utilitarian values) on behavioral intention to use metaverse meeting platforms. The study also examines how behavioral intention to use metaverse meeting platforms influences organizational SDG achievement. Finally, the authors analyzed the moderating impact of employee creativity. Data were collected from 228 participants through structured questionnaires, and the hypotheses were examined using the structural equation modeling approach. Social presence and technostress are significantly associated with perceived hedonic value. Further, social presence, exhaustion and technostress are significantly associated with perceived utilitarian value. Similarly, perceived hedonic and utilitarian value is significantly associated with behavioral intention to use metaverse meeting platforms. Further, behavioral intention to use metaverse meeting platforms is also significantly associated with SDG achievement. The study enriches the existing literature pertaining to the metaverse, strategic human resources, sustainability, employee creativity and technology adoption. The research also enriches the value-based adoption (VAM) and stimulus-organism-response (SOR) theories.

Anthropomorphic generative AI chatbots for enhancing customer engagement, experience and recommendation.

Authors: Aman Kumar, Amit Shankar, Abhishek Behl, Debarun Chakraborty, Raghava Rao Gundala (2025).

Journal: Journal of Consumer Marketing, 42(4), 472-483.

DOI: <https://doi.org/10.1108/JCM-06-2024-6922>

Summary: This research focuses on developing and testing a conceptual model that explores customer behavioural responses (engagement, experience and recommendation) towards generative artificial intelligence (AI)-enabled chatbots. It highlights the significant influence of anthropomorphic characteristics in enhancing perceptions of competence and warmth, further enhancing perceived authenticity. In addition, this study aims to investigate how the need for social interactions moderates these relationships. This study used a self-administered questionnaire distributed on Prolific Academic to gather data from 282 eligible participants worldwide. This study uses a structural equation modelling approach to answer the research questions. The findings reveal that anthropomorphic characteristics of generative AI-enabled chatbots are positively associated with perceived competence. Moreover, the findings show that the perceived competence and warmth of generative AI-enabled chatbots are significantly associated with perceived authenticity. Furthermore, the results highlight that the perceived authenticity of generative AI-enabled chatbots is positively associated with customer engagement, experience and recommendation. Finally, the results illustrate that the impact of anthropomorphic characteristics on perceived warmth is significantly moderated by the need for social interaction. This study enriches the generative AI literature and guides organizations in understanding consumer interactions for leveraging generative AI-enabled chatbots. Furthermore, this study contributes to the social response theory literature as this study investigates how user behavioural intentions towards generative AI-enabled chatbots are influenced by their perceived level of anthropomorphic characteristics.

How immersive flow experiences in the metaverse supercharge awe, place attachment, and engagement.

Authors: Aman Kumar, Amit Shankar, Abhishek Behl; and Nakul Gupta (2025).

Journal: AIS Transactions on Human-Computer Interaction, 17(3), 386–413.

DOI: <https://doi.org/10.17705/1thci.0023>

Summary: We examine the effects of key metaverse characteristics on users' experiences of awe and place attachment as well as how these experiences influence user engagement. Using a mixed-methods approach, we first conducted in-depth qualitative interviews to explore relevant constructs and relationships, then empirically validated the model we developed from the interviews. We found focused immersion, enjoyment, and telepresence to be positively associated with awe and place attachment. In turn, awe and place attachment significantly predict user engagement, with social threat moderating the relationship between place attachment and engagement. This study contributes to the growing body of literature on the metaverse and user engagement, while also extending theoretical insights from flow theory. The findings offer practical guidance for designers and developers seeking to enhance user engagement in immersive digital environments.

From enthusiasts to rejectors: The EDGER model of AI user personality

Authors: Navjyoti Sharma and **Aman Kumar** (2026).

Journal: Journal of Strategy and Innovation , 37(1).

DOI: <https://doi.org/10.1016/j.jsinno.2026.200567>

Summary: Artificial intelligence (AI) has emerged as a transformative technology that is changing how people interact with digital systems in their personal and professional lives. Despite its rapid growth, consumer adoption of AI is still inconsistent, with different engagement patterns influenced by behavioural, psychological, and emotional factors. Although well-known models of technology adoption, like the Diffusion of Innovations (DOI), Technology Acceptance Model (TAM), and Unified Theory of Acceptance and Use of Technology (UTAUT), provide fundamental insights, they are insufficient in explaining the complex behavioural, psychological, and emotional patterns that underlie the use of AI. This conceptual paper addresses this gap by identifying five distinct AI user personality archetypes: Enthusiasts, Dabblers, Gradual Explorers, Evaluators, and Rejectors (EDGER). The study explores how consumer attitudes and behaviours toward AI are influenced by personality traits. This paper adds to academic research and offers practical insights for managers. It highlights how businesses can design better strategies for targeted engagement, personalized onboarding, and building consumer trust. It lays the groundwork for future empirical research and strategies to enhance sustainable AI adoption by classifying AI users.

Unveiling the dark and scary side of metaverse: an in-depth qualitative investigation

Authors: **Aman Kumar**, Amit Shankar, Ankit Mehrotra, Muhammad Zafar Yaqub, and Ebtesam Abdullah A. Alzeiby (2025).

Journal: Journal of Enterprise Information Management, 38(2), 587-607.

DOI: <https://doi.org/10.1108/JEIM-04-2024-0195>

Summary: Metaverse is one of the decade's most exciting and transformative technological innovations. While the metaverse holds immense promise, it has potential risks and dark sides. This research aims to investigate and identify the crucial dark dimensions associated with the metaverse platforms. Employing a qualitative phenomenological methodology, the authors interviewed 45 metaverse users to unravel dark dimensions related to the metaverse. Analyzing the themes extracted from the participants' insights revealed an alignment with the underpinnings of the Technology Threat Avoidance (TTA) theory. The findings of this study revealed seven major dark dimensions: addiction and dependency, isolation and loneliness, mental health issues, privacy and security, cyberbullying and harassment, digital identity theft and financial exploitation. The study helps organizations and metaverse platforms understand the crucial dark dimensions of the metaverse. This study concludes by synthesizing prevalent themes and proposing propositions, offering insights for practical application and policy considerations. This study provides a deeper understanding of the dark side of the metaverse environment from a user perspective using the underpinnings of TTA theory.

Fake It Till You Break It! AI-Washing and Fraud Triangle in Digital Transformation

Authors: Navjyoti Sharma, **Aman Kumar**, Pooja Kumari, and Sangeeta Shah Bhardwaj (2025).

Journal: Journal of Global Information Management, 33(1)

DOI: <https://doi.org/10.4018/JGIM.396224>

Summary: Unethical corporate practices such as fraud, misrepresentation, and greenwashing can seriously damage organizational trust. As digital transformation continues, new forms of misconduct such as AI-washing are also becoming more common. This study employs a mixed-method approach to examine the impact of corporate digitalization on AI-washing and its organizational consequences. Study 1 quantitatively examines relationships between digitalization, AI-washing, and outcomes such as corporate reputation, organizational legitimacy, corporate embarrassment, and stakeholder skepticism, while study 2 qualitatively explores the underlying reasons behind the findings of study 1. The findings reveal that corporate digitalization is positively associated with AI-washing. Moreover, AI-washing was found to be significantly impacting the organizational outcomes such as corporate reputation, organizational legitimacy, corporate embarrassment, and stakeholder skepticism.

Metaverse mysteries: a qualitative investigation of dimensions of metaverse use

Authors: **Aman Kumar**, Amit Shankar, Reeti Agarwal, Muhammad Zafar Yaqub, and Vaishali Agarwal (2025).

Journal: Journal of Enterprise Information Management, 38(5), 1623-1646.

DOI: <https://doi.org/10.1108/JEIM-04-2024-0193>

Summary: The main objective of this research is to explore and understand the usage aspects related to metaverse platforms. We conducted open-ended essays with metaverse users to achieve this. The study obtained data from 30 participants to comprehend the metaverse's fundamental dimensions. The data was further analyzed using content analysis. This study revealed six major dimensions of the metaverse: user experience and accessibility, mental health and well-being, social interactions and communities, regulation and governance, environmental impact, and cultural and ethical considerations. This study will help organizations and brands understand the crucial dimensions while planning to embrace the metaverse. The study's findings will enrich the metaverse literature and act as a pioneer for scholars interested in understanding metaverse-related aspects.

Exploring the adoption of enterprise metaverse in Business-to-Business (B2B) organisations.

Authors: Amit Shankar, Rohit Gupta, **Aman Kumar**, Baidyanath Biswas, and Bhawana Rathore (2025).

Journal: Industrial Marketing Management, 124, 224-238

DOI: <https://doi.org/10.1016/j.indmarman.2024.11.017>

Summary: The present study investigates the propensity of organisations to adopt the Enterprise Metaverse. This research reveals that organisational readiness, facilitating conditions, performance expectancy, and normative and mimetic pressures are significantly associated with adopting the Enterprise Metaverse. Additionally, trust significantly mediates the relationship between organisational competency, organisational complexity, performance expectancy, effort expectancy, mimetic pressures and adopting the Enterprise Metaverse. Also, the findings reveal that trust and management support play a crucial mediating and moderating role in the present context. Finally, the Artificial Neural Network (ANN) results indicate normative pressures as the most important predictor of adopting the Enterprise Metaverse. The study's outcomes are set to enhance the Metaverse literature significantly. Moreover, it aims to deepen the comprehension of B2B technology adoption, drawing from the theoretical foundations of the Unified Theory of Acceptance and Use of Technology (UTAUT), the Technology–organisation–environment (TOE) framework, and institutional theory. This research offers organisations valuable insights into the determinants linked to integrating the Enterprise Metaverse.

Do you believe in the metaverse NFTs? Understanding the value proposition of NFTs in the metaverse.

Authors: Aman Kumar, Amit Shankar, Abhishek Behl, and Samuel Fosso Wamba (2024).

Journal: Technological Forecasting and Social Change, 210, Article 123880

DOI: <https://doi.org/10.1016/j.techfore.2024.123880>

Summary: This study investigates consumer intention to purchase NFTs in the metaverse using the underpinnings of the theory of consumption values (TCV). This study uses a sequential mixed-methods approach (qualitative + quantitative) to explore and examine the influence of consumption values on NFT purchase intentions. The findings of the qualitative study revealed five crucial consumption values (functional, emotional, experiential, altruistic, and symbolic) driving the NFT purchase intentions in the metaverse. However, the findings of the quantitative study revealed that only four consumption values i.e., emotional value, experiential value, altruistic value, and symbolic value are significantly and positively associated with NFTs purchase intention in the metaverse. Further, consumer inspiration towards NFTs significantly mediates the association between emotional value, symbolic value, and NFTs purchase intention in the metaverse. Also, trend affinity moderates the mediating effect of consumer inspiration on the relationship between emotional value, symbolic value, and NFTs purchase intention in the metaverse. This research makes a substantial contribution to the growing body of literature concerning the metaverse and NFTs. Additionally, it enhances our comprehension of consumer behaviour within the metaverse context. Also, this study provides several implications for marketers and organizations.

A meta-analytic exploration of cyberbullying and its dark associates.

Authors: Charu Naithani, Sujit Sekhar, and **Ankur Jha** (2025).

Journal: Behaviour and Information Technology.

DOI: <https://doi.org/10.1080/0144929X.2025.2506660>

Summary: Cyberbullying continues to take its toll on social media users, as dark traisted individuals (narcissism, psychopathy, machiavellianism) continue to leverage the evolving modes of technology-driven social engagement for the exploitation of others. In a similar direction, this study theoretically discusses and meta-analytically examines the strength and nature of the relationship between the Dark Triad and cyberbullying. The study synthesises the relationship between dark triad and cyberbullying spread across close to two decades, from 2005 to 2023, and tests the moderating effect of age, gender, and cyberbullying scale reliability. It was observed that all dark traits had a significant positive relationship with cyberbullying, with psychopathy being the strongest predictor, followed by Machiavellianism and narcissism. Further, the estimates of psychopathy and narcissism displayed low to moderate heterogeneity, which was primarily explained by age and gender. We discuss three probable competing explanations for the dark triad – cyberbullying relationship, namely, low empathy, low agreeableness, and low honesty-humility and advance three important research questions geared towards classification of an ever-expanding repertoire of anti-social online behaviours, rationalisation of definitions and measures used to measure cyberbullying, and distinguishing the effect of the dark core and dark traits effects on cyberbullying.

Grandiose or vulnerable? Narcissism subtype differentiates materialistic pursuit

Authors: **Ankur Jha**; Sujit Sekhar and Nishant Uppal (2025).

Journal: Personality and Individual Differences, 233, Article 112896

DOI: <https://doi.org/10.1016/j.paid.2024.112896>

Summary: The study sought to unravel the differential materialistic tendencies of narcissists as a function of their grandiosity and vulnerability (GN and VN). We propose that self-esteem lies at the core of materialistic behavior and hypothesize that any differential GN/VN and materialism relationship is influenced by the nature of association between self-esteem and GN/VN. Two empirical studies were conducted. Study – 1 examined the mediating role of self – esteem among working managers (n = 327). Further, in Study – 2, the shopping cart of a large group (n = 233) of regular Amazon shoppers was profiled for purchase patterns in an online shopping task. In Study – 1, it was observed that self-esteem significantly mediated the effects of the grandiose and vulnerable narcissism onto materialism. Further, in Study – 2, it was observed that, grandiose (vulnerable) narcissists primarily purchased branded (trendy) products, of higher (lower) average price per product, and spent a larger (smaller) proportion of their money in buying costly products. The research summarizes self-esteem related differences between grandiose and vulnerable narcissists and sheds light on the different motivational basis to this materialistic tendency. The findings further challenge extant ideas concerning the relationship between narcissists and their association with prominent brands.

Impression management by Indian female entrepreneurs: Mitigating investor bias in early-stage funding.

Authors: Ashish Vazirani, Soumya Sarkar, **Mayank Jyotsna Soni**, Titas Bhattacharjee, and Mousumi Singha Mahapatra (2025).

Journal: Journal of Behavioral and Experimental Finance, 46, 101064.

DOI: <https://doi.org/10.1016/j.jbef.2025.101064>

Summary: Despite growing recognition of female entrepreneurship, gender bias from investors continues to impede access to early-stage funding. As a countermeasure, female entrepreneurs often employ impression management (IM) techniques to shape investor perceptions and improve the prospects of funding. Yet, empirical investigations into the efficacy of such strategies remains nascent. This study examines the influence of IM on investor decision-making in the context of Indian female entrepreneurs. Employing an experimental design, 234 participants evaluated investment proposals online, yielding 694 notional investment decisions. Results from t-tests reveal a statistically significant bias against women entrepreneurs. However, findings also demonstrate IM strategies can attenuate this bias, particularly when coupled with favorable combinations of risk coverage and return potential. The study contributes to the literature on entrepreneurial finance and gender by offering evidence-based insights into the conditions under which IM may be most effective for females.

Creating organizational value and sustainability through green HR practices: An innovative approach with the moderating role of top management support

Authors: Sheshadri Chatterjee, **Ranjan Chaudhuri**, and Demetris Vrontis (2025).

Journal: Business Ethics, the Environment and Responsibility, 34(1), 17–31

DOI: <https://doi.org/10.1111/beer.12569>

Summary: Green human resource management (GHRM) seeks to reorient human resource strategy and practices to an organization's environmental sustainability goals. A small body of research has so far shown that GHRM is positively related to organizational sustainability, yet the results are somewhat variable. This calls into question regarding the boundary conditions of this relationship. In this study, the moderating role of top management team (TMT) support has been examined as senior managers have a key role to play in ensuring that GHRM is valued, widely recognized, and implemented as intended. Based on the existing literature, a model has been developed and then tested with partial least square structural equation modeling, with feedback from 372 human resource managers across several organizations. The results show a positive relationship between GHRM and sustainability, and the results also show that the TMT support strengthens this relationship. Importantly, the study reveals a positive and significant relationship between sustainability and organizational performance.

Sustainable innovation for shared mobility: contextual and consumer factors of an Indian car subscription business model.

Authors: Ranjan Chaudhuri, Sheshadri Chatterjee, Arka Ghosh, Demetris Vrontis, and Alkis Thrassou (2025).

Journal: International Journal of Entrepreneurial Behaviour and Research, 31(3–4), 344–368.

DOI: <https://doi.org/10.1108/IJEBr-01-2022-0090>

Summary: The paper aims to examine the nature and scale of the sustainability value of car sharing and to identify, through consumer analysis, the contextual and consumer factors of success of car subscription as a business model. The study evaluates the car sharing model against the sustainable development goals defined by the United Nations in 2019. Individual interviews were performed for preliminary understanding of the factors affecting consumers' choices. Subsequently, through two phases of data collection, factor analysis and path model analysis were performed to identify and confirm latent factors. Consumer market segmentation was performed using cluster analysis. Car sharing was found to have an overall positive net impact, with certain potential negative dimensions. Willingness, financial affordability, location and experience were identified as the key factors of consumers opting for car subscriptions. The findings further highlight the significant business potentialities of car subscription in India, consequent also to consumers' attitudes toward car ownership. The research has substantial implications for both society and business, with the former being presented with an innovative sustainable means of transportation, and the latter with the elements of success of an entrepreneurial business model to support the former. The study is a pioneer in objectively evaluating and prescribing positive social and business value creation for and through car subscription in India, based on consumer analysis.

Sustainability in education through collaborative learning using social media: an exploratory study with moderating role of “knowledge creator” and “knowledge seeker”.

Authors: Ranjan Chaudhuri, Sheshadri Chatterjee, Demetris Vrontis, and Diego Begalli (2025).

Journal: International Journal of Sustainability in Higher Education, 26(5), 1008–1033.

DOI: <https://doi.org/10.1108/IJSHE-09-2021-0401>

Summary: This study aims to examine the impact of social media (SM) on the interactivity among teachers, among students and between students and teachers for sustainable academic performance and for achieving sustainable development (SD) in higher educational institutes. This study also investigates the moderating impact of knowledge creators (KNC) and knowledge seekers (KNS) on the collaborative learning environment using SM. With the help of Vroom’s expectancy motivation theory (1964), collaborative learning theory and other theories, a theoretical model has been developed. This theoretical model has been tested using the structural equation modeling technique with 375 participants taken from different educational institutes. The respondent-participants were both teachers and students. The study found that SM plays a significant role in achieving SD al goals and enhances collaborative learning activities among teachers and students to improve academic performance to achieve SD in higher educational institutes. Also, the study highlighted that both “knowledge creators” and “knowledge seekers” have effective moderating impact on the linkage between “intention to use SM for knowledge sharing” and “collaborative learning using social media” to achieve SD al goals. With the inputs from expectancy-instrumentality-valance theory and collaborative learning theory and existing literature, a theoretical model has been developed conceptually. Later, the model was successfully validated with an overall high explanatory power (72%) of this model. As the sample of the study do not represent a global representation of the population, thus the findings cannot be generalizable. This study has provided valuable inputs to the SD practitioners and educational policymakers to formulate appropriate policies that enable SD al activities in higher educational institutes. This study also provides food for thought to the policymakers about the role of KNC and KNS toward the collaborative learning environment in achieving SD al goals in higher educational institutes. The theoretical model developed in this study is unique. This study shows how both “knowledge creator” and “knowledge seeker” play a significant role toward collaborative learning and helps to achieve SD in higher learning institutes and improves their performance. The overall predictive power of the model is 72%, which also shows the effectiveness and uniqueness of the proposed model.

Examining the antecedents and consequences of addiction to mobile games: an empirical study.

Authors: Sheshadri Chatterjee, **Ranjan Chaudhuri**, Demetris Vrontis (2025).

Journal: Information Systems and e-Business Management, 23(1), 241–260.

DOI: <https://doi.org/10.1007/s10257-022-00614-y>

Summary: Mobile games are video games that are typically played on any portable devices including mobile phones, such as feature phones or smartphones; tablets; personal digital assistants, which are able to handle game consoles; and portable media players with internet connectivity. Increasingly, people are becoming addicted to such mobile gaming. Not many studies are available that have investigated the factors responsible for such addiction, especially social influence and motivation aspects. There is a huge interest among practitioners, researchers, and academicians to understand the antecedents and consequences of people's addiction to mobile games. Therefore, the aim of this study is to investigate the antecedents and consequences of addiction to mobile games. With the help of social exchange theory, social networking theory, motivational theory and technology acceptance model, a theoretical model has been proposed, which is subsequently validated using partial least squares structural equation modelling on the feedback from 322 respondents who are mobile game players. The study finds that social influence has a significant positive impact on both hedonic and utilitarian attitudes of people towards playing mobile games. With different factors influencing them to play mobile games frequently, these players eventually become addicted to mobile games.

Revisiting the resource-based view (RBV) theory: from cross-functional capabilities perspective in post COVID-19 period.

Authors: Sheshadri Chatterjee, **Ranjan Chaudhuri**, and Demetris Vrontis, and Alkis Thrassou (2025).

Journal: Journal of Strategic Marketing, 33(6), June 2025, 822–837.

DOI: <https://doi.org/10.1080/0965254X.2023.2182447>

Summary: Due to ever-changing business context, researchers and academicians revisit established theories to examine their validity under different evolving scenarios. Therefore, this study aims to examine the cross-functional capabilities of the organizations by revisiting the resource-based view (RBV) theory, especially focusing on the post-COVID-19 period. This study also investigates the moderating role of the organization strategic management ability and its influence on the performance of the organizations. After reviewing existing literature and applying RBV theory, a theoretical model was developed conceptually. Later, the conceptual model was validated using the structural equation modeling (SEM) technique with a survey of 342 usable respondents from 21 organizations. The study found that RBV theory is useful and relevant for explaining organization cross-functional capabilities even in the post-COVID-19 period. We found that cross-functional capabilities have positively impacted overall organization capability, which then positively influences organization performance. The study also found that there is a positive moderating impact of strategic management ability on organization performance.

Investigating the predictors and outcomes of social entrepreneurship in post-COVID-19 period: moderating role of dynamic technology capability

Authors: Sheshadri Chatterjee, **Ranjan Chaudhuri**, and Demetris Vrontis (2026).

Journal: Technology Analysis and Strategic Management, 38(3), 326-342.

DOI: <https://doi.org/10.1080/09537325.2023.2214633>

Summary: In the post-COVID-19 period, social entrepreneurship is becoming extremely important, as it generates employment, and improves economic prosperity and solves various issues for society. Not many studies have attempted to understand the social entrepreneurship phenomena in post-COVID-19 period and its impact on society. Thus, there is a research gap, which this study aims to fill. This paper aims to analyse the impacts of intellectual capital and entrepreneurial ability on social entrepreneurship, and its impact on society in the post-COVID-19 period, moderated by technology capability. By the inputs of literature and lending knowledge from theories, a research model is prepared. It was verified using structural equation modelling with data collected through a survey. The study finds that intellectual capital and entrepreneur ability both significantly and positively impact social entrepreneurship. This study implies that intellectual capital and entrepreneurial ability could impact social entrepreneurship when moderated by technology capability, which in turn has social impact in the post-COVID-19 period. Also, the study highlights the moderating role of technology capability on social entrepreneurship.

Do Retail Evolution Theories Explain Wholesalers' Responses in Emerging Economies? Evidence from a Wholesale Market in Northern India

Authors: Rajesh K. Aithal; Harshit Maurya; **Satyam** (2025).

Journal: IIM Kozhikode Society and Management Review, 14(1), 105–117

DOI: <https://doi.org/10.1177/22779752231170920>

Summary: Traditional retail markets, such as wholesale markets, continue to be a significant distribution channel across emerging economies. These channel intermediaries are facing unprecedented changes in their retail environments and responding to them to endure. However, these responses are not adequately captured in the extant literature. This study attempts to fill this gap by documenting the responses of wholesalers in one of the oldest markets in northern India and mapping their responses to theories of retail change. The study uses a qualitative approach consisting of in-depth, semi-structured interviews and direct observations. Five themes, that is, the business-mix shift, business expansion and diversification, additional services, improved infrastructure and use of technology, emerged from the wholesalers' responses to the changes in the retail environment. These responses can be mapped back to four popular retail change theories. Cumulatively, these theories can explain all the responses by wholesalers; however, none of the retail change theories in isolation is sufficient to explain all responses. This study contributes to understanding the evolution and change of a traditional retail marketing system. It also presents a few interesting questions for future research.

Determinants and consequences of cause-brand association: An empirical analysis.

Authors: Deepa Rohit, Rajesh Panda, and **Shibashish Chakraborty** (2025).

Journal: Vision: The Journal of Business Perspective, 29(5), 594–608.

DOI: <https://doi.org/10.1177/09722629221087364>

Summary: A cause–brand association (CBA) is a marketing strategy of embedding a social cause in the promotion of a brand. The purpose of this article is to develop a comprehensive model of the determinants and consequences of CBA and to statistically validate the same in the Indian context. The review of the extant literature put forward eight constructs and the conjectured paths. A structured questionnaire was used to collect primary data from 799 respondents from Mumbai (a metropolitan city in India) through a survey. The conjectured model was statistically tested using Confirmatory Factor Analysis and Structural Equation Modelling. The results of the study put forward three determinants of attitude towards CBA: (a) Pre-existing attitude towards the brand, (b) Cause affinity and (c) Cause–Brand fit. Further, it was found that CBA has positive effects on post-CBA attitude towards brand and post-CBA attitude towards the cause, which in turn influence purchase intentions and behavioural intentions towards social cause, respectively. Furthermore, the model demonstrated a positive effect of behavioural intentions on purchase intentions. The article provides useful insights into the important dimensions of CBA that can be utilized to design effective promotion campaigns. This also proposes a model integrating both consequences and determinants of CBA.

Examining the brand trust and willingness to subscribe to third-party add-on services in over-the-top platforms: a brand trust transfer perspective.

Authors: Anup Anurag Soren and **Shibashish Chakraborty** (2025).

Journal: Asia Pacific Journal of Marketing and Logistics, 37(5), (month not found), 1155–1174.

DOI: <https://doi.org/10.1108/APJML-03-2024-0365>

Summary: Based on trust transfer theory, this study explores trust transfer between two brands in the over-the-top (OTT) context. Specifically, it examines the effect of (1) the hosting OTT platform brand trust and (2) users' trust disposition on the brand trust of add-on services. Further, the study investigates their impact on the willingness to subscribe to add-on services. Using purposive sampling, data were collected using an online survey from OTT users (n = 322). The data were analyzed using partial least squares structural equation modeling (PLS-SEM) through the software SmartPLS. The study exhibited that users' brand trust in the hosting OTT platform brand results in users trusting the brand of add-on services hosted on the platform. The study explains this finding of "brand trust transfer" with the help of the trust transfer theory. It also clarified that the brand trust transfer process is not moderated by trust disposition and is not influenced by gender, experience and income. Finally, the study showed that brand trust in the hosting platform does not directly affect users' willingness to subscribe to add-on services but indirectly through brand trust in add-on services. This study demonstrates the trust transfer between two brands. The context is two brands operating in the same competitive space (OTT services), with the established brand hosting the services of the other less-known brand. This study pioneers the investigation of the source-target entity pair operating in the same competitive space, contending that brand trust transfer may also occur between brands in other contexts (like financial services). The study is also unprecedented in elucidating the effect of brand trust in the hosting platform, users' trust disposition and brand trust in add-on services on users' willingness to subscribe to the add-on service.

Understanding the effect of system characteristics on e-learning adoption and usage during the COVID-19 pandemic.

Authors: Gopal G.S.S. Krishna, Anup Anurag Soren, and **Shibashish Chakraborty** (2025).

Journal: International Journal of Knowledge and Learning, 18(3), 270–290, May 2025.

DOI: <https://doi.org/10.1504/IJKL.2025.145990>

Summary: E-learning in higher education and the professional workforce has surged in recent years. However, the influence of system characteristics on adoption factors of e-learning systems has not been extensively studied. This study aims to understand how system characteristics affect user expectancies and e-learning system adoption factors. The study employed the 'unified theory of acceptance and use of technology' (UTAUT2) and included five system characteristic variables to expand the model. The results demonstrated that the characteristics of e-learning systems influenced users' expectancies and highlighted the most crucial system characteristics. It was also exhibited that user expectancies, hedonic motivation, and habit affected users' intention to use e-learning platforms. Findings provide directions for educational institutes and organisations to improve the design and use intention of e-learning systems.

Should e-returns services be “one-size-fits-all” for consumers? Segmentation using return policy promises and constraints

Authors: Shilpi Saxena; Vaibhav Chawla; Richa Agrawal (2025).

Journal: International Journal of Physical Distribution and Logistics Management, 55(5), 452–481.

DOI: <https://doi.org/10.1108/IJPDLM-07-2024-0280>

Summary: This study aims (1) to identify which benefit and cost dimensions of an e-tailer’s return policy promises and constraints are perceived as important for superior return service delivery and (2) to determine different consumer segments based on the perceived importance of these benefit and cost dimensions. We conducted two sub-studies in India, using a mixed-method design in India for this study. In Study I, we interviewed 23 consumers to gain insights into the benefits and costs of return policies. In Study II, we surveyed 257 consumers to determine the relative importance of these benefits and costs through a direct ranking survey and rank-order logit modeling. Our findings revealed three distinct consumer segments based on their perceptions of ranking benefit and cost dimensions. Study I suggested five benefits (owning up to mistakes, customer-friendly refund/replacement, access to support, responsiveness and reliability, site ease and one cost (return investments)). Study II determined three consumer segments (inconvenience haters, rapid reliable response cravers and refund worriers). This research empirically disproves the proposition that consumers are homogenous in their perception of value (i.e. benefits and costs) regarding return policy promises and constraints and identifies three consumer segments based on the differential perceived importance of benefit and cost dimensions of return policies. The study suggests that e-tailers aiming for superior e-return service delivery should focus on excellent performance with respect to cost and benefit dimensions that different customer segments find most important. A new research segmentation scheme is suggested based on return policy promises.

I feel like it's expensive! Role of influencer type on price perception.

Authors: Shweta Jha (2025).

Journal: Marketing Intelligence and Planning

DOI: <https://doi.org/10.1108/MIP-04-2024-0222>

Summary: Influencer marketing is a widely used digital marketing strategy. Marketers consider follower count as one of the key criteria when deciding promotion strategies using influencers. However, past studies have primarily studied the impact of follower count on engagement, reach and purchase-related outcomes. The effect of follower count on price perception has not been studied. This research employs the signaling theory to examine how an influencer's follower count impacts the price perception of the product they endorse. Perceived competence and status explain this effect. Lastly, we elucidate the boundary condition for this effect through thinking styles. We conducted three experimental studies (N = 460) to empirically test our theorization, employing different product categories and respondents from the USA and India. The findings suggest that consumers are likely to perceive products promoted by mega (vs micro) influencers as more (vs less) expensive. The perceived competence and status serially mediate the relationship between influencer type and price perception. Thinking style moderates the hypothesized effect. Given the growth in influencer marketing and its impact, this study has important implications. The findings suggest that marketers need to exercise caution and be conscious of the impact of social media influencers on their product perceptions. This is possibly the first research study to investigate the effect of the types of influencers on consumers' perception of price. We not only demonstrate the effect but also explain the process. The research advances the influencer marketing literature by understanding consumers' perceptions from a pricing perspective.

How Come They Know? The Effects of Social Comparison on Value Consciousness and Price Mavenism.

Authors: Kishore Gopalakrishna Pillai, Shweta Jha, Piyush Sharma, Ratula Chakraborty, and Paul W. Dobson (2025).

Journal: Journal of Consumer Behaviour, 24(3), 1327–1339

DOI: <https://doi.org/10.1002/cb.2466>

Summary: Social interactions and the exchange of interpersonal information are important to consumers' shopping experiences. Social interactions can trigger social comparisons that can influence consumer's value and price perceptions. This research investigates the effects of social comparison orientation (SCO) on consumers' value consciousness (VC) and price mavenism (PM). It also examines the moderating role of general self-efficacy (GSE) and identification. We employed a mixed-method approach and investigated the conceptual framework using a survey (N=229) and an experimental (N=516) method. The findings revealed the positive effects of SCO on VC and PM. GSE negatively moderates the impact of SCO on VC. Further, when identification with the social referent is high (vs. low) and assimilation (vs. contrast) effect is observed then upward (vs. downward) comparison leads to greater levels of VC and PM. The paper concludes with implications for marketing value-focused brands and retailers. This research advances the influencer marketing literature by understanding consumers' perceptions from a pricing perspective.

Do supply chain managers “play to the gallery” in the metaverse? A public self-awareness view

Authors: Himanshu Rathore, **Subhro Sarkar**, and Suresh Kumar Jakhar (2026).

Journal: International Journal of Logistics Management, 37(1), 205-229.

DOI: <https://doi.org/10.1108/IJLM-08-2024-0527>

Summary: The study investigates the impact of the metaverse on supply chain managers' decision-making from a behavioural aspect. It explores how an immersive virtual environment reduces the behavioural biases of the pull-to-centre effect and risk aversion of decision-makers in the Newsvendor setting. The research conducts several laboratory experiments to investigate and validate the hypotheses. The study establishes that supply chain managers feel more observed in the metaverse environment. The virtual proximity with the team members enhances their public self-awareness and willingness to incorporate others' perspectives. They operate at a higher construal level to facilitate a collectivist approach to making decisions, resulting in reduced behavioural biases. The findings indicate that the metaverse may foster efficiencies in individual decision-making, thus reducing the hesitancy in adopting advanced technologies such as the metaverse. Less susceptibility to behavioural biases may motivate supply chain managers to overcome hesitancy in adopting to the metaverse environment, cited as a significant barrier to the proliferation of the metaverse in supply chains. The public self-awareness view offers an insightful view of understanding the decision-making process of supply chain managers in the metaverse. The framework enhances the understanding of how virtual proximity with team members may manifest in a collectivist approach to decision-making.

Tracing the trajectory of avatar marketing: An academic exploration through bibliometric analysis and the six-markets stakeholder model

Authors: Ankit Kumar Sinha and **Subhro Sarkar** (2025).

Journal: Electronic Markets, 35(1).

DOI: <https://doi.org/10.1007/s12525-025-00826-3>

Summary: The domain of avatar marketing has garnered significant scholarly attention as it continues to evolve. This study aims to explore the growing interest in this field by examining various aspects of the literature, such as publication trends and prevalent themes. It analyses the domain through the lens of various stakeholders, explores research trends and citation patterns, and identifies gaps to inform future research. To gain a comprehensive understanding of the domain and highlight areas needing further exploration, this study employs bibliometric analysis on 232 peer-reviewed publications spanning from 2005 to 2024. Additionally, this paper proposes a conceptual framework based on the six-market stakeholder model to enhance the current understanding of the domain. This framework offers a concise overview of how six distinct stakeholder markets influence the growth and development of avatar marketing. The study further highlights how avatars and virtual environments enable organisations to strengthen connections with consumers, thus enhancing their satisfaction and overall experience. The findings offer valuable guidance for managers, supporting strategic planning and decision-making processes regarding the adoption and implementation of avatar-based technologies. In general, this study enriches the literature, aiding future researchers in understanding key aspects of avatar marketing and stimulating further academic discourse.

Technostress influence on innovative work behaviour and the mitigating effect of leader-member exchange: A moderated mediation study in the Indian banking industry

Authors: Sweta Jain; **Tata Sai Vijay** and Clement Cabral (2025).

Journal: Acta Psychologica, 255, Article 104875

DOI: <https://doi.org/10.1016/j.actpsy.2025.104875>

Summary: The human capital in banks is an invaluable asset towards driving innovation and customer success and providing an edge over the competition. However, post-COVID-19 pandemic, rapid adoption of Information and Communication Technologies (ICTs) in Indian banks has increased employee technostress, resulting in adverse job outcomes. This study merges perspectives from psychology, information technology, and organisational behaviour to explore the impact of technostress and leader-member exchange (LMX) on innovative work behaviour (IWB), demonstrating the necessity of a cross-disciplinary approach to address contemporary workplace challenges. The study leverages convenience sampling to select online and offline survey participants in leading Indian banks (N = 250). The dataset was analysed using the partial least squares structural equation modelling (PLS-SEM) technique and SmartPLS 4 software. It leverages the twin support of the job-demands resources framework and the celebrated social exchange theory. The authors concluded that employees are experiencing adverse effects of the implementation of ICTs in Indian banks in a quest to achieve innovation. They are experiencing technostress which reduces the IWB of banking employees. Technostress also reduces work engagement which, in turn, leads to burnout and subsequent reduction in IWB. High-quality LMX relationships can promote IWB of bank employees by moderating the indirect effect of technostress on IWB via work engagement. This research contributes significantly to the literature by exploring the causes of reduced IWB and strategies to foster innovation in the banking industry. The research is among the pioneer studies that empirically investigate the moderated mediation research model at the intersection of stress, innovation, and leadership literature in the context of the Indian banking industry. It also sets a foundation for future replications across different industries and geographies to explore the generalizability of these effects. For improving employee IWB, managers and line-of-business leaders can monitor the technostress and work engagement levels against the standards. Organisations can invest in technostress research, develop suitable human resource strategies and training plans to improve work engagement and enable high-quality leader-member exchange to mitigate technostress and promote innovation. These initiatives can help maximise the benefits of ICT initiatives and teleworking implementation.

Strategic roadmapping for the future of retail healthcare.

Authors: Sunil Kumar Yadav, Surabhi Singh, **Tata Sai Vijay**, and **Shiwangi Singh** (2025).

Journal: Journal of Retailing and Consumer Services, 87, 104351.

DOI: <https://doi.org/10.1016/j.jretconser.2025.104351>

Summary: The study aims to provide strategic foresight into the future of retail healthcare technologies by developing a patent-driven roadmap. It identifies how emerging innovations align with healthcare retail needs across short-, mid-, and long-term horizons. Patents were extracted for two time periods to analyze evolving technological trajectories. A total of 4384 patents were retrieved from 2008 to 2020 (Time-period I) and 5009 patents from 2021–January 2025 (Time-period II). The study employs structural topic modeling (STM), semantic network analysis, and patent data analysis across two time periods to identify the topics. For the time period I, seven topics were identified. For time period II, six topics were identified, namely: wireless communication for retail healthcare (Topic 1), advanced beamforming and antenna technologies (Topic 2), edge intelligence and secure IoT integration (Topic 3), scalable technology solutions (Topic 4), service continuity and real-time analytics (Topic 5), and uplink transmission and secure data handling (Topic 6). Further, a technology roadmap for the short-, mid-, and long-term was prepared. This study contributes to retail healthcare and technology roadmapping literature by using patent-driven topic modeling to map emerging technologies aligned with evolving consumer and operational needs across time horizons.



Organisational Behavior & Human Resource

The OB-HR area develops essential expertise in core HR functions and organizational dynamics, featuring specialized training in HR Analytics and Consulting. Through collaboration with the Rekhi Centre of Happiness, the department integrates research on workplace wellbeing and employee motivation into its curriculum.



Organizational healing: Development and validation of a multidimensional scale

Authors: Aditya Agrawal, Ashish Pandey, Stacie Chappell (2026).

Journal: Acta Psychologica

DOI: <https://doi.org/10.1016/j.actpsy.2025.106082>

Summary: Organizational Healing (OH) refers to the process through which workplaces restore positive relationships and social interactions after traumatic events or crises. This study develops and validates a reliable and psychometrically sound scale to measure the key enablers of OH in organizations. The scale items were drawn from broad dimensions of the existing literature, such as Trust in Leadership, Empathetic Leadership, Empathetic Teams, Visionary Leadership, Unambiguous Communication, Change Management, Employee Empowerment, and Positivity. Scale items were generated and refined through expert consultation to ensure clarity and face validity. The scale was then empirically tested using exploratory and confirmatory factor analysis to establish reliability, as well as convergent and discriminant validity. The validated scale contributes to both scholarship and practice by providing a systematic framework for assessing an organization's capacity for healing after disruption or change. In practice, the instrument helps leaders to diagnose cultural strengths and vulnerabilities, guide interventions that foster trust and empathy, and design effective change management strategies.

From Devotion to Development: Aligning Hindu Bhakti Practices with the Sustainable Development Goals

Authors: Payal Kumar and Aditya Agrawal (2026).

Journal: Journal of Management, Spirituality & Religion.

DOI: <https://doi.org/10.51327/HKVJ2546>

Summary: Problematizing the global failure to meet the Sustainable Development Goals (SDGs), Bhakti mārga is offered as an alternative way to meet these goals - emphasizing interconnectedness, humility, service, and joyful devotion to all living beings. Bhakti mārga, with its capacity to unite and heal, possibly holds the key to stitching together conflicting stakeholder interests by paving the way for a shift from an ego-centric, anthropocentric worldview to an all-inclusive, community-centered approach based on care, fraternal bonding, service, and joy - thus fostering an ecologically sensitive mindset and stakeholder unity. Drawing on Bhakti mārga, a unique conceptual model is presented in this paper that displays transcending the 'I' to a more pro-social 'we', leading to respect for all living beings, and for the planet, which is reeling under the weight of seemingly insurmountable sustainability challenges.

Meaning Making on the Edge: Insights from Communication by Heads of State in Successful vis-a-vis Failed Space Missions.

Authors: Prasad Oommen Kurian and **Gaurav Manohar Marathe** (2025).

Journal: Indian Journal of Industrial Relations, 61(2).

DOI: <http://www.publishingindia.com/ijir/22/32260/2025/>

Summary: Effective communication is central to leadership, serving as a crucial tool for leaders to instill a sense of meaningfulness among the members. While existing literature explores various leader behaviors that promote this sense of meaningfulness, a comprehensive framework for understanding how leaders achieve this remains elusive. This paper extends the theory of leadership by applying the widely accepted tripartite model of meaningfulness, which comprises coherence, purpose, and significance to the leadership context and also provides useful pointers to leaders in various contexts. It also brings out the nuances in meaning making in diverse situations by analysing leadership communication following successful and failed space missions.

Negotiating Precarity in a Progressive State: A Dual Lens Analysis of ASHA Workers' Agitation in Kerala.

Authors: Prasad Oommen Kurian & **Gaurav Manohar Marathe** (2026).

Journal: Indian Journal of Industrial Relations, 61(4).

DOI: <http://www.publishingindia.com/ijir/22/negotiating-precarity-in-a-progressive-state-a-dual-lens-analysis-of-asha-workers-agitation-in-kerala/32296/98574/>

Summary: This paper examines the agitation by Accredited Social Health Activist (ASHA) workers in Kerala in 2025, within the context of the state's unique socio-political and labor relations. Employing a qualitative case study methodology, the research analyzes the agitation using the dual lens of Organizational Behavior and Industrial Relations. The Industrial Relations analysis reveals tensions within Kerala's traditional labor movement and highlights the limitations of conventional unionism and collective bargaining in representing informal, feminized labor. The Organizational Behavior perspective emphasizes psychological contract breaches and organizational justice violations that underpin worker dissatisfaction and collective mobilization. This paper offers valuable insights for leaders in government, unions, and organizations on the evolving nature of work and labor activism in welfare states.

Flying High With Entrepreneurial Ecosystems - A Systematic Literature Review to Determine the Factors of Entrepreneurial Ecosystem Development.

Authors: Ranjani Kumari, **Jyoti Verma**, **Rajeev Verma**, Vikas Arya, and Armando Papa (2025).

Journal: Business Strategy and the Environment.

DOI: <https://doi.org/10.1002/bse.70140>

Summary: The growing influence of entrepreneurship on the advancement and economic progress of the people and regions surrounding the entrepreneurs has led to increased attention on developing an entrepreneurial ecosystem (EE). However, such an ecosystem demands an in-depth understanding of the factors that can support and further grow entrepreneurship in the region surrounding it. This paper (i) consolidates literature and findings on different success factors of the EE and (ii) identifies key success factors, including environment, social, and governance (ESG) factors that are responsible for the EE's success and sustainability. A bibliometric-systematic literature review (B-SLR) of 109 papers has been conducted, guided by Preferred Reporting Items for Systematic Reviews and Meta-analysis (PRISMA). In the analysis of 109 studies, a total of 14 critical factors of entrepreneurial ecosystem development have been identified based on primary and secondary level factors. This is the first study in which a B-SLR has been conducted to understand the critical success factors of entrepreneurial ecosystem development based on the Quadruple and Quintuple Helix Model - academia, industry, civil society, government, and natural environment. The study invites scholars and researchers to explore the dynamic interplay between institutional logics, resource configurations, and sustainability imperatives - thus enriching EE literature with a more holistic, interdisciplinary perspective. It also offers a comprehensive framework for managers and policymakers to foster resilient, innovative, and sustainable EEs. By leveraging the critical success factors and integrating ESG principles, stakeholders can create ecosystems that not only enable entrepreneurial growth but also address pressing global challenges and contribute to a more inclusive and sustainable future.

Social media and employer branding: a systematic review of social media's role in shaping employer branding

Authors: Rajwinder Kaur; Bhajan Lal and **Jyoti Verma** (2026).

Journal: Employee Relations: The International Journal

DOI: <https://doi.org/10.1108/ER-06-2025-0448>

Summary: This study aims to systematically explore the role of social media in shaping Employer Branding (EB) by consolidating existing research. It investigates how social media platforms enhance EB, support talent acquisition, inform digital communication strategies, and interact with moderating or mediating factors influencing employer brand outcomes. A Systematic Literature Review (SLR) methodology, guided by the PRISMA framework, was employed. A comprehensive search in the Scopus database yielded 72 articles, from which 59 peer-reviewed studies were selected based on rigorous inclusion and exclusion criteria. These studies were thematically analyzed across four research questions. The findings reveal that social media significantly enhances EB by signaling organizational values, leveraging employee-generated content (EGC), and facilitating targeted, platform-specific recruitment strategies. LinkedIn, Glassdoor and Instagram emerged as dominant platforms for employer brand positioning. Key communication strategies include authenticity, transparency, employee advocacy, and emotional resonance. The review also identifies critical mediating and moderating factors such as employer attractiveness, person-organization fit, employer reputation, social media use, and value congruence. Despite these advancements, the literature reflects theoretical fragmentation, the methodological dominance of cross-sectional surveys, and limited contextual and cultural variations exploration. This review is a comprehensive EB and social media research synthesis. It contributes to theory by integrating diverse conceptual frameworks and identifies research gaps related to longitudinal analysis, geographic diversity, and digital innovation. It provides actionable insights for scholars and practitioners navigating the complexities of digital EB.

Decoding internal customer satisfaction in services firms through the lens of ability, motivation and opportunity framework using text mining approaches

Authors: Abhinav Shankar Rathor, **Manish Kumar**, and Sreevatsa Bellary (2025).

Journal: Journal of Retailing and Consumer Services, 86.

DOI: <https://doi.org/10.1016/j.jretconser.2025.104342>

Summary: This study explores the key factors driving internal customer satisfaction in service firms by integrating the Ability-Motivation-Opportunity (AMO) framework with advanced Natural Language Processing (NLP) techniques. Using employee-generated online reviews as the primary data source, the research examines how high-performance work practices centered on ability, motivation, and opportunity influence satisfaction. The study employs Latent Dirichlet Allocation (LDA) for topic modeling to uncover major themes, which are then aligned with the dimensions of the AMO framework. Sentiment analysis further evaluates the relationships between these themes and satisfaction levels. By focusing on the internal customer perspective, this research addresses a critical gap in the literature, offering insights that extend beyond traditional organizational outcomes. Methodologically, it introduces innovative approaches to capture a more authentic and nuanced understanding of employee sentiments and experiences, which are essential for fostering desirable service delivery behaviors. The study also incorporates emotion analysis to examine the associations between various emotions and the AMO factors, providing deeper insights into how employees emotionally respond to high-performance work practices. The findings highlight that practices such as intrinsic and extrinsic motivation, training and development, recruitment strategies, thoughtful job design, and active employee involvement significantly enhance internal customer satisfaction in service firms. Moreover, the findings from emotion analysis highlight that trust is associated with training and development, fear with knowledge sharing and anger with extrinsic motivation, autonomy and recruitment.

Linking personal interaction, co-worker support and communities of practice with goal priority: a moderated-mediation model. *VINE*

Authors: Anjali Dutta, Santosh N. Rangnekar, and **Piyali Ghosh** (2025).

Journal: Journal of Information and Knowledge Management Systems, 55(3), April 2025, 569–585.

DOI: <https://doi.org/10.1108/VJIKMS-11-2022-0345>

Summary: This study aims to investigate how an individual's perception of team goal priority can be affected by personal interaction, with co-worker support mediating the influence and communities of practice moderating the indirect effect of co-worker support. Responses from 235 respondents working in private and public manufacturing and service enterprises in India collected through a structured questionnaire were statistically analysed using confirmatory factor analysis, structural equation modelling and PROCESS Macro with random bootstrap resample. Findings showed a positive relationship between personal interaction and the perception of individuals about team goal priority that was partially mediated by co-worker support. Communities of practice moderated the influence of personal interaction on co-worker support and the conditional indirect effect of personal interaction on the perception of team goal priority. The results highlight the need for greater employee collaboration towards prioritizing team goals, thus showing a psychologically collectivist attitude. Policies and procedures to create and sustain organization-level communities of practice with employees across departments and hierarchies can also be helpful. Emphasizing the social exchange perspective, the authors recommend improving the overall work climate of any organization. This paper explains the motivating source of personal interactions and co-worker support for prioritizing team goals in an organization. Establishing the moderating role of communities of practice, the authors have confirmed the role of a social learning system in prioritizing team goals.

Evidence for motivated control? Climate change related distress is positively associated with domain-specific efficacy beliefs and climate action.

Authors: Daniel Hanss; Charles A. Ogunbode; Rouven Doran; Johanna E. Renkel; Helena Müller; Mai Albzour; Rahkman Ardi; Arin Ayanian; Aydın Bayad; Karlijn L. vandenBroek; John Bosco; C. Chukwuorji; Violeta Enea; Mai Helmy; Mehmet Karasu; Kehinde; Aderemi Ojewumi; Samuel Lins; Michael J. Lomas; Winfred Mbungu; Ginés Navarro-Carrillo; Charles Onyutha; **Radha Yadav** (2025).

Journal: Journal of Environmental Psychology, 106, 102695.

DOI: <https://doi.org/10.1016/j.jenvp.2025.102695>

Summary: Recent cross-sectional and experimental research has found measures of climate change related distress to be positively associated with measures of efficacy beliefs. Authors of some of these studies have interpreted this finding in terms of motivated control, that is, people who experience climate change related distress are motivated to believe that they can help mitigate climate change. We extend this notion of motivated control by assuming that efficacy beliefs flowing from climate change related distress play a role in encouraging climate action. In two cross-sectional studies, we investigate this assumption: Study 1 used data from a multi-country study and found that negative emotions regarding climate change were positively associated with climate action and both individual and collective efficacy. Furthermore, we found evidence for an indirect effect of negative emotions on climate action via efficacy beliefs (individual and collective). Study 2 conceptually replicated this mediation effect, using data from a sample of citizens in Germany and a different measure of distress, focusing on climate change worry. Additional exploratory analyses revealed that the association with individual efficacy was stronger for more adaptive forms of climate change worry, compared to less adaptive forms. We conclude that our findings provide correlational support for motivated control being one of the psychological processes – and efficacy beliefs being one of the person-level factors – that account for adaptive behavioral reactions to climate change related distress. Experimental and longitudinal studies are needed to further substantiate this conclusion.

Trainees' experienced vocational education and training quality: formative assessment of scale development and validation.

Authors: Siva Sree Garimidi; P. Ramlal and **Radha Yadav** (2025).

Journal: International Journal of Educational Management, 39(4), 916-936.

DOI: <https://doi.org/10.1108/IJEM-09-2023-0429>

Summary: The study aims to propose and validate a multidimensional measure of trainees experienced vocational education and training quality (TEVETQ) in an Indian context. This study explains a deductive approach in conceptualizing TEVETQ as a second-order, reflective-formative construct and its subsequent validation using SmartPLS version 3. The antecedent construct was assessed using an embedded two-stage method and finalized with five constructs, i.e. training facilities and equipment, trainer quality, placement counseling services, industrial exposure and extracurricular activities. The researcher analyzed the measurement invariance of composite models to ensure the power of statistical tests. The study findings conceptualize vocational education training as a formative construct in industries and can be generalized and extended to other sectors of the economy as well. The current study developed a conceptually congruent and empirically validated multidimensional measure of vocational education and training (VET) quality. Further, the study has found industrial exposure as a significant formative indicator for TEVETQ. With the novel TEVETQ construct, the study on the antecedents and consequences of VET quality has substantial scope to progress. The current study is cross-sectional, and the data pertain to VET students in the Indian context. This limits the generalizability of the findings of this research. The TEVETQ construct, with its integral dimensions, imparts an appreciation of how the trainees define VET quality. The authors propose TEVETQ as an additional key metric in evaluating VET quality. Although extant literature on VET quality collectively concurs on its multidimensional nature, there is a limitation in validated measurements of VET quality. Hence, the current study addresses the research gaps by conceptualizing and validating a multidimensional measure of TEVETQ.

Responsible leadership in creating socially responsible business through impacting micro employee outcomes.

Authors: Damini Saini, Anjali Bansal, and **Radha Yadav** (2025).

Journal: Asian Journal of Business Ethics, 14(1), 235–257.

DOI: <https://doi.org/10.1007/s13520-025-00235-x>

Summary: Drawing from the social learning and self-determination theory, we investigated the employee outcomes resulting from the perceived responsible behaviour of their leaders in the organisations through affective and normative commitment as a mediator. The proposed hypotheses were tested using structural equation modeling and followed two steps. The researchers administered the survey to collect data targeting 370 Indian middle-level managers working full-time. The study revealed that perceived responsible leadership considerably influences employee satisfaction and productivity. Furthermore, along with the direct significant relationship among perceived responsible leadership, employee satisfaction, and productivity, the results also indicated the presence of an indirect effect. This research guides new-age leaders on inducing employee productivity and satisfaction by leading responsibly and enhancing their affective and normative commitment. This study uniquely contributes to responsible leadership literature by linking it with self-determination theory. This study uniquely extends the limited understanding of responsible leadership and its relationship with employee satisfaction and productivity.

Employee relations: a comprehensive theory based literature review and future research agenda.

Authors: **Radha Yadav**, Mudita Sinha, and Anugamini Srivastava (2026).

Journal: Management Review Quarterly, 76(1), 179–222.

DOI: <https://doi.org/10.1007/s11301-024-00473-6>

Summary: This study aims to conduct a systematic and integrative literature review to consolidate the extensive information on employee relations accumulated over the past century, thereby offering new insights into domain-specific phenomena. The research followed a four-phase search strategy in accordance with the Scientific Procedures and Rationales for Systematic Literature Reviews (SPAR-4-SLR) protocol. The keyword search utilized terms such as 'employee relations,' 'employee relation,' 'employment relation,' and 'employment relations' in the Scopus and Web of Science databases. By employing an integrative approach along with specific inclusion–exclusion criteria, the researchers synthesized articles from leading journals in the field of employee relations, categorizing them based on geographical region, article types, prominent authors and their affiliations, and the most cited research articles. In the final stage, the researchers presented new insights through a conceptual framework utilizing the ADO-TCCM approach, which encompasses antecedents, outcomes, theories, context, methodology, mediators, and moderators of employee relations. This study synthesizes findings and reorganizes key themes into innovative frameworks, providing fresh perspectives on various aspects of employee relations. Ultimately, it offers valuable insights into the critical factors that strengthen long-term employee-employer relationships.

Exploring the factors for sustainable organisation via employee-employer relationship

Authors: Radha Yadav, Narendra Singh Chaudhary, and Dharmendra Kumar (2025).

Journal: International Journal of Public Sector Performance Management, 15, 386-407.

DOI: <https://doi.org/10.1504/IJPSPM.2025.146234>

Summary: The purpose of the paper is to explore the required factors for a sustainable organisation with respect to the employee-employer relationship. The variables were identified on the basis of maximum citation and the latest work available from 2000 to 2020 on employee-employer relationship and sustainable organisation in Google Scholar. The present study found that sustainable leadership, organisation trust, justice and structure, self-efficacy, employee engagement, employee motivation, transparency, and communication are crucial variables for creating sustainable organisation according to the variables related to the employee-employer relationship. This study further provides valuable insights on the important variables which will help build a strong relationship between employee and employer for sustainable organisational growth.

Does organizational virtuousness influence job crafting? Mediating effects on organizational identification and well-being in hospitality sector of India.

Authors: Anil Khanna, Rajasekhar David, Utkarsh Nigoti, Shashank Singh, and B. S. S. Karthik (2025).

Journal: Journal of Hospitality Application & Research, 20(2)

DOI: <https://doi.org/10.21863/johar/2025.20.2.002>

Summary: The purpose of this study is to explore how organizational virtuousness (OV) influences job crafting (JC) behaviors in the hospitality sector, focusing on the mediating roles of subjective well-being (SWB) and organizational identification (OI). Grounded in social exchange theory, the study examines how virtuous practices such as integrity, trust, and compassion foster proactive role-shaping behaviors and enhance employee well-being. Data was collected in three waves from 414 hotel employees in India was analyzed using a parallel multiple mediation model with Hayes PROCESS-Macro. Findings reveal that OV positively impacts JC through improved SWB and strengthened OI, enabling employees to align their roles with organizational goals. This research is novel in emphasizing OV as an antecedent of JC, particularly in the underexplored context of the hospitality sector, highlighting the psychological mechanisms involved. Practical implications include fostering virtuous practices to enhance workplace culture, employee engagement, and organizational performance.

Friendship at work matters: A moderated mediation model of proactive performance through engagement and self-efficacy in hospitality industry

Authors: A.K. Subramani, Utkarsh Nigoti, N. Akbar Jan, **Rajasekhar David**, and Sharda Singh (2026).

Journal: International Journal of Hospitality Management, 136.

DOI: <https://doi.org/10.1016/j.ijhm.2026.104648>

Summary: This study focuses on the intricate relationships between workplace friendships (WF), employee engagement (EE), friendship self-efficacy (FS), and proactive performance (PP) in the hospitality industry. A two-wave longitudinal design was used to obtain data from personnel of five-star hotels in southern India. First-wave data were collected from 483 employees of five-star hotels and 351 valid responses were collected in the second wave. The results suggest a positive association between WF, PP, and EE. Furthermore, the link between WF and EE was mediated by the relationship between PP and WF, whereas the relationship between EE and WF was moderated by FS. Employees with higher FS levels had higher levels of engagement and proactive behaviour. The longitudinal approach of this study has theoretical and practical implications for organizational behaviour and HR practices, and provides a more complete picture of the evolution of these relationships over time.

Does ESG really matter? Accessing the relevance of ESG in Indian investors' decision-making dynamics.

Authors: Sougata Banerjee and **Rajasekhar David** (2025).

Journal: Qualitative Research in Financial Markets, 17(4), 805-829.

DOI: <https://doi.org/10.1108/QRFM-10-2023-0241>

Summary: Environmental, social and governance (ESG) is becoming an increasingly important non-financial parameter for measuring a company's valuation. The purpose of this study is to assess the relevance of ESG in Indian investors' decision-making dynamics. This study used an exploratory qualitative research approach based on semi-structured in-depth interviews. A mixed method of purposeful and criterion sampling techniques was used to select 21 participants. Thematic content analysis was performed to analyze the data and understand the relevance of ESG in investors' decision-making process. This study finds that while Indian investors are aware of ESG factors, they prioritize traditional financial metrics like returns and risk over ESG considerations. ESG factors are often treated as secondary, hindered by the lack of standardization in data and ratings, making them difficult to quantify and compare. Additionally, concerns about greenwashing and unreliable ESG information further reduce their importance in investment decisions. The findings of this study highlight the need for reliable ESG data, standardization and increased investor education for better integration. This is an exploratory study with limited participants. Therefore, the results cannot be generalized to the Indian population. Different sampling criteria, a larger sample size or a quantitative research design approach may increase our understanding of the relevance of ESG. This study provides insights into the awareness, relative importance and challenges of including ESG in investment decision-making. The results suggest further standardization and improving the awareness and trustworthiness of ESG reporting will help improve its relevance. To the best of the authors' knowledge, this study is one of its kind to investigate the awareness, perception and attitudes of Indian investors toward ESG. This study addresses an identified gap in the existing literature, explores the awareness level of ESG among Indian investors and suggests future research directions.

Exogenous Shocks and Cluster Change in the Howrah Foundries: Dynamics of Conflict and Fragmentation.

Authors: Sudhanshu Shekhar and Vidyanand Jha (2025).

Journal: Enterprise and Society, 26(3), 963–1006.

DOI: <https://doi.org/10.1017/eso.2024.35>

Summary: Exogenous shocks play a crucial role in cluster evolution and change. Yet the mechanisms and processes driving these changes have been relatively underexplored. Furthermore, cluster change studies have focused more on cooperative dynamics. The conflict dynamics in a cluster have received somewhat less attention. Therefore, the present study examines the impact of the exogenous shock on conflicts in a cluster. The Howrah foundry cluster in India constitutes the empirical context of this study. Our findings point to group-level conflict and fragmentation as crucial mechanisms of cluster change. The study further explores the role of rival associations in cluster governance. It shows that rival associations can lead to equitable distribution of opportunities in the cluster. The study also contributes to Indian business history literature. It sheds light on the growth dynamics of small-scale industries and indigenous entrepreneurship in the Howrah district of India. It further brings attention to relatively underexplored data sources in Indian business history.

Work, wander and repeat: modeling the enablers of digital nomadic lifestyle

Authors: Vivek Vohra; Shanthi Banishetty; **Tanusree Dutta**; Aanchal Joshi (2025).

Journal: Journal of Global Mobility, 13(1), 77–106

DOI: <https://doi.org/10.1108/JGM-05-2024-0044>

Summary: The study aims to outline and hierarchically rank the key enablers that support the digital nomad lifestyle, identifying their interrelationships and contextual importance within the ecosystem. The study utilizes a multi-method approach encompassing modified total interpretive structural modeling (m-TISM) and matrice d'impacts croisés multiplication appliquée à un classement (MICMAC) analysis, complemented by a one-tailed t-test to validate the model. The research identified nine crucial enablers that facilitate the digital nomad lifestyle. The study effectively maps out their hierarchical relationships and the dynamics of their interactions. While the study offers significant insights, it relies heavily on expert opinions, which may introduce subjective bias. Additionally, the dynamic nature of digital nomadism might limit the long-term applicability of the findings. The findings have substantial implications for policymakers and corporate leaders. By understanding the key enablers and their interactions, stakeholders can develop targeted strategies that enhance support for digital nomads, potentially increasing organizational flexibility and global reach. This study contributes original insights by applying an advanced m-TISM approach to the digital nomad sector, a topic of growing relevance in post-pandemic work arrangements. It provides a comprehensive framework that integrates various theoretical and practical perspectives, which were fragmented previously.

Validating the Big Five Aspect Scale amongst B-school students in India

Authors: Tanusree Dutta, Nitesh Bhatia, and Raina Chhajer (2025).

Journal: International Journal of Business Innovation and Research, 38(4), 426-441.

DOI: <https://doi.org/10.1504/IJBIR.2025.150770>

Summary: The Big Five theory of personality is recognised and measured across nations. This study examined the validity and reliability of the Big Five Aspect Scale (BFAS) developed by DeYoung et al. 's (2007) among Indian B-school students. The participants were 254 post-graduate level management students from B-schools in India. Results suggested that the BFAS did not retain the factor structure originally proposed by the scale developers. Internal reliability was below the level found in the North American sample. The psychometric features of the BFAS scale were not promising. Thus it might not be appropriate to measure personality traits of Indian B-school students using this scale.

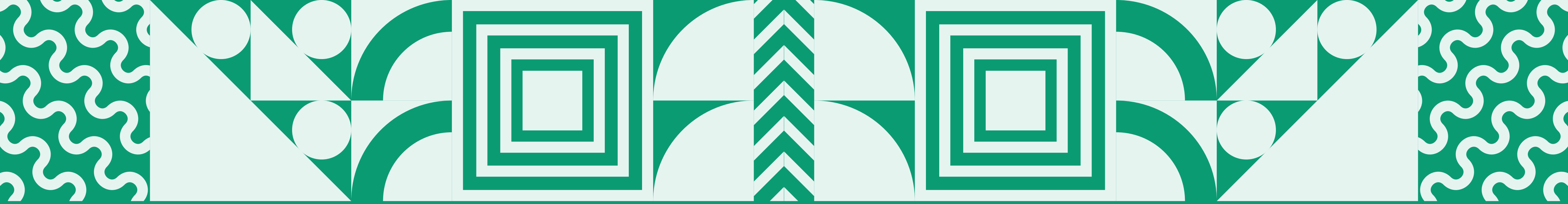
Employee Loyalty: Measurement and Validation.

Authors: Tanusree Dutta and Swati Dhir (2025).

Journal: Global Business Review, 26(2), April 2025, 346–363.

DOI: <https://doi.org/10.1177/0972150921990809>

Summary: Employee loyalty is a significant attribute to gain competitive advantage in any organization. Research suggests that retaining and nurturing a loyal workforce has many benefits and protects the organization from several disadvantages. Therefore, understanding and measuring employee loyalty is very important for organizational effectiveness. The available literature on employee loyalty is scattered, and there is a shortage of available tools to measure the affective, cognitive and behavioural aspects of the construct. In this study, we developed a scale to measure employee loyalty in terms of the cognitive, affective and behavioural components. We used the mixed methodology and grounded theory approach for this purpose. Test items to measure employee loyalty were developed and data were collected to validate them. Furthermore, the data were subjected to rigorous statistical analysis. Results suggested robust psychometric properties in terms of validity and reliability. Such a scale is beneficial to HR practitioners and professionals, policymakers and other like-minded vocations desirous of measuring employee loyalty.



Operations Management

The Operations Management area focuses on supply chain, project management, and mathematical optimization through a rigorous research and teaching framework. The faculty addresses contemporary global like Industry 4.0 and logistics uncertainty. driving impact through award-winning research and multidisciplinary training programs centered on manufacturing innovation and service operations.



Supply Planning at Violet Airlines

Authors: Amit Sachan (2025).

Journal: Operations Management Education Review, 19, 53-74.

DOI: <https://www.neilsonjournals.com/OMER/OMERpromos/Violet19p.pdf>

Summary: This case presents a strategic supply-mix decision facing Violet Airlines as it prepares to operate new international routes. The CEO must determine the optimal configuration of business and economy class seats for a new aircraft, balancing premium revenue opportunities with the need to maintain high load factors. Students use Monte Carlo simulation in Excel to evaluate alternative seating mixes under uncertain demand, applying tools such as Data Tables and Scenario Manager to estimate net revenue across multiple scenarios. The case enables learners to experience how small configuration decisions can significantly affect profitability, operational efficiency, and market positioning. Designed for courses in operations management, management science, and revenue management, the case emphasizes hands-on modelling, data driven decision-making, and experiential learning. The case also illustrates how similar supply mix challenges arise across service industries such as hotels, restaurants, hospitals, and transportation. This is a fictional teaching case developed solely for academic purposes, and any resemblance to real organizations or individuals is coincidental.

Customer journey and experience in multi-stage e-retail delivery system (e-RDS): A process - perception perspective

Authors: Piyush Gupta; Jagroop Singh; **Amit Sachan** and Abhishek Srivastava (2026).

Journal: Journal of Global Operations and Strategic Sourcing, 19(1), 54-74.

DOI: <https://doi.org/10.1108/JGOSS-09-2024-0093>

Summary: The purpose of this study is to examine how customers' perceptions of the shopping process across a multi-stage electronic retail delivery system (e-RDS) affect overall satisfaction. This study explores the perceptions of process across four stages of e-RDS: search, agreement, fulfilment and after-sales service. This study also investigates how customers' perception of one stage influences the subsequent stages. The data are collected from 341 online shoppers and analysed using structural equation modelling. This study suggests that customers' perception of a particular stage in multi-stage e-RDS impacts the subsequent stages of service delivery. This study confirms that a smooth process experience at each stage has a positive impact on satisfaction and other factors, including perceived ease of use, perceived usefulness, perceived control and perceived flexibility. Interestingly, perceptions of process at the fulfilment and after-sales service stages are particularly crucial for customer satisfaction. This paper finds that it is equally important for e-retailers to enhance customer experience by focusing on process features in all four stages of e-RDS, in addition to product quality and price. This research distinguishes itself by examining how customers' perceptions of the e-RDS process affect overall experience. This study is one of the few studies that address the significance of process dimensions in evaluating customer experience within the e-retail customer journey. By holistically studying multi-stage e-RDS from a process perspective, this paper offers detailed insights for e-retailers. Understanding process perceptions throughout the customer journey is crucial for shaping customer experience, ultimately leading to positive evaluation of customer satisfaction.

Study on the influence of perceived service process belief on overall customer satisfaction: the role of stage satisfaction.

Authors: Piyush Gupta, **Amit Sachan**, **Sasadhar Bera** and **Tanusree Dutta** (2025).

Journal: International Journal of Services and Operations Management, 52(3), 293-312.

DOI: <https://doi.org/10.1504/IJSOM.2025.149976>

Summary: A significant amount of research in service operations has focused on customer journey and experience along the e-retail service delivery (e-RSD). Literature reveals that little research has focused on the service process-beliefs of the customer journey in multi-stage e-RSD. The objective of this paper is to see the influence of perceived service process-beliefs on stage satisfaction and attempt to study the impact of stage satisfaction on the customer's overall satisfaction in multi-stage e-RSD. Survey data was collected from 455 Indian customers. Multiple regression analysis is used to find the significance of independent variables on dependent variables. The results identify the significant service process-beliefs impacting the stage satisfactions and results show that all four stage-satisfactions are affecting the overall customer satisfaction. This study offers empirical proof to comprehend the service process-beliefs that affect stage satisfactions in multi-stage e-RSD which can be used by managers to tailor their e-retail service offerings.

Fake news detection for sustainable supply chain management using deceptive tones: An application of ML, NLP and Explainable AI.

Authors: Pushpesh Pant, Rohit Yadav, Muhammed Niyas, **Krishna Kumar Dadsena**, Saurabh Pratap, and **Amit Sachan** (2025).

Journal: Enterprise Information Systems, 19(9), September 2025, Article 2510350.

DOI: <https://doi.org/10.1080/17517575.2025.2510350>

Summary: This study develops a novel framework to detect deceptive tones related to sustainable supply chain (SSC) in annual disclosure. Using natural language processing, machine learning, and explainable AI, the model extracts 15 linguistic features from annual reports to compute a deceptive score related to SSC. The findings reveal a positive relationship between deceptive scores and increased word count, and therefore, suggest strategic manipulation in SSC narratives. In essence, the present paper develops a robust tool that can be integrated into ERP/CRM systems to enable automated detection of SSC-related misleading claims, making it highly valuable for investors, regulators, and enterprises.

Circular economy integration in oil and gas sector: case of MENA countries

Authors: Shikhar Dua; **Krishna Kumar Dadsena** (2025).

Journal: International Journal of Sustainable Development, 28(1), 124–146

DOI: <https://doi.org/10.1504/IJSD.2025.143127>

Summary: One of the world's major concerns is the impact of climate change. This case study aims to use a qualitative approach to examine how the oil and gas industry in the Middle East and North African (MENA) countries has embraced the circular economy (CE) concept. Thematic analysis was adopted as the research method in this study. A purposeful intensity sampling method was adopted. Responses were obtained from fifteen oil and gas industry experts working in MENA countries through one on one interviews. The analysis of the interaction involving the adoption of the circular economy in the oil and gas industry in MENA countries revealed three main themes: 1) the organisation's inclination towards CE; 2) innovations in CE adoption; 3) external pressure to adopt CE. The results show that the MENA countries' oil and gas industries are making good progress toward adopting CE.

Driving success in closed-loop supply chain: investigating consumer attitudes toward e-waste return

Authors: Imnatila Pongen, **Pritee Ray**, **Tata Sai Vijay**, and Kannan Govindan (2026).

Journal: International Journal of Logistics Management, 37(2), 430-451.

DOI: <https://doi.org/10.1108/IJLM-09-2024-0576>

Summary: Implementation of an effective closed-loop supply chain (CLSC) requires knowledge of consumers' perceptions of returning end-of-life products. Consumers, as primary suppliers of end-of-life products, play a crucial role in recycling efforts. This study identifies the drivers behind the e-waste recycling intentions of consumers, bridging the gap in previous studies. Extending the Theory of Planned Behavior, this research integrates other determinants applicable to e-waste return intentions, including eco-literacy, reverse logistics awareness, perceived risk and incentives. An online survey was conducted with 310 digitally literate Indian consumers. Structural equation modeling was used to analyze the relationships among the studied determinants. Fourteen hypotheses were tested using PLS-SEM to assess direct and moderating effects. The results show significant relationships between the determinants and return intention. Moderation analysis indicates that incentives reinforce the positive impact of perceived behavioral (PB) control on return intention, while perceived risk undermines the attitude-return intention relationship, as well as the return intention–PB control relationship. Attitude, subjective norms, eco-literacy, collection method and incentives were significant positive predictors, while perceived risk acted as a key barrier. Our study indicates that creating awareness programs on the importance of e-waste recycling, implementing incentive schemes and establishing more stringent e-waste management regulations can promote returning e-waste into the supply chain. This study contributes to the literature on CLSCs by conceptualizing consumer e-waste return intention using an extended TPB applied in the Indian context – fast-emerging digitalized economy with a high percentage of informal recycling. Through the integration of cognitive (eco-literacy, reverse logistics awareness), contextual (collection mechanism, perceived risk) and motivational (rewards) determinants, the study empirically tests the moderating roles of rewards and risk through structural equation modeling, providing refined theoretical insights and practical implications for policymakers and industry stakeholders.

A Framework for Understanding Blockchain Adoption in Supply Chain Operations: A Multicase Study

Authors: Alok Raj, Tsan-Ming Choi, **Rajeev Ranjan Kumar**, and Shikha Aggarwal (2026).

Journal: IEEE Transactions on Engineering Management, 73, 1390-1401

DOI: <https://doi.org/10.1109/TEM.2026.3653443>

Summary: Blockchain has gained significant attention, but operations literature lacks an integrated framework capturing its adoption dynamics. This article addresses the gap through a multicase study, proposing a framework that examines drivers, enablers, resistors, mechanisms, and outcomes of blockchain adoption in supply chains. The process is segmented into three phases - preadoption, early adoption, and full adoption - across technological, organizational, and environmental dimensions. Findings show organizational and environmental factors dominate preadoption, while enablers and resistors shape early adoption. In full adoption, mechanisms such as resilience, trust, visibility, information sharing, and cost reduction deliver operational benefits. The article offers valuable insights for researchers and practitioners to better understand and implement blockchain in supply chain.

Investigating Linkages Between Industry 4.0 Technologies and Sustainability: A Sequential Mediation Analysis

Authors: Gourav Tiwari; Pariwesh; **Rajeev Ranjan Kumar** (2025).

Journal: Business Strategy and the Environment, 34(6), 7284-7299

DOI: <https://doi.org/10.1002/bse.4343>

Summary: The study examines the link among Industry 4.0 (I4.0) technologies, environmental orientation, organizational flexibility, and the circular economy (CE) to drive sustainability. To ascertain these links, we analyze the responses of managers working in the manufacturing sector in India using PLS-SEM. Relying on the resource-based view (RBV), our findings confirmed that I4.0 and CE complement each other to achieve sustainability. Further, CE and environmental orientation mediate the link between I4.0 and sustainable performance. Additionally, sequential mediation indicates that (i) organizational flexibility and CE and (ii) environmental orientation and CE sequentially mediate between I4.0 and sustainability. This study sheds light on the interrelation of identified factors and provides actionable insights for manufacturing firms seeking to improve sustainability performance. Further, the findings suggest that the integration of I4.0 technologies and CE practices, supported by organizational flexibility and environmental orientation, can drive significant sustainable improvements. The study offers pivotal managerial implications for strategically aligning digital transformation and sustainability initiatives.

Analytics Capability, Supply Chain Capabilities, and Operational Performance: A Meta-Analytic Investigation.

Authors: Alok Raj, **Rajeev Ranjan Kumar**, Sriram Narayanan, Ahmet H. Kirca, and Anand Jeyaraj (2025).

Journal: Journal of Operations Management, 71(6), September 2025, 786-805.

DOI: <https://doi.org/10.1002/joom.1376>

Summary: How does the development of Analytics Capability (AC) of a firm influence its supply chain performance? With increasing numbers of firms adopting data analytics to enhance their supply chains and overall performance, this question has become particularly important. To answer the question, this study proposes and tests three dominant supply chain capabilities (integration, flexibility, and resilience) as key mechanisms through which AC is linked with operational performance. We use 405 effect sizes reported in 174 prior empirical studies based on data gathered from 104,296 informants to draw insights using a meta-analytic structural equation modeling approach. The theory developed herein contributes to the literature by demonstrating that integration, flexibility, and resilience mediate the association between AC and operational performance, which in turn affects customer service performance. Specifically, a substantial degree of variance in the effects of AC on operational performance is mediated by integration, flexibility, and resilience, respectively. We also find that the effect size for the association between AC and operational performance is higher in developing economies, while the link between operational performance and customer service performance is higher in developed economies. Our analyses are robust to several empirical challenges, including (a) common method bias, (b) outliers, (c) endogeneity, and (d) journal quality, attesting to the stability of the findings. Overall, our results suggest that supply chain integration, flexibility, and resilience are key domains of managerial and theoretical focus for implementing firms' data analytics initiatives, reinforcing the role of the supply chain in leveraging data analytics capabilities.

Reconciling the Literature on Industry 4.0 Technologies and Circular Economy: A Mediation–Moderation Analysis.

Authors: Rajeev Ranjan Kumar, Alok Raj, and Ana Beatriz Lopes de Sousa Jabbour (2025).

Journal: Business Strategy and the Environment.

DOI: <https://doi.org/10.1002/bse.70051>

Summary: This study advances the understanding of how I4.0 technologies and supply chain dynamic capabilities (supply chain integration and flexibility) can drive circular economy (CE) and sustainable performance. Utilizing a meta-analysis approach, we employ meta-structural equation modeling, subgroup analysis, and meta-regression to provide various underlying mechanisms. The study draws on data from 84 previous empirical studies, encompassing evidence from over 30 countries. The findings indicate that supply chain integration and flexibility partially mediate the relationship between I4.0 technologies and CE practices. Further, CE practices and supply chain integration partially mediate the link between I4.0 technologies and sustainable performance. Subgroup analysis and meta-regression reveal heterogeneity in the I4.0 technologies–CE practices relationship, considering the type of economies, digital competitiveness score, and Hofstede's cultural dimensions as moderators. The findings offer comprehensive insights for academics and practitioners on I4.0 technologies, CE practices, and sustainable performance.

Managerial beliefs and human-artificial intelligence collaboration in supply chain: A configurational perspective.

Authors: Nagendra Kumar; Rajeev Ranjan Kumar and Alok Raj (2026).

Journal: International Journal of Production Economics, 297, 110005.

DOI: <https://doi.org/10.1016/j.ijpe.2026.110005>

Summary: Human-artificial intelligence (human-AI) collaboration has significant potential to transform supply chain operations, yet existing research offers limited insight into how supply chain managers form beliefs about collaborating with AI. Addressing this research gap, this study adopts a fuzzy-set qualitative comparative analysis (fsQCA) approach to identify multiple belief configurations that shape managerial intentions toward human-AI collaboration. The analysis reveals three distinct categories of supply chain managers: “the Enthusiast”, “the Indifferent,” and “the Conservative”, each characterized by unique combinations of efficacy and legitimacy-related belief configurations. Enthusiasts are primarily driven by strong discrepancy recognition and/or self-efficacy beliefs, while Indifferents emphasize valence-related beliefs as the core condition, and Conservatives rely mainly on legitimacy-related beliefs. This typology highlights the cognitive heterogeneity underlying managerial adoption intentions and demonstrates that no single belief uniformly explains human-AI collaboration. Multiple robustness tests confirm the stability of the findings. Overall, the study contributes to the literature by offering a configurational perspective on decision-making related to human-AI collaboration.

Capacity management under uncertain demand and distribution policies: the case of Indian vaccine supply chain

Authors: Vijaya Dixit, Ashish Omar, Ou Tang, and Priyanka Verma (2025).

Journal: International Journal of Production Research, 63(6), 1985–2009, June 2025.

DOI: <https://doi.org/10.1080/00207543.2024.2392625>

Summary: The present study investigates the cause-and-effect relationships between production capacity decisions and the choice of distribution policy aspects of managing an extensive vaccination programme. The Indian COVID-19 vaccine supply chain is taken as a case study, and Indian demographic data is utilised. A Monte Carlo Markov Chain (MCMC) model is developed to estimate time period-wise demand corresponding to each distribution policy. Furthermore, eight different capacity management models involving different capacity addition and transfer strategies for four different distribution policies are formulated. The trade-off between effectiveness and efficiency objectives, namely Vaccine Supply Chain total cost and service level, is investigated by comparing the Pareto frontiers of the proposed models. Furthermore, the models are compared based on capacity transfer cost, capacity addition cost, and variation in region-wise service level. The results reveal that organisations can simultaneously save significant costs and achieve higher service levels if they cautiously align their capacity management approach and the distribution policy on the demand front. Capacity management interventions at the national level result in more service levels and lower variation and costs than at the regional level.

A bibliometric analysis of Industry 4.0 literature in the operations management domain.

Authors: Vijaya Dixit and Ankita Prasad (2025).

Journal: Operations and Supply Chain Management, 18(1), 32–44, March 2025.

DOI: <https://doi.org/10.31387/oscm0600453>

Summary: It has been exactly a decade since the term “Industry 4.0” was coined. Researchers have been fascinated with this term and have since explored different areas of Industry 4.0. This study uses bibliometric tools to conduct an in-depth, year-wise analysis of Industry 4.0 literature in operations management. A detailed year-wise keywords cluster analysis highlights the evolution of the intellectual structure of Industry 4.0. Two new aspects namely the morphological study of keywords and the year-wise new keywords analysis are included in the keyword analysis. The analysis identifies the most significant studies, influential contributors (authors), and the countries that have majorly contributed to the body of knowledge of Industry 4.0. Since the research on Industry 4.0 is relatively new and attracts the heightened focus of scholars worldwide, the timely in-depth bibliometric review provided in this study will help future scholars explore multiple research directions in Industry 4.0.

Circular supply chain transformation: leveraging evolving technologies for enhanced performance.

Authors: Gourav Tiwari, **Vijaya Dixit**, and **Rajeev Ranjan Kumar** (2025).

Journal: International Journal of Logistics Research and Applications, 28(12), 1828–1860.

DOI: <https://doi.org/10.1080/13675567.2024.2418133>

Summary: Circular supply chains (CSC) and evolving technologies work together to enhance supply chain performance. To assess this, we examine the integration of technologies, such as Industry 4.0, smart manufacturing, and smart logistics in a CSC setup. The study focuses on two product types: smart and normal (non-smart) products. Smart products feature sensing, connectivity, networking, and monitoring capabilities, while normal products lack these features. Using a multi-objective optimisation technique, we analyse the CSC network to estimate the benefits of evolving technologies. The study aims to maximise profits and minimise carbon emissions across the supply chain. Eleven models are examined based on varying demand percentages of smart and normal products. The gamultiobj algorithm (a variant of NSGA II) is used to generate Pareto frontiers. The findings show that a 2-5% increase in technology adoption costs can boost profits by 15-30% and reduce emissions by 20-30% for smart products.

Resilient supply chains: advancing technology integration with pre- and post-disruption technology roadmap

Authors: Bhavesh Bhatnagar and **Vijaya Dixit** (2025).

Journal: Journal of Enterprise Information Management, 38(4), 1010-1035.

DOI: <https://doi.org/10.1108/JEIM-07-2023-0411>

Summary: Industry 4.0 (I4.0) technologies are pivotal in enhancing supply chain resilience (SCRES). The extant literature identifies multiple antecedents of SCRES. However, the holistic impact of I4.0 technologies on all the antecedents of SCRES has not been rigorously studied. Practising managers have a limited understanding of the interrelationship of these technologies and their impact on each SCRES antecedent and its subfactors. This highlights the need for a comprehensive technology roadmap that integrates I4.0 technologies with SCRES antecedents and subfactors, benefiting both the pre- and post-disruption phases. Interpretive structural modelling is used to develop the hierarchical structure of technologies based on their interrelationship. ANP-SVNTOPSIS (Analytic Network Process – Single Valued Neutrosophic Technique for Order of Preference by Similarity to Ideal Solution) approach to quantify technology impact factors (TIFs) value of each technology corresponding to each antecedent of SCRES is applied. The result reveals that data-driven technologies and additive manufacturing have the highest impact on SCRES. The detailed analysis of the TIF values identifies high-impacting technologies for each SCRES antecedent and subfactor. The results are used to propose a technology roadmap integrating I4.0 technologies with SCRES antecedents for pre- and post-disruption phases. The positive impact of I4.0 technologies on SCRES is well established. However, many companies face challenges in their I4.0 implementation projects despite the manifold advantages. To the best of our knowledge, no previous research has conducted such a rigorous analysis at the individual technology level and SCRES antecedents to quantify the multifaceted dimensions of SCRES. The present study addresses this gap. Furthermore, it proposes a technology roadmap which incorporates pre- and post-disruption phases, which is its uniqueness.



Strategy and Entrepreneurship

This area equips students with the analytical tools to plan and execute organizational strategies across startups and global corporations. The curriculum features diverse electives - including Design Thinking, Management Consulting, and Strategic Transformation - focused on driving innovation and competitive advantage. Theory and practice are bridged to prepare for entrepreneurial growth.



Strategic enablers of sustainability in the Indian medical device supply chain: an ISM-DEMATEL approach

Authors: Deepak Kumar Srivastava, Nishant Agrawal, Vikas Kumar, Sonal Khurana, and Linh Duong (2026).

Journal: Strategy and Leadership, 54(1), 42-60.

DOI: <https://doi.org/10.1108/SL-01-2025-0009>

Summary: This research aims to identify enablers of sustainability in the medical device supply chain. A medical device manufacturing firm located in western India was selected for the study. An analysis using ISM DEMATEL was conducted. The paper identified 14 enablers in the implementation of a sustainable supply chain in medical device firms. Resource and capacity management, along with supplier relationship management, are the two most influential enablers that affect the long-term sustainability of the medical device supply chain. To enhance supply chain sustainability, management needs to ensure higher funds and resources to adopt modern technologies, new machines, and equipment. The findings provide a theoretical framework for sustainability strategies in the supply chain of medical device manufacturers.

Beyond greenwashing: how politics shapes firms' ESG strategies and their financial fortunes.

Authors: Rahul Kumar and Rojers Puthur Joseph (2025).

Journal: European Business Review, 37(4), 720-740.

DOI: <https://doi.org/10.1108/EBR-05-2024-0169>

Summary: This study aims to investigate the complex interplay between environmental, social and governance (ESG) performance, firm performance and firm political awareness in an increasingly politicized and globalized world, where corporate sustainability is under intense scrutiny. The study uses data from 466 globally listed retail firms sourced from Bloomberg data set for the year 2022. Multiple linear regression with robustness checks is used for the analysis. While prior research indicates that ESG performance negatively influences firm performance, the findings reveal that a firm's political awareness can enable positive firm performance alongside ESG performance. The findings, which highlight the role of political awareness as an intangible external resource, have implications for the resource-based view of the firm. Amid growing pressures from institutional investors and other stakeholders to enhance ESG performance, the findings are particularly relevant for corporate firms striving to meet ESG mandates without compromising firm performance. To the best of the authors' knowledge, this study is among the first to examine the role of political awareness in shaping the relationship between ESG performance and firm performance. The findings provide valuable insights, highlighting political awareness as a critical tool to mitigate the potential negative influence of ESG performance on firm performance.

Barriers and enablers in solar rooftop policy implementation: Views from an actor intermediary perspective

Authors: United Nations Economic and Social Commission for Asia and the Pacific, Dipti Gupta, Diptiranjana Mahapatra and **Santosh Kumar Prusty** (2025).

Journal: Asia-Pacific Sustainable Development Journal

DOI: <https://doi.org/10.18356/26178419-32-1-13>

Summary: Solar rooftop installations in many states in India have not yet reached their estimated potential. In this study, semi-structured interviews and the actantial narrative schema are employed to investigate specific barriers and enablers, integrating the perspectives of various actors within the policy implementation system. The findings indicate that the role of the intermediaries as implementer has become a critical bottleneck. Furthermore, they suggest that the government should take a more direct and proactive role in this endeavour rather than completely depend on commissioned intermediaries. The conclusions of the study complement the body of knowledge in the intermediary theory of transition.

Developing an accountability framework for public–private partnership: insights from an Indian case study.

Authors: Dipti Gupta and **Santosh Kumar Prusty** (2026).

Journal: Built Environment Project and Asset Management. 16 (1): 168–186.

DOI: <https://doi.org/10.1108/BEPAM-08-2024-0190>

Summary: Public–private partnership (PPP) projects worldwide face a multitude of complexities, comprising contract-related issues, investment risks, institutional issues and trust and integrity-related challenges while managing accountability. Moreover, there is a lack of holistic accountability framework for PPP projects that could enable the managers to design and monitor accountability over the life cycle of the project. This paper aims to develop a holistic framework for guiding managers to manage accountability in PPP projects. A qualitative research methodology sourced from hermeneutics interpretive paradigm is used in the paper for developing the PPP accountability framework. It is based on a consilience-driven multi-method approach that covers inputs from theory, practice and local experience. The paper presents a framework for the management of accountability in PPP projects as the outcome of the research. The framework embeds key theoretical drivers: trust, dialogue, multi-dimensionality and external control. Further, it integrates accountability-related themes from PPP cases such as transparency, integrity, responsibility and performance. The contextual factors superimposed by the drivers and themes include stakeholder participation, collaborative accountability, equitable risk sharing, contract management and performance management. The framework facilitates the assessment and monitoring of PPP projects by designing suitable accountability governance policies. Suitable internal and external control mechanisms can be designed through stakeholders' dialogue and collaborative decision-making methods, which can enhance transparency, trust, responsibility and integrity. Policymakers can define risk-sharing policies and contract management strategies across multiple dimensions of accountability in PPP using the framework. The proposed framework is holistic. It includes agency and stakeholder theoretical factors, balances vertical and horizontal relationships, trade-offs efficiency and autonomy, and includes tangible and intangible factors. Furthermore, the consilience of multiple interpretations of the phenomenon presents a novel approach to understanding PPP accountability.

The evolving relationship of entrepreneurship, technology, and innovation: A topic modeling perspective

Authors: Surabhi Singh; **Shiwangi Singh** and Sanjay Dhir (2026).

Journal: International Journal of Entrepreneurship and Innovation, 27(1), 91-110.

DOI: <https://doi.org/10.1177/14657503231179597>

Summary: Entrepreneurship is considered as a strong pillar for economic growth. In today's competitive era, technology and innovation facilitate firms' competitiveness and long-term survival. Therefore, the research on the interconnection of entrepreneurship, technology, and innovation (ETI) is growing and requires consolidation. This study presents a state-of-the-art review on ETI and presents a research agenda. Based on the topic modeling and semantic network analysis, this study classifies entrepreneurship, technology, and innovation articles into eight different topics and identifies the relationships among them. The study identifies 1407 articles collected through Scopus database. Eight salient research themes emerge: types of innovation (Topic 1), small venture performance (Topic 2), role of gender in digital entrepreneurship (Topic 3), entrepreneurial ecosystem (Topic 4), technological ventures (Topic 5), venture sustainability and growth (Topic 6), technology transfer (Topic 7), and government policies (Topic 8). The theoretical implications highlighting future research avenues are discussed in this study. Additionally, utilizing the semantic network, this study proposes a sequential mediation model. It provides a graphic representation of the interconnectivity between keywords from the identified topics, revealing deeper insights that may not be immediately apparent through traditional review methods. Further, this paper presents a range of insights for researchers and practitioners.

Analyzing institutional factors influencing the national innovation system

Authors: Shiwangi Singh, Sanjay Dhir, Vellupillai Mukunda Das, and Anuj Sharma (2025).

Journal: Journal of Science and Technology Policy Management, 16(8), 1445-1466.

DOI: <https://doi.org/10.1108/JSTPM-05-2023-0063>

Summary: While extant literature explores the influence of institutions on the national innovation system (NIS), most research has either focused on specific institutional aspects or treated institutions as a unified entity. This study aims to examine the effect of various institutional factors on a country's NIS. The conceptual model was empirically validated using regression analysis. The study sample comprised a total of 84 countries. This study identifies and empirically validates a comprehensive set of institutional factors. It also highlights the significant institutional factors (including political stability, government effectiveness, ease of resolving insolvency and the rule of law) that can help improve a country's NIS. The research provides practical implications for organizations and policymakers seeking to understand and foster an innovative culture within the NIS. Policymakers are encouraged to develop a nurturing environment within the NIS by focusing on significant institutional factors. Organizations are encouraged to closely monitor developments in the NIS of a country to make informed strategic decisions at the business, corporate and international levels.

Modeling Critical Factors of MNCs International Performance in the Context of Digitalization: An Integrated M-TISM and MICMAC Approach.

Authors: Pooja, Surabhi Singh, Shiwangi Singh, Mayur Chikhale, Sanjay Dhir (2025).

Journal: Thunderbird International Business Review, 67(5), May 2025, 533-551.

DOI: <https://doi.org/10.1002/tie.22442>

Summary: The current trend of digitalization, internationalization, and digital technology are the drivers of enabling new business opportunities that motivate multinational corporations (MNCs) to expand internationally and leverage digitalization in the changing international business ecosystem for enhancing international performance (IP). Many scholars have identified the factors that impact IP of MNCs, but the focus on digitalization is limited. Therefore, using the digitalization lens, this study aims to explore the critical factors (CFs) of MNCs' IP. This study utilizes modified-total interpretive structural modeling (m-TISM) and MICMAC analysis to develop a hierarchical model that outlines the relationship among identified CFs impacting IP of MNCs. A five-level hierarchical model is developed. The findings present that risk acceptance, international orientation, digital capability, institutional voids, and cultural distance experienced by MNCs are the driving factors that impact IP of MNCs. Using the internationalization and dynamic capability theory, this study enhances the understanding of dynamics between identified CFs of MNCs' IP. The proposed hierarchical model provides a structural framework that helps practitioners and researchers understand the interrelation among CFs of MNCs' IP and digitalization in the rapidly evolving landscape of international business.

An integrative perspective on inter-organisational collaboration in healthcare: a modified total interpretive structural modelling approach.

Authors: Sunil Kumar Yadav, **Shiwangi Singh** and **Santosh Kumar Prusty** (2025).

Journal: Journal of Health Organization and Management, 39(5), (month not found), 688-711.

DOI: <https://doi.org/10.1108/JSTPM-05-2023-0063>

Summary: This study develops a model for understanding the relationships and interactions between the antecedents influencing inter-organisational collaboration in the healthcare sector. A comprehensive and systematized search was conducted on Scopus to identify all relevant studies investigating the antecedents of inter-organisational collaboration in the healthcare sector. Antecedents were identified based on insights from experts and a systematised search method. A modified total interpretive structural model (m-TISM) was used to determine the hierarchical relationships between the identified antecedents. Finally, the Matrice d'Impacts Croisés Multiplication Appliquée à un Classement (MICMAC) analysis was employed to categorise the identified antecedents into clusters based on their driving or dependence influence. Eight antecedents of inter-organisational collaboration in the healthcare sector were identified. The results revealed that having a shared vision and goals, digital infrastructure and proximity are the most crucial antecedents of inter-organisational collaboration in healthcare, along with leadership, shared resources and communication. Future research on inter-organisational collaboration in the healthcare sector can include additional factors that may influence collaboration beyond those currently studied. Structural equation modelling can be employed to validate the proposed model. The study proposes a hierarchical model for inter-organisational collaboration in the healthcare sector. The framework will help healthcare executives and academicians identify key antecedents that are most critical to enabling effective collaboration.

Developing an evidence-based TISM: an application for the success of COVID-19 Vaccination Drive.

Authors: Shiwangi Singh, Sanjay Dhir, and Sushil (2025).

Journal: Annals of Operations Research, 348(3), 1799–1817.

DOI: <https://doi.org/10.1007/s10479-022-05098-0>

Summary: The study illustrates an application of evidence data for performing Total Interpretive Structural Modeling (TISM). TISM is widely used to analyze the critical success factors or inhibitors and their interlinkages. This study uses learning from evidence data, specifically social media analytics, to identify the relationship between the elements. Thus, it leads to the advancement of the TISM-P methodology with evidence-based TISM (TISM-E). This study uses Twitter as a source of evidence data. Further, 2,60,297 tweets were used to illustrate the process of TISM-E. The paper demonstrates the application of TISM-E for the success of the COVID-19 vaccination drive. The pandemic effects are long-term; therefore, the hierarchical model developed shows a sustainable approach for vaccinating maximum population. Further, the framework developed will ensure the distribution efficacy of vaccines. In addition, it will aid practitioners in developing future vaccination policies. The enhanced model provides evidence for polarity (positive/negative) of relationships and can help to build propositions for theory development. The study contributes to healthcare, modeling research, and graph-theoretic literature.

Understanding national innovation system: a bibliometric analysis approach.

Authors: Shiwangi Singh and Sanjay Dhir and Viput Ongsakul (2025).

Journal: Journal for International Business and Entrepreneurship Development, 17(2), 289–309.

DOI: <https://doi.org/10.1504/JIBED.2025.148810>

Summary: This paper aims to understand the evolution and different perspective of the national innovation system (NIS) studies. The extant literature on the quantitative development of the NIS are scant. Therefore, it becomes necessary to encapsulate the periodical trends and development of the national innovation system. Bibliometric analysis can be used to analyse divergent views and trace the evolution of topic. This study provides a comprehensive overview of national innovation system studies using the 'Scopus database' for 31 years from 1990 to 2021 in the 'business, management, and accounting' area for 736 articles. This study identifies the most studied keywords and keyword co-occurrences, which further helped to group them into four clusters namely, antecedents, industry, region, and output/impact. It is suggested that, once in a decade, the analysis could be performed to trace their development and impact. The result of this study will help in the advancement of the field.

Modelling the critical success factors for value creation in social entrepreneurship.

Authors: Shiwangi Singh and Mamta Singh (2025).

Journal: Journal of Social Entrepreneurship, 16(3), 1129–1153.

DOI: <https://doi.org/10.1080/19420676.2023.2252419>

Summary: Social entrepreneurs generate value for society by addressing social and economic issues. However, current literature lacks focus on the critical success factors that aid social entrepreneurs in creating social value. Therefore, this paper identifies eight factors (entrepreneurial intention, intrinsic motivation, social salience, social innovation, entrepreneurial capabilities, mission, resource mobilisation, and capacity building). Through modified total interpretive structural modelling (m-TISM) and MICMAC analysis, this study establishes interrelationships between these factors and classifies them based on driver-dependent relationships. The study highlights the importance of a five-level hierarchical structure for achieving dual value creation in social entrepreneurship. The study emphasises important implications for academicians and practitioners.

Mapping the enablers of frugal innovation and firm performance of indigenous innovation in emerging economies.

Authors: Surabhi Singh, Prashasti Jain, **Shiwangi Singh**, and Anuj Sharma (2025).

Journal: IEEE Engineering Management Review, 53(5), 177–192.

DOI: <https://doi.org/10.1109/EMR.2024.3508821>

Summary: Frugal innovation (FI) has the potential to address challenges faced by emerging economies, such as resource constraints, limited infrastructure, and diverse consumer needs. It serves as a powerful driver of growth for these economies by enabling resourceful solutions tailored to local contexts. Despite its significance, limited research has explored the enablers of FI and their influence on the firm performance of indigenous innovation. Addressing this gap is essential to better understand how firms in resource-constrained environments can achieve sustainable growth. Therefore, this article establishes a hierarchical framework illustrating the relationships between the identified enablers of FI and the firm performance of indigenous innovation. This study employs modified total interpretive structural modeling and Matrice d'impacts croisés multiplication appliquée á un classment analysis to analyze these relationships. By consolidating existing literature, this research draws general conclusions and builds a five-level hierarchical model impacting FI and firm performance of indigenous innovation. The study classifies enablers into three quadrants: independent (resource-constrained environment, prosocial motivation, consumer income, frugal design principles, and collaborative culture), dependent (frugal innovation and firm performance of indigenous innovation), and linkage factors (frugal creativity, knowledge integration, and bricolage capability). The study offers valuable insights for practitioners and academicians into the interconnections among identified enablers, their impact on FI, and the firm performance of indigenous innovation.

From tweets to trends: Modeling public opinion for policy insights on emerging technologies.

Authors: Surabhi Singh; **Shiwangi Singh** and Sanjay Dhir (2026).

Journal: Journal of Policy Modeling, 48(2), 327–342.

DOI: <https://doi.org/10.1016/j.jpolmod.2025.06.024>

Summary: In the evolving innovation landscape, understanding public opinions is important for shaping the trajectory of technological development, influencing the adoption of emerging technologies (ET), and developing policies that can reflect societal values and address public concerns. This study employs structural topic modeling and sentiment analysis to analyze public opinion on X (formerly Twitter). This study identifies six latent topics related to ET. Findings suggest that people are willing to adopt ET. This research bridges computational modeling and policy analysis, offering evidence-based insights. The study provides data-driven recommendations for policymakers and academics to address emerging digital challenges.

Can sustainable development and ESG reporting go hand in hand: a comparative analysis of leading Indian aluminum companies.

Authors: **Swarup Kumar Dutta** and Pallav Bose (2025).

Journal: Korea Review of International Studies 2025 (July)

DOI: <https://kristudies.org/volume-18-issue-72-july/>

Summary: ESG considerations have gained unprecedented prominence in the corporate world, underscoring the imperative for businesses to address sustainable development practices. But does Sustainable Development and ESG reporting go hand in hand. This article focuses on the aluminum industry in India with a comparative analysis of ESG reporting performance of two leading aluminium companies and draws insights to portray that ESG performances and sustainable development can go together. From a policy analysis standpoint, the usage of the Quality Measurement framework stands out in driving ESG measures towards an outcome-based approach and charting out a path of sustainability, which can give a real fill-up for policy makers to frame policies aligned to sustainable development.

Towards an outcome-based approach in ESG reporting: sustainability drive of Tata Steel

Authors: Swarup Kumar Dutta (2025).

Journal: IIM Ranchi Journal of Management Studies 19 August 2025; 4 (2): 107–126.

DOI: <https://doi.org/10.1108/IRJMS-08-2024-0080>

Summary: Environmental, social and governance (ESG) issues have gained unprecedented prominence in the corporate world, underscoring the imperative for businesses to address sustainability and ethical practices. Though the quality of reporting and performance measures being used have significantly improved, we are far from achieving an outcome-based approach for ESG reporting. This article focuses on the steel industry in India with Tata Steel as a classic test case for reporting ESG performances, wherein the ESG performance of Tata Steel have been analysed with an outcome-based approach to demonstrate that the company is truly on a sustainable development path. We use qualitative content analysis to map the data available in various annual reports of the company (Tata Steel) as also the sustainability reports for the period 2021–2023. Based on discussions with Tata Steel company officials, a content analysis was used to map all initiatives under ESG parameters for the period 2021–2023. Based on inductive reasoning, a comprehensive ESG information quality framework was used to examine the mapped parameters and report for ESG quality and performance, which was further corroborated with findings of Sustainalytics and Morgan Stanley Capital International (MSCI). Improvement in reporting performance: As can be observed, the position, development and performance scores of Tata Steel in ESG dimensions shows a remarkable achievement for a company in the steel industry. It would be comparable to some of the best companies on matters of ESG reporting and performances. The findings can be corroborated with the general findings of Sustainalytics and MSCI ESG ratings. The paper is original, and the uniqueness of the paper can be gauged from the fact that it is perhaps one of the few papers to actually measure ESG issues with an outcome-based approach based on real-time sustainability reports of companies and through quality measurement systems to demonstrate that a company is truly on a sustainable path.

Building organizational knowledge in corporate entrepreneurship: role of time and commonality.

Authors: Saurav Snehrat and **Swarup Kumar Dutta** (2025).

Journal: International Journal of Organizational Analysis.

DOI: <https://doi.org/10.1108/IJOA-04-2024-4419>

Summary: How much should existing firms explore while venturing into new businesses? This study builds an organizational learning-based model for corporate entrepreneurship by applying and extending the seminal March (1991) simulation model. This paper aims to analyze the impact of the exploitation-exploration mix (commonality) on organizational knowledge across the short- and long-term. The study uses a two-stage stochastic simulation approach to model adaptive processes related to learning within organizations. In Stage 1, an organization with no initial knowledge is allowed to achieve equilibrium against the realities associated with the first business. In Stage 2, a new reality is introduced, corresponding to the new business. The new corporate venture is, then, allowed to achieve a new equilibrium knowledge by varying commonality across time. The findings suggest that, in the long term, increasing exploitation builds optimal knowledge only when the new and old businesses are very similar. Organizations where employees learn slowly from the organization (low socialization rate) while the organization learns fast from employees (high organizational learning rate) generate optimal steady-state organization knowledge. However, firms face a temporal dilemma. In the short term, firms with low socialization rates and high organizational learning rates fare worse than other configurations. Corporate entrepreneurship efforts encompass various conflicts between knowledge sharing and temporality. These conflicts are especially important in technology-driven industries and firms. The study adds a detailed understanding regarding various learning configurations using which firms can respond to new business opportunities and their impact (across time) on knowledge. The study provides important inputs to managers and academics, alike, on the tricky nature of managing and maximizing corporate entrepreneurship efforts in knowledge-intensive and technology industries. This paper isolates specific firm knowledge-based dilemmas on the optimal approach toward corporate entrepreneurship ventures over time and commonality. The study extends March's seminal 1991 study on a single business to corporate entrepreneurship settings using a set of stochastic simulations. In doing so, the study adds to the corporate entrepreneurship as well as knowledge management literatures. This paper explores various scenarios emerging from time, organizational code commonality and match between business realities and arrive at optimal knowledge configurations for each scenario.

RESEARCH PAPERS ON SUSTAINABLE DEVELOPMENT GOALS (SDGs)

Sl. No.	Publication Details 2024-25 (APA Format)	SDGs
1	Amarendu Nandy & Aayush Anand "Climate finance taxonomy draft needs more teeth", The Hindu Business Line, July 12, 2025. Op-ed: "Kolkata, Climate, Bippnnota", Sangbad Pratidin, September 26, 2025 (in Bengali).	SDG 13
2	Verma, S., & Mishra, A. S. (2025). JhaJi Store: Can a Regional Flavour Win a National Palate?. W46409, Ivey Publishing. https://www.iveypublishing.ca/s/product/jhaji-store-can-a-regional-flavour-win-a-national-palate/01tOF00000AqH5RYAV	SDG 5
3	Kumari, R., Verma, J., Verma, R. , Arya, V., & Papa, A. (2025). Flying high with entrepreneurial ecosystems: A systematic literature review to determine the factors of entrepreneurial ecosystem development. Business Strategy and the Environment, 34(8), 10551–10589. https://doi.org/10.1002/bse.70140	SDG 8, 9, 13
4	Shweta Jha ; Bipul Kumar Corresponding Author (2025) Understanding collaborative consumption behavior in the context of car-sharing: An ethical perspective and empirical analysis. https://doi.org/10.1108/JCM-02-2025-7626	SDG 12
5	Pongen, I., Ray, P., Vijay, T. S. , & Govindan, K. (2025). Driving success in closed-loop supply chain: Investigating consumer attitudes toward e-waste return. The International Journal of Logistics Management, 1–22.	SDG 12
6	Kumar, R., Joseph, R. P. , & Ramachandran, R. (2025). Robbing Peter to pay Paul: Examining the link between mandatory CSR and ESG performance. Corporate Ownership & Control, 22(4), 32–45.	SDG 12, 16
7	Sahu, S. R., & Sur, J. K. (2025). Does ESG reporting enhance firm performance? Journal of Policy Modeling. https://doi.org/10.1016/j.jpolmod.2025.12.002	SDG 13, 16
8	Kumar, P., & Agrawal, A. (2026). From devotion to development: Aligning Hindu Bhakti practices with the Sustainable Development Goals. Journal of Management, Spirituality & Religion. https://doi.org/10.51327/HKVJ2546	SDG 3, 8, 12, 16
9	Agrawal, A. , Pandey, A., & Chappell, S. (2026). Organizational healing: Development and validation of a multidimensional scale. Acta Psychologica, 262, 106082. https://doi.org/10.1016/j.actpsy.2025.106082	SDG 3, 8, 12
10	Narendra N. Dalei & Subhra Rajat Balabantaray (2026) Evaluating socio-ecological vulnerabilities and the impact of extreme weather events on crop diversification in Himachal Pradesh. Climatic. https://doi.org/10.1007/s10584-026-04127-2	SDG 2, 13
11	Dadsena, K. K. , Rathore, P., Mathiyazhagan, K., Jayaraman, R., & Saha, E. (2026). Adoption of circular economy practices in supply chains to enhance firm performance: Industrial symbiosis and ecological modernization theory perspective. The International Journal of Logistics Management, 1–31.	SDG 12, 17

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Sl. No.	Publication Details 2024-25 (APA Format)	SDGs
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13	Gupta, D., Mahapatra, D., Prusty, S. K., & United Nations Economic and Social Commission for Asia and the Pacific. (2025). Barriers and enablers in solar rooftop policy implementation: Views from an actor intermediary perspective. Asia-Pacific Sustainable Development Journal, 32(1), 207–246. https://doi.org/10.18356/26178419-32-1-13	SDG 7
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17	Nigoti, U., Elembilassery, V., David, R., & Sengodan, G. (2025). Why do employees choose to retire early? A qualitative exploration of voluntary retirement decisions among banking employees. International Journal of Sociology and Social Policy, 1-16.	SDG 3
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20	David. R. (2026) Ethical leadership in business uncertainty: Relevance of the BluSmart Study. Indian Journal of Industrial Relations.	SDG 9, 12
21	Amit Kumar; Swarup Kumar Dutta; Georges Samara; Shumank Deep (2025) Inclusive stakeholder engagement for intergenerational equity: The moderating and mediating roles of climate capacities. Equality, Diversity and Inclusivity Journal. Emerald. https://doi.org/10.1108/EDI-05-2025-0321	SDG 3, 11, 13

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CONFERENCE PRESENTATIONS BY FACULTY

(2025-2026)

Faculty	Conference Details	Research Paper Title
Prof. Ankur Jha	The 9th Annual MSP Research Conference, Delhi University, Delhi on 9th April 2025	Impact of CSR Perception on Employees
Prof. Aditya Shankar Mishra	The European Marketing Academy Conference, Madrid, Spain 27th - 30th May 2025	Consumer-specific Drivers and Moderators of COBRAs'
Prof. Arindam Mukherjee	The 85th Annual Meeting of the Academy of Management, Copenhagen, Denmark from July 25 - 29, 2025	Public Social Media Use and Managerial Dynamic Capabilities: Evidence from Knowledge Work
Prof. Radha Yadav	British Academy of Management, University of Kent, London, U.K. from 1st-5th September 2025.	Managing Virtual Employee Performance: Navigating Challenges in the New Work Era
Prof. John Kujur	British Association for South Asian Studies (BASAS) Annual Conference, Lancaster University, United Kingdom, from 10-12 September 2025.	Occupational Transition among Indigenous People in India
Prof. Divya Khurana	21st International Conference on Functional Equations and Inequalities, Będlewo, Poland, from 14th to 20th September 2025	Some results on Orthogonality Preserving and Reversing Operators
Prof. Kumar Shaurav	9th International Conference on The Shadow Economy, Tax Behaviour and Insights from Big Data, Warsaw, Poland, from 25th to 28th September 2025.	Reassessing Informality: A Stochastic Frontier Analysis of the Shadow Economy and Corruption in Indian States
Prof. Shilpi Saxena	The Association for Consumer Research Conference, Washington, DC, USA, from October 9-11, 2025	When More Is Not Enough: Examining the Loyalty Impact of Product Returns on Consumers with Maximizing Decision-Making Tendencies
Prof. Sobhan Sarkar	The 20th International Joint Symposium on Artificial Intelligence and Natural Language Processing, Songkla University, Thailand, from November 12-14, 2025	Scalable Multimodal Misinformation Detection Across Social Media Platforms and Lightweight Deepfake Detection for Real-World Augmented Images in Social Media
Prof. Manish Kumar	The Australia and New Zealand Academy of Management Conference, Deakin University, Australia, from 2nd to 4th December 2025.	Beyond Internal Branding: How Frontline Employees' Ability, Motivation and Opportunity Drives their Brand-Oriented Behaviors and Proactive Service

CONFERENCE PRESENTATIONS BY FACULTY

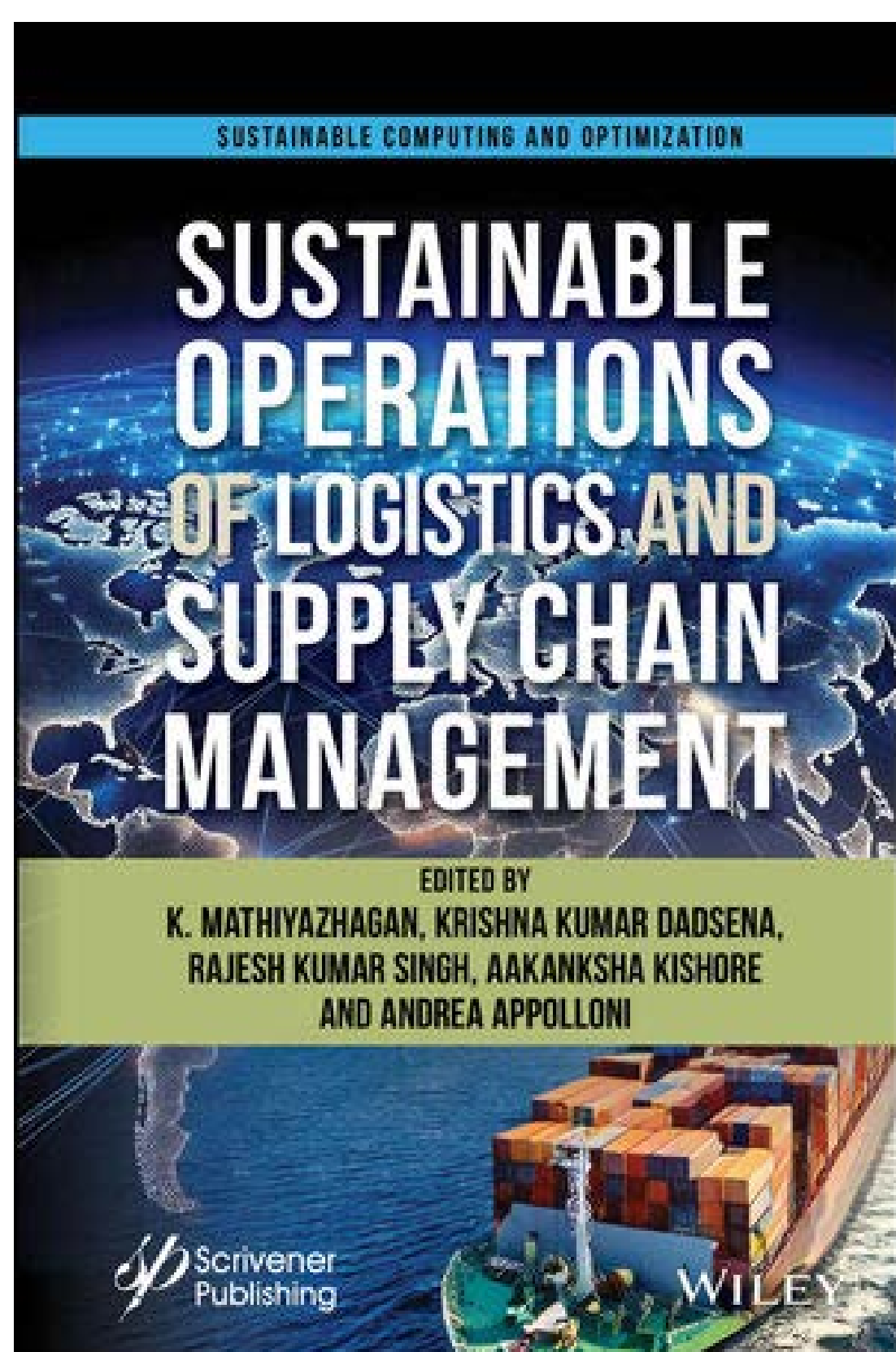
(2025-2026)

Faculty	Conference Details	Research Paper Title
Prof. R Saravanan	The 38th Australian and New Zealand Academy of Management Conference, Deakin University, Australia, from 2nd December to 4th December 2025.	Behavioural Intention to Adopt Central Bank Digital Currency (CBDC): A Technology Readiness and Institutional Perspective
Prof. Manish Kumar	The 3rd International Conference on Advancing Sustainable Futures, Abu Dhabi, from 10-11 December 2025	Upgrade or Revamp Manufacturing: Effect of Price-Linked Carbon Tax
Prof. Anannya Gogoi	The 3rd International Conference on Advancing Sustainable Futures, Abu Dhabi, from 10-11 December 2025	Orchestrating Digital Customer Experience: a Text-Mining Analysis of Hostel Booking Apps for Sustainable Tourism
Prof. Rajeev Ranjan Kumar	The POMS India International Conference, IIM Sambalpur, from December 14-16, 2025	Institutional environment and beliefs systems for human-AI integration
Prof. Santosh Kumar Prusty	The International Conference on Bhartiya Management, Chanakya University, Bengaluru from December 22-23, 2025	Traditional-knowledge-based family and community businesses in india: role of caste
Prof. Neelu	International Case Conference, scheduled to be held at IIM Raipur from January 30-31, 2026.	Case Study: How the Airline Landed in the Traveller's Zone of Intolerance
Prof. Sobhan Sarkar	The International Conference on Computer, Electrical & Communication Engineering hosted by Techno India University, West Bengal, during February 6-7, 2026.	Movie Review Helpfulness Prediction using Semantic Alignment and Evidential Fusion-based Multimodal Approach
Prof. Shweta Jha	The American Marketing Association winter academic conference, Madrid, Spain, 13"-15th February 2026	AI-Generated Ads: An Empirics-First Approach
Prof. Anupriya Khan	The International Conference on Management, Engineering, Sciences, and Humanities in Hanoi, Vietnam from 23 Feb to 28 Feb 2026.	Social Media as a Tool for Sustainable Development in India
Prof. R Saravanan	The Intersection 2026 conference, organised by TAPMI, Bengaluru from March 12 -13, 2026.	Acquirer ESG and M&A Speed: Information, Reputation, and Transaction Frictions
Prof. Deepak Kumar	The 3rd International Conference on Advancing Sustainable Futures, Abu Dhabi, from 10-11 December 2025	Upgrade or Revamp Manufacturing: Effect of Price-Linked Carbon Tax

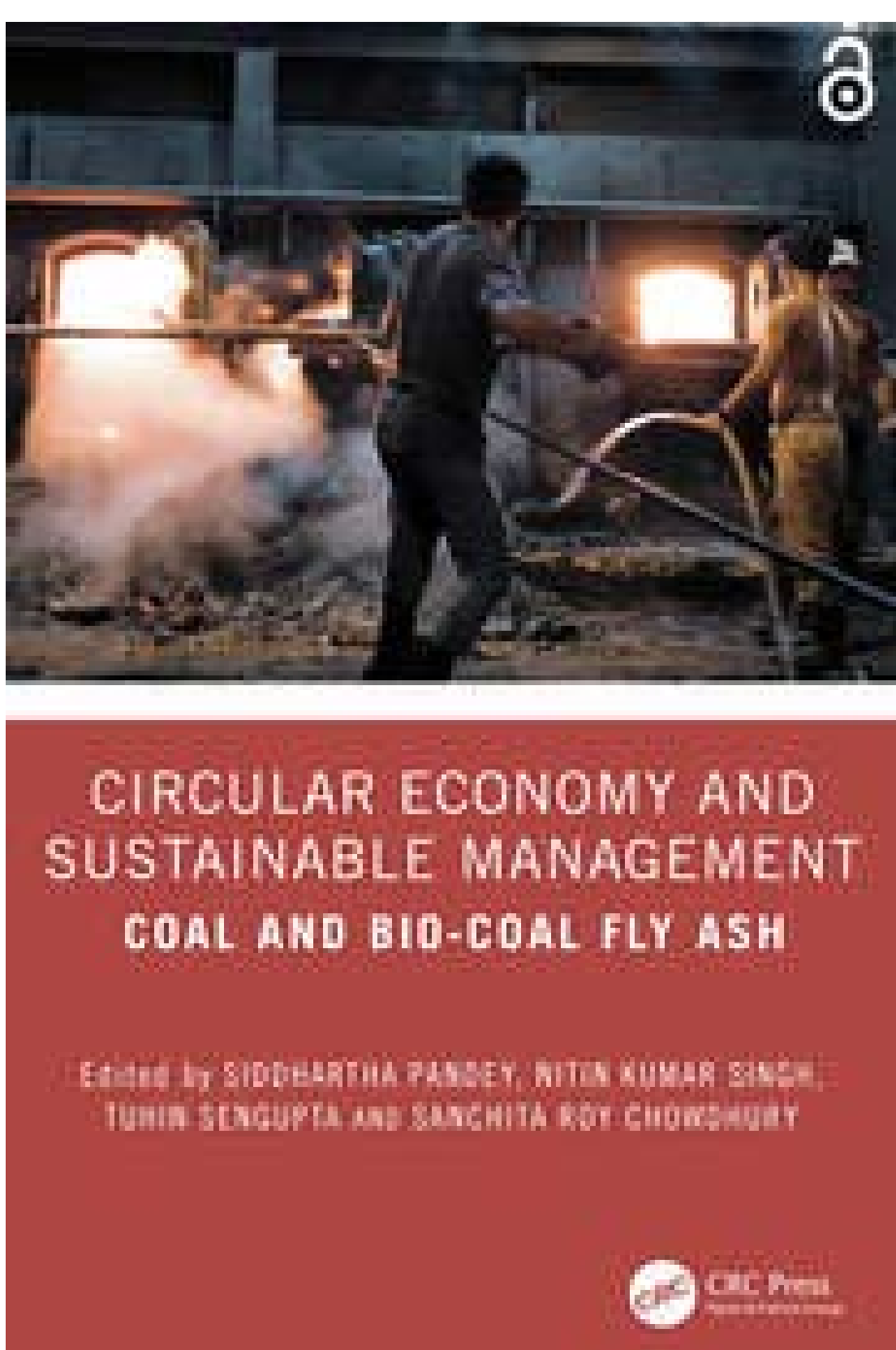
CONFERENCE PRESENTATIONS BY FACULTY (2025-2026)

Faculty	Conference Details	Research Paper Title
Prof. Kumar Shaurav	The Intersection 2026 conference, organised by TAPMI, Bengaluru from March 12 -13, 2026.	The linkage between corruption and government expenditures in case of India
Prof. Manish Bansal	The 2026 Annual Meeting of the Southwestern Finance Association, Dallas, Texas, USA, from March 25-27, 2026.	Audit Committee Effectiveness in Implementing IFRS in Emerging Markets
Prof. Gautam Pal	The Adv. Materials Science 2026” conference, Rome, Italy, from 30-31 March 2026.	Multimodal Analytics of Text, Image, and Video

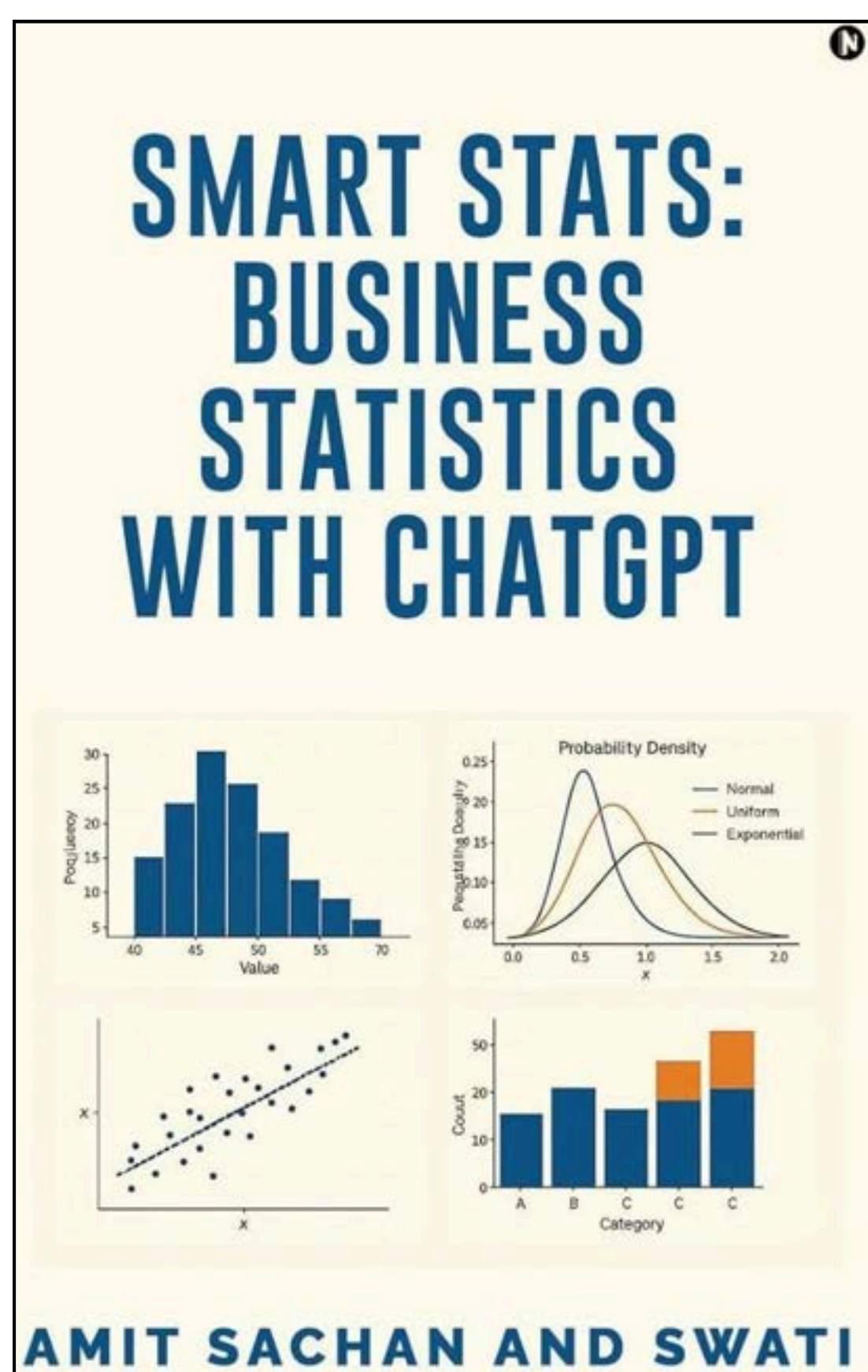
BOOKS



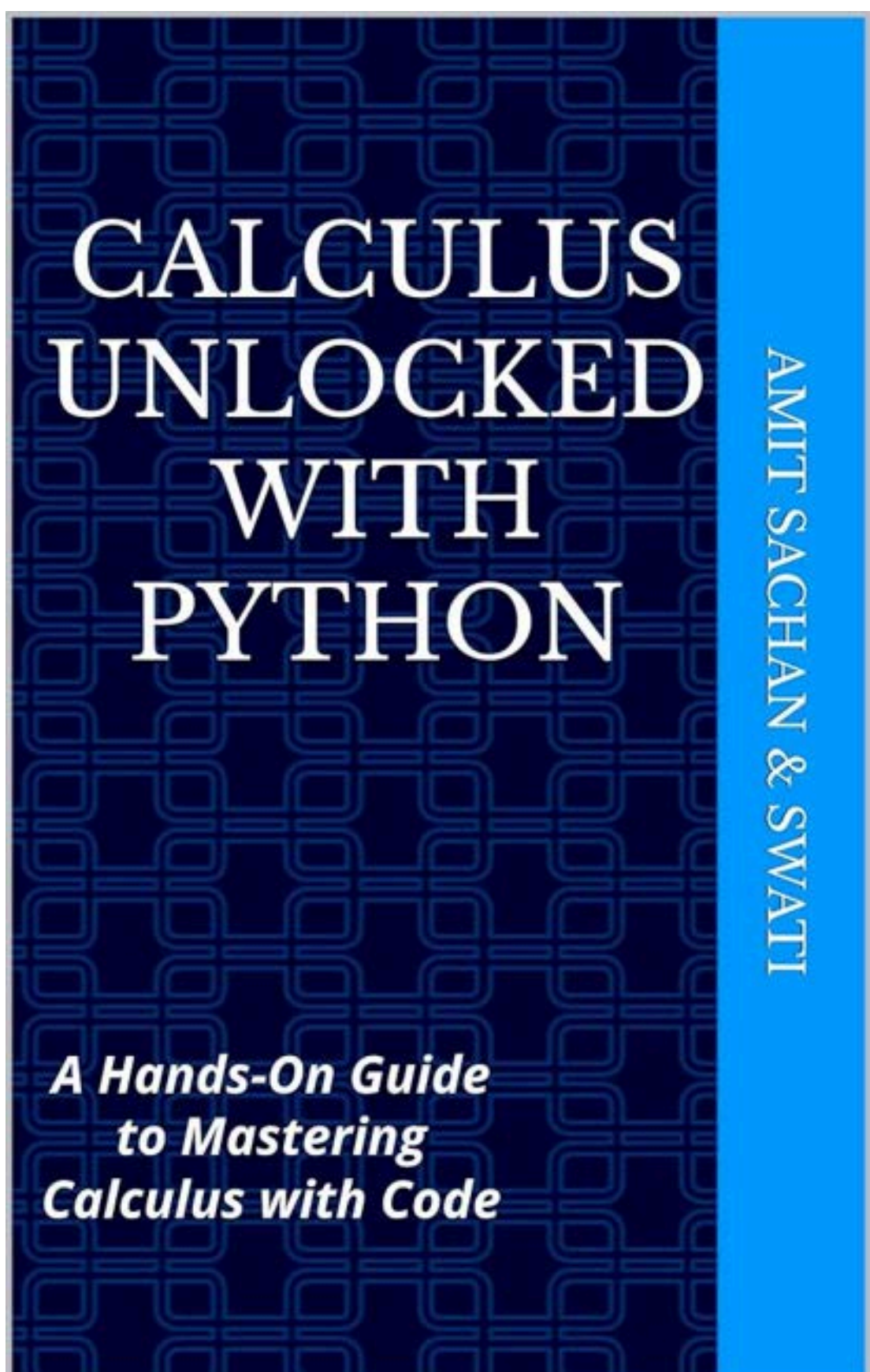
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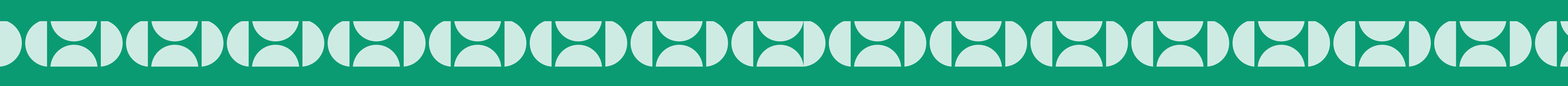
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- Abhishek Kumar; Amrita and **Sobhan Sarkar** (2026). Social Media Sentiment Analysis of Impacts of COVID-19 on Mothers and Children. *Lecture Notes on Multidisciplinary Industrial Engineering: Operations Research and Data Analytics: Current Trends and Future Perspectives*, Part F1237, Springer, Singapore, 139-155. https://doi.org/10.1007/978-981-96-8327-7_9

- **Pathe, V.** (2025). Book review: Critique of the Political Economy of the Media: Foundations and Application by Manfred Knoche. *European Journal of Communication*, 40(6), 675-676. <https://doi.org/10.1177/02673231251396161> (SCOPUS - Q 1)
- Rai, D., & **Pathe, V.** (2026). Reimagining national identities: reading Gandhi. *National Identities*, 1–13. <https://doi.org/10.1080/14608944.2026.2645042> (SCOPUS - Q 1)
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NEWSPAPER ARTICLES

- **Amrendu Nandy**. (2026, March 27). What does the oil shock mean for the economy? *The Hindu Business Line*.
- **Amrendu Nandy & Sankalpa Bhattacharjee**. (2026, February 15). Budget has a demand problem. *The Statesman*.
- **Amrendu Nandy & Sankalpa Bhattacharjee**. (2026, February 6). Does fiscal consolidation rest on firm ground? *The Hindu Business Line*.
- **Amrendu Nandy & Sankalpa Bhattacharjee**. (2026, January 31). The Economic Survey on Manufacturing: What It Gets Right and What It Avoids. *Outlook Business*.
- **Amrendu Nandy & Sankalpa Bhattacharjee**. (2026, January 30). Economic Survey 2025-26: Signals and silences. *The Hindu Business Line*.
- **Amrendu Nandy**. (2026, January 7). What the Union budget must do to get private capex going again. *Mint*.
- **Amrendu Nandy**. (2026, January 2). VB-G RAM G: The promise and pitfalls. *Business Standard*.
- **Amrendu Nandy & Sayantan Kundu**. (2025, December 19). Budget 2026-27 needs to P.I.V.O.T. *Moneycontrol*.
- **Amrendu Nandy & Sankalpa Bhattacharjee**. (2025, December 18). Can India's national accounts make the grade? *The Hindu*.
- **Amrendu Nandy**. (2025, November 5). States' populism trap. *Business Standard*.
- **Amrendu Nandy & Renjith Ramachandran**. (2025, October 6). Can the UK FTA alleviate US-tariff pain for textiles? *Hindustan Times*.
- **Amrendu Nandy**. (2025, September 26). Kolkata, Climate, Biponnota. *Sangbad Pratidin*.
- **Amrendu Nandy**. (2025, September 11). India must hold the inflation target line. *Business Standard*.
- **Amrendu Nandy & Sayantan Kundu**. (2025, August 13). RBI's reg flag on equity overstretch is timely. *The Hindu Business Line*.
- **Amrendu Nandy & Aayush Anand**. (2025, July 12). Climate finance taxonomy draft needs more teeth. *The Hindu Business Line*.
- **Amrendu Nandy & Abhisek Sur**. (2025, July 7). What India Inc's ECB surge tells us. *The Financial Express*.
- **Amrendu Nandy**. (2025, May 29). Examining the RBI's remittances survey. *The Hindu*.
- **Amrendu Nandy**. (2025, May 27). Trump tariffs threaten India's renewables push. *The Hindu Business Line*



AWARDS AND HONOURS

- **Best paper award was given to Santosh Kumar Prusty** for the paper entitled "INDIA’S TRADITIONAL KNOWLEDGE BASED FAMILY AND COMMUNITY BUSINESSES: ROLE OF CASTE", which was presented at the International Conference on Bharatiya Management 2025 (ICBM 2025), held on December 22-23, 2025.
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- **Certificate of Registration for a UK Design**, DR. PRIYANKA MISHRA, DR. MONIKA SAXENA, **DR. SHILPEE DASGUPTA**, DR. APOORVA BHATNAGAR, DR. RAJIB DUTTA, DR. MOHD ABDUL MOID; SIDDIQUI, DR. MOHD AZEEM, DR. MOHD MEHDI, DR. SYED KUMAIL, SAJJAD, DR. MOHD DANISH KIRMANI (2026). *Computer for HR, finance and marketing data correlation* (UK Design No. 6503598). UK Intellectual Property Office.



PHD AND EXECUTIVE PHD DEGREES

AWARDED IN 2025-26

Scholar	Batch	Programme	Title of the Thesis
Raunaq Srivastav	2017-21	PhD	Sustainability in the Fast-Fashion Supply-Chain: Implementing Circular Economy and Blockchain Based Traceability
Bishnu Prasad Dash	2018-22	PhD	A Study on Additive Manufacturing Supply Chains
Anindya Pattnaiyak	2018-22	PhD	An inquiry into meaning-based leadership: emergence and effectiveness
Aariz Faizan Javed	2018-22	PhD	Artificial Intelligence for Personalization in Physical and Electronic Retailing
Deeksha Gupta	2019-23	PhD	Entrepreneurial Ecosystems and Synergy: Conceptualization and Development of a Measurement Framework
Imnatila Pongen	2019-23	PhD	Sustainable closed-loop supply chain for e-waste management: a multi-method approach
Khushboo Kumari	2020-24	PhD	Innovation and institutional spillover of indian outward foreign direct investment
Anand Kumar	2020-24	PhD	A Text Mining-Based Approach to Study User Satisfaction and Continuous Usage Intention of Voice Assistants.
Jayesh Pandey	2020-24	PhD	Three Essays on Ethical climate and meaningful work
Bhavesh Bhatnagar	2020-24	PhD	Toward Resilient Smart Supply Chains: An Industry 4.0 Perspective on Technology Roadmaps, Digitization Strategies, and Optimal Policy Support
Richa Singh	2020-24	PhD	Essays on decentralization and development outcomes in India
Vandana Kumari	2020-24	PhD	Text Mining Approach to Understand User Adoption of Blockchain-based Services
Reena Kumari	2020-24	PhD	Essays on unveiling the dynamics of Audit Quality
Shubh Majumdarr	2020-24	PhD	Understating the Linkage among Leadership, Communication, and Innovation

PHD AND EXECUTIVE PHD DEGREES AWARDED IN 2025-26

Scholar	Batch	Programme	Title of the Thesis
Rajnigandha	2020-24	PhD	The Dilemma of Picking Sides - Exploring Consumers' Perceptions of Brand Activism
Shanthi Banishetty	2020-24	PhD	Challenges of Remote Work: Empirical Studies Exploring the Role of Cognitive Failures, Turnover Intentions and Work-Home Resources
Ananya HR	2020-24	PhD	Text Mining in Online Sustainability Communications: The Impact of CEO Digital Discourse on Sustainability Performance and Consumer Behaviour
Gourav Tiwari	2020-24	PhD	Circular Economy Policies, Strategies and Technological Intervention for Smart Products
Nagendra Kumar	2021-25	PhD	Human-AI Collaboration in Operations and Supply Chain Management
Sainaz Sardar	2021-25	PhD	Influencer marketing and consumer behavior: Examining the dark and bright sides
Sreevatsa Bellary	2022-26	PhD	Exploring user perspectives of mobile health apps using natural language processing techniques
Sunil Kumar Yadav	2022-26	PhD	Interpersonal Ties and Value Creation in Healthcare Organizations: A Business Model Perspective
Vivek Vohra	2022-26	PhD	Career Mobility Constraints and Decision-Making among Low-Income Mothers: A Multi-Contextual Exploration in Familialized Societies
Utkarsh Nigoti	2022-26	PhD	Essays on Early Retirement: Drivers, Experiences, and Decision-Making in the Workplace
Jasmeet Kaur	2022-26	PhD	Impact of COVID-19 Policy Interventions on Firm-Bank Interactions in India
Rohit Yadav	2022-26	PhD	Strategizing Resilience and Sustainability in the Trucking Industry: The Role of Digital Technology
Rashmi Jha	2018	EPhD	Exploring Employee Creativity: An Empirical Investigation of Personal and Contextual Factors (An Indian Context – IT, Fashion & Lifestyle And Design Sectors).

PHD AND EXECUTIVE PHD DEGREES AWARDED IN 2025-26

Scholar	Batch	Programme	Title of the Thesis
Sweta Jain	2018	EPhD	Fostering innovative work behaviour by mitigating the negative impact of technostress in the Indian banking industry
Rakesh Kumar	2018	EPhD	Innovation Classification Framework and Management for IT Innovations: A Growth Strategy Perspective
Arun Kumar Shukla	2018	EPhD	Exploring employee perceptions of AI led digital transformation drivers and their impact on sustainable firm performance in the Cement industry in India- A Socio-technical systems perspective
Sagar Pujari	2018	EPhD	Impact of leadership communication on employee engagement and voice in fully remote work setups in India
Avinash Kumar	2019	EPhD	Studying Aspects of Consumer Behavior and Brand Extension Strategy of Grocery Retailers in India using Natural Language Processing
Nistala Jagannath Sharma	2019	EPhD	The Behavioral Underpinnings of Corporate Risk: CEO Hubris, Personality Traits, and Fraud Mitigation Strategies
Mitali Mathur	2021	EPhD	Virtual Work in Focus: A Multi-Level Examination of Its Consequences
Akhil Sharma	2022	EPhD	Economic Consequences of Lease Accounting under IFRS 16 in India
Santosh Dutta	2022	EPhD	An examination of Consolidation Practices and Financial Reporting under IFRS 10 in India
Milin Rakesh Prasad	2022	EPhD	Tacit Knowledge: Managing Uncertainty at Workplace to Enhance Performance

DOCTORAL RESEARCH CONFERENCE 2025

The **2nd Doctoral Research Conference (DRC) 2025**, organized by the Indian Institute of Management Ranchi, brought together doctoral scholars from across India and seven countries to engage in scholarly exchange and showcase rigorous doctoral research. Held on June 12-13, 2025, at the IIM Ranchi campus in Prabandhan Nagar, Ranchi, the DRC is a flagship academic event that reflects IIM Ranchi's commitment to advancing doctoral education, interdisciplinary scholarship, and global academic collaboration. The conference was conducted in partnership with Harvard Business Impact as the knowledge partner, underscoring the institution's global outlook and pursuit of excellence. The Book of Abstracts from DRC 2025 documents ten outstanding research studies drawn from over 322 submissions, reflecting methodological rigor, theoretical innovation, and practical relevance. The conference served as a forum for intellectual discourse and constructive feedback from senior faculty, journal editors, and academic peers.

PARTICIPATION AND THEMES

DRC 2025 witnessed exceptional participation, receiving 322 full paper submissions from doctoral scholars representing premier institutions across seven countries. Following a rigorous three-stage review process, only 10 outstanding papers were selected, resulting in a highly competitive acceptance rate of approximately 3%. Presenters came from leading institutions including IIT Indore, IIT Kanpur, IIT Jodhpur, IIM Lucknow, IIM Raipur, IIM Bodh Gaya, IIM Ahmedabad, IIM Visakhapatnam, Shiv Nadar Institution of Eminence, and Indira Gandhi Institute of Development Research. The submissions covered a wide array of research domains, including but not limited to:

Economics: Research on South-South trade dynamics, Chinese import heterogeneity and its differentiated effects on Indian manufacturing firm productivity, and voter accountability with respect to criminal politicians across varying economic and gender contexts.

Finance and Accounting: Studies on the effects of bank undercapitalization on borrowers' accounting conservatism in the context of India's Asset Quality Review, and the identification of influential systemic risk spreaders in Indian financial networks using gravity centrality models.

Marketing: Research on consumer behavior in smartwatch markets using aspect-based sentiment analysis and econometric modeling; mindfulness as a meta-cognitive lever in controlling consumer credit overspending; and the role of service agent type (human vs. AI chatbot) in handling consumers with dark triad personality traits.

Operations Management: Game-theoretic analysis of fairness-driven pricing and quality strategies for luxury brands in the presence of grey market and counterfeit competition.

Organisational Behaviour and Human Resources: Investigation into the social costs of power-driven performance, specifically the relationship between need for power, competitive psychological climate, and workplace ostracism.

Strategy and Entrepreneurship: Examination of how Indian IT outsourcing firms leverage onsite footprints as a strategic mechanism for internationalization, addressing dual liabilities of foreignness and origin.

Each paper reflected a commitment to producing research that is grounded in sound methodology and relevant to contemporary managerial, economic, and social challenges.

ACADEMIC CONTRIBUTIONS

DRC 2025 contributed significantly to strengthening the culture of research within IIM Ranchi and the broader academic community. The conference featured a Directors' Panel with leaders from IIM Ranchi, IIM Tiruchirappalli, Goa Institute of Management, and the University of Southampton Delhi, as well as a dedicated Editors' Panel with journal editors from MICA Ahmedabad, IIM Ahmedabad, XLRI

Jamshedpur, and IIM Ranchi. Each selected paper received a dedicated discussion session with subject-area experts, ensuring in-depth scholarly engagement. The conference enabled scholars to:

- Present their work-in-progress in a rigorous and supportive scholarly setting,
- Receive high-quality feedback from domain experts, journal editors, and fellow researchers,
- Network with scholars and academic leaders from leading institutions across India and abroad,
- Stay updated on emerging themes, methodologies, and publication pathways in management research.

The ~3% acceptance rate from over 322 international submissions underscores the exceptional scholarly standards upheld at DRC 2025 and reaffirms IIM Ranchi’s role as a hub for nurturing future academics and thought leaders.

OVERVIEW

The DRC 2025, organized by the IIM Ranchi, was held under the patronage of Prof. Deepak Kumar Srivastava, Director, IIM Ranchi. The conference was chaired by Prof. Kumar Shaurav (Economics Area) and Prof. Aman Kumar (Marketing Area), and coordinated by doctoral scholars Nitish Kumar, Utkarsh Nigoti, and Sunil Kumar Yadav. The conference featured ten selected papers presented over two days across six subject areas: Economics, Finance & Accounting, Marketing, Operations Management, Organisational Behaviour & HR, and Strategy & Entrepreneurship. Presenters were provided with full travel reimbursement of up to INR 15,000, complimentary on-campus accommodation and meals, and a complete registration fee waiver, reflecting IIM Ranchi’s commitment to supporting emerging scholars.

CONCLUSION

The DRC 2025 brought together doctoral scholars from across India and seven countries to engage in a scholarly exchange of ideas and showcase rigorous doctoral research. The DRC is a flagship event that reflects IIM Ranchi’s commitment to advancing doctoral education, interdisciplinary scholarship, and academic collaboration. The Book of Abstracts from DRC 2025 documents a wide range of research studies reflecting methodological rigor, theoretical innovation, and practical relevance across multiple disciplines of management. The conference served as a forum for intellectual discourse, editorial mentorship, and constructive feedback from senior faculty and peers, reinforcing IIM Ranchi’s mission of impactful research and its vision for IIM Ranchi@2030.



10TH PAN-IIM WORLD MANAGEMENT CONFERENCE 2025

Theme: Driving Social Impact through Management Research

OVERVIEW

The **10th Pan-IIM World Management Conference (WMC) 2025**, hosted by IIM Ranchi, established a new benchmark in scale, intellectual depth, and societal relevance for management research in India. Organised around the theme ‘Driving Social Impact through Management Research,’ the conference brought together researchers, policymakers, business leaders, and social entrepreneurs to advance management scholarship with meaningful real-world impact.

SCALE OF PARTICIPATION

The conference achieved unprecedented participation, underscoring the vibrancy of the management research ecosystem in India and beyond:

- 1,400+ research submissions received from academics, researchers, and practitioners globally
- 950 papers presented across in-person, virtual, online, and poster formats
- 116 research tracks organised under 9 major themes, managed by 120 track chairs
- International participation from the UK, USA, Singapore, Korea, and UAE

RESEARCH THEMES

The conference was organised across nine major research themes: Finance; Economics; Information Systems & Analytics; Responsible Business; Marketing; Oil & Human Resource Management; Strategy & Operations; Inter-disciplinary Research; and Sustainability & Ethics.

DISTINGUISHED SPEAKERS AND GLOBAL VOICES

The keynote address was delivered by Geoff Perry, Executive Vice President & Chief Operating Officer, AACSB International, who spoke on quality assurance in business education, balancing global standards with local contexts, and enhancing the societal impact of business schools.

Other distinguished speakers included:

- Shri Paul Procee, Country Director, World Bank - international development and evidence-based policy research
- Shri Ronnie Screwvala, Entrepreneur & Investor - entrepreneurship, innovation, and social entrepreneurship
- Shri Suresh Prabhu, Former Union Minister for Railways - public policy, infrastructure, and research-based policymaking
- Multiple IIM Directors - institutional development and strengthening research ecosystems across IIMs

PANEL DISCUSSIONS

The conference featured 13 high-level panel discussions with 52 distinguished panellists and 13 moderators, comprising IIM directors, PSU leaders, renowned academicians, and corporate executives. Key panel topics spanned the strategic role of IIMs in India’s development agenda; the integration of AI in management education; MSME and entrepreneurship development; public sector enterprise transformation; sustainability and ESG frameworks; research methodology and big data analytics; internationalisation of management education; and the pursuit of holistic well-being and work-life balance in academic careers, among others.

SPECIAL SESSIONS

Dedicated Early Career Faculty Conversations were held, featuring IIM Directors providing structured mentorship to junior faculty on research agenda development, publishing strategies, teaching excellence, and career progression - addressing a critical gap in mentoring support for early-career academics in the Indian context.

TECHNOLOGY AND INNOVATION INTEGRATION

10th Pan-IIM WMC 2025 distinguished itself through the deployment of several pioneering technological initiatives:

- **Live Mind Mapping:** Real-time visual capture of keynote sessions and panel discussions using professional mind mapping, enhancing comprehension and creating reusable institutional knowledge assets.
- **AI-Powered Conference Chatbot:** A virtual assistant handled 677 messages across 764 conversations with 550 users, ensuring seamless 24/7 attendee support throughout the event.
- **VR-Enabled Digital Poster Hall:** A groundbreaking virtual reality platform enabled immersive exploration of all poster presentations, removing geographical barriers and democratising access to research beyond physical conference constraints.
- **Innovision - Innovation Exhibition:** Five pioneering ventures showcased innovations across AI, sustainability, technology, and social impact, facilitating high-engagement networking among entrepreneurs, investors, researchers, and corporate leaders.

CONFERENCE IMPACT AND SIGNIFICANCE

The 10th Pan-IIM WMC 2025 successfully embodied its theme by creating a platform where rigorous academic discourse met practical solutions for societal challenges. The conference strengthened pan-IIM research networks, fostered cross-sector dialogue between academia, policy, and industry, and demonstrated how technology can enhance academic engagement and accessibility. Its outcomes are expected to influence research agendas, policy discussions, and management education curricula across IIMs and beyond, reinforcing the vital role of management scholarship in driving meaningful social impact for India and the world.



DIVERSITY, EQUITY & INCLUSION ROUND TABLE CONFERENCE 2026

Theme: From Intent to Impact: Embedding DEI into Leadership & Talent Decisions

OVERVIEW

The HiRe Club - The HR Club of IIM Ranchi organised a **Diversity, Equity & Inclusion (DEI) Round Table Conference** on 25 January 2026, bringing together industry leaders, faculty members, and students to engage in experience-driven dialogue on embedding Diversity, Equity, and Inclusion into leadership decision-making and talent systems. The conference was inaugurated by Prof. Deepak Kumar Srivastava, Director, IIM Ranchi, who emphasized the responsibility of academic institutions in nurturing leaders who combine competence with conscience and drive inclusive organisational cultures. The discussion was academically anchored and moderated by faculty from the OB & HRM, Ethics, and Business Law areas, ensuring the dialogue moved from conceptual understanding to practical implementation.

INDUSTRY REPRESENTATION

The round table featured senior leaders from diverse sectors including energy, consulting, pharmaceuticals, insurance, and technology:

Leader	Organisation	Domain Perspective
Ashish Chandra	SLB	Global DEI Strategy & Inclusion Practices
Anaam	Omnicom	Talent Development & DEI Design
Rajan B Saawant	Indoco Remedies Ltd.	Manufacturing HR & Culture Transformation
Neetu Mol Taj	Cognizant	Corporate DEI Strategy & Well-being
Dr. Swarn Preet Singh	ICICI Lombard	Talent Acquisition & Early Career Inclusion

KEY TAKEAWAYS

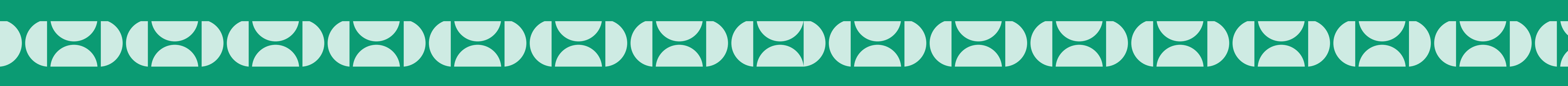
The round table centred on translating DEI intent into leadership behaviour, preventing bias in talent decisions, and moving from representation to belonging. The major insights that emerged include:

- 1. DEI approaches vary across organisations:** ranging from compliance-driven frameworks to proactive, leadership-aligned inclusion strategies tied to long-term business vision.
- 2. DEI must reflect in managerial KPIs:** inclusion metrics should be embedded into performance indicators to ensure accountability beyond HR functions.
- 3. Policy and profit are not in conflict:** sustainable profitability increasingly depends on inclusive cultures that foster trust, innovation, and employee engagement.
- 4. Well-being frameworks are evolving:** emerging models define well-being through psychological safety, dignity, and belonging rather than only benefits or policies.
- 5. ROI of DEI is measurable:** engagement, retention, innovation outcomes, and leadership pipeline diversity serve as concrete indicators of DEI effectiveness.

7. DEI impact lies in implementation: embedding DEI into leadership choices, culture, and everyday organisational practices determines real impact beyond symbolic representation.

The DEI Round Table Conference 2026 reaffirmed IIM Ranchi's commitment to bridging academia and industry in shaping workplaces where performance and inclusion grow together. The dialogue underscored that DEI is not symbolic but a strategic leadership responsibility requiring structured metrics, cultural intent, and organisational accountability. The event was organised by the Placement Office and the HiRe Club, and moderated by faculty from the OB & HRM, Ethics, and Business Law areas, exemplifying IIM Ranchi's tradition of fostering practitioner-scholar dialogue on issues of social and organisational consequence.





INTERNATIONAL CONFERENCE ON INDIAN CINEMA

Theme: Social Realities & Managerial Insights

OVERVIEW

This comprehensive report encapsulates the proceedings of the **International Conference on Indian Cinema (ICIC) 2026**, held on 20-21 February 2026, under the theme “Social Realities & Managerial Insights”. Under the dynamic leadership of Director Prof. Deepak Kumar Srivastava and Conference Chairs Prof. Vikas Pathe and Prof. Neelu, this conference was a high-level interdisciplinary forum that received 133 submissions and concluded with the presentation of 118 papers in offline and online mode. The conference was inaugurated by Shri Dheeraj Singh, Vice Chancellor of FTII Pune, and Dr. Monia Acciari, Prof. of Film History & Heritage Studies, Ashoka University and Prof. Deepak Srivastava, Director, IIM Ranchi. They discussed their vision of Indian Cinema and its significance in shaping modern education with its application in management.

DAY ONE

The morning session of the inaugural day, marked for 20 February, 2026, featured two keynotes exploring the interface between cinema and management. Prof. Ajeet N. Mathur, the Director of ISPSO, took the platform to speak on “Cinema: A New Reality and Managerial Tool” and traced the “History of Indian Cinema” from the silent period to the current dynamic “masala movies.” He also used classical Rasas, such as Karuna and Hasya, to explain the complex relationship between the leader and collective memory. He drew an analogy between the role of the film director in maintaining emotional energy and that of the manager in keeping the collective memory. Later in the session, Dr. Sari Mattila, a Philosophical Practitioner and Educator, took the platform to discuss the “Hermeneutics of Vision” and encouraged the manager to look beyond the obvious and interpret the meaning behind the events. She also encouraged the manager to identify the core of the organisation amid technological changes and to find innovation at the fringes of art and imagination. The afternoon session included a panel presentation by Prof. N. Rajaram of CUG Vadodara, Prof. Biswajit Das of JMI, Prof. A.F. Mathew of IIM Kozhikode, and Prof. Daya K. Thussu of Baptist University, Hong Kong. The panellists explored the interface between cinema and the cultural resistance and assertion of the people, and explored the representation of regional and linguistic identity in the context of the Indian socio-political context.

DAY TWO

The first panel of the second day, i.e., on 21 February, 2026, featured independent film directors Shri Indrasis Acharya, Shri Anuj Kumar, and Shri Meghnath, offering the audience a filmmaker’s perspective. The second panel included Dr. Dhananjai Rai, Central University of Gujarat; Dr Monia Acciari, Ashoka University; Prof. S. V. Srinivas, Azim Premji University; and Prof. Pippa Catterall, University of Westminster. The audience was informed about changing global social interactions through cinema and its role as a key medium for redefining managerial reflections. Parallel track presentations continued on both the days. The valedictory session included a concluding speech by the conference patron, Prof. Deepak Kumar Srivastava who redefined the term “Bollywood” as a global soft power spanning Russia to China and, at the same time, highlighted the need to incorporate “creative resilience” in the face of social stagnation. He also suggested that the way ahead is to adopt a multidimensional approach in integrating film with management education. He remarked that cinema could help in inculcating values and empathy, a focus on marginalised labour in film history, and a hyper-local AI-driven approach to reach the expanding youth population in India.

RESEARCH SCHOLARS' DAY 2025

OVERVIEW

IIM Ranchi organized its inaugural **Research Scholars' Day 2025**, a first-of-its-kind event designed to celebrate the academic journeys and intellectual contributions of the institute's doctoral research community. The event provided a vibrant, scholar-centric platform for doctoral students - both full-time PhD and Executive PhD scholars - to engage in academic dialogue, creative expression, and peer learning across disciplinary boundaries.

EVENT FORMAT AND ACTIVITIES

The event featured three flagship activities, each designed to build distinct research communication skills:

- **One Slide 3-Minute Challenge:** Scholars presented their research using a single static slide within three minutes, honing concise communication, storytelling, and public speaking skills.
- **Infographic Explainers:** Scholars visually communicated complex research ideas through infographics, developing skills in design thinking and audience-friendly presentation, with feedback from peers and faculty.
- **Full Paper Presentations:** A curated display of research addressing social, policy, and sustainability challenges, promoting interdisciplinary dialogue and highlighting research with societal impact.

BEST PRESENTATION AWARDS

Best presentation awards were conferred in all three categories:

- **Full Paper Presentation:** Mr. Ankit Kumar Sinha (PhD Batch 2022–26)
- **One Slide 3-Minute Challenge:** Mr. Nistala Jagannath Sharma (EPHD Batch 2019–23)
- **Infographic Explainers:** Ms. Ramyani Kundu (PhD Batch 2022–26)

The event successfully fostered a spirit of camaraderie, curiosity, and community among research scholars, and is envisioned to grow into a meaningful annual tradition at IIM Ranchi. It also served as a valuable opportunity for Executive PhD scholars to connect with fellow researchers and faculty across domains.



THURSDAY SEMINAR SERIES

The Research and Publications Ethics Committee (RPEC) at IIM Ranchi organizes the **Thursday Seminar Series** as a platform to promote a culture of academic inquiry and interdisciplinary dialogue. Faculty members and doctoral scholars present their research on diverse and contemporary topics, and these weekly seminars encourage critical discussions and knowledge sharing among the academic community. The series also serves as a review mechanism: faculty members seeking approval from the RPEC office to present at national or international conferences are required to present their research paper at the Thursday Seminar Series, ensuring internal peer review before external representation of IIM Ranchi. Over the academic year 2025-26, the series brought together 26 presentations reflecting the intellectual diversity and scholarly ambition of the IIM Ranchi faculty and doctoral community. Below are the details of the Thursday Seminar Series conducted during the academic year 2025-26.

Sl. No.	Faculty	Date	Topic
1	Prof. Mayank Jyotsna Soni	3 Apr 2025	Using item response theory in the assessment of the financial well-being scale: an application in Brazil and India
2	Prof. Ankur Jha	3 Apr 2025	Impact of CSR Perception on Employees
3	Prof. Arindam Mukherjee	8 May 2025	Public Social Media Use and Managerial Dynamic Capabilities: Evidence from Knowledge Work
4	Prof. Divya Khurana	15 May 2025	Some results on Orthogonality Preserving and Reversing Operators
5	Prof. Radha Yadav	26 Jun 2025	Managing Virtual Employee Performance: Navigating Challenges in the New Work Era
6	Prof. Shilpi Saxena	24 Jul 2025	When More Is Not Enough: Examining the Loyalty Impact of Product Returns on Consumers with Maximizing Decision-Making Tendencies
7	Prof. Kumar Shaurav	31 Jul 2025	Reassessing Informality: A Stochastic Frontier Analysis of the Shadow Economy and Corruption in Indian States
8	Prof. John Kujur	7 Aug 2025	Occupational Transition among Indigenous People in India
9	Prof. Sobhan Sarkar	9 Oct 2025	Scalable Multimodal Misinformation Detection Across Social Media Platforms and Lightweight Deepfake Detection for Real-World Augmented Images in Social Media
10	Prof. R Saravanan	23 Oct 2025	Behavioural Intention to Adopt Central Bank Digital Currency (CBDC): A Technology Readiness and Institutional Perspective

THURSDAY SEMINAR SERIES

Sl. No.	Faculty	Date	Topic
11	Prof. Manish Kumar	6 Nov 2025	Upgrade or Revamp Manufacturing: Effect of Price-Linked Carbon Tax
12	Prof. Anannya Gogoi	13 Nov 2025	Orchestrating Digital Customer Experience: a Text-Mining Analysis of Hostel Booking Apps for Sustainable Tourism
13	Prof. Shweta Jha	20 Nov 2025	AI-Generated Ads: An Empirics-First Approach
14	Prof. Radha Yadav	4 Dec 2025	HR Digital Transformation, Technostress, and Algorithm Aversion: Exploring Mediated and Moderated Effects on Employee Resistance to Change
15	Prof. Rajeev Ranjan Kumar	11 Dec 2025	Institutional environment and beliefs systems for human-AI integration
16	Prof. Manish Kumar	18 Dec 2025	Beyond Internal Branding: How Frontline Employees' Ability, Motivation and Opportunity Drives their Brand-Oriented Behaviors and Proactive Service
17	Prof. Santosh Kumar Prusty	8 Jan 2026	Traditional-knowledge-based family and community businesses in india: role of caste
18	Prof. Gautam Pal	15 Jan 2026	Multimodal Analytics of Text, Image, and Video.
19	Prof. Sobhan Sarkar	29 Jan 2026	Movie Review Helpfulness Prediction using Semantic Alignment and Evidential Fusion-based Multimodal Approach
20	Prof. Anupriya Khan	5 Feb 2026	Social Media as a Tool for Sustainable Development in India
21	Prof. Neelu	12 Feb 2026	Case Study: How the Airline Landed in the Traveller's Zone of Intolerance
22	Prof. Deepak Kumar	19 Feb 2026	Acquirer ESG and M&A Speed: Information, Reputation, and Transaction Frictions
23	Prof. Allen Joshua George	26 Feb 2026	Costs and Consequences of Gendered Leisure among Indian Working Women: The Role of Culture and Context
24	Prof. Kumar Shaurav	5 Mar 2026	The linkage between corruption and government expenditures in case of India
25	Prof. Sobhan Sarkar	12 Mar 2026	Is Prediction Enough? A Dynamic Graph Attention and Reinforcement Learning Framework for Automated Trading

GUEST SEMINAR SERIES

The **Guest Seminar Series** to bring distinguished academic experts from leading institutions across India and the world to engage with the IIM Ranchi community. The series covers a wide range of themes - from research methodology and doctoral competencies to climate policy and AI in academic writing - offering doctoral scholars exposure to cutting-edge research and international academic perspectives. Over the academic year 2025-26, the series featured 9 distinguished guest sessions, reflecting the institute's commitment to fostering a globally connected and intellectually vibrant scholarly community.

Sl. No.	Date	Guest	Industry/Institute	Broad Topic
1	07.04.25	Prof. Somaya Julu Garimella	Academics	Competencies for PhD
2	21.04.25	Dr. Abhishek Sheetal	The Hong Kong Polytechnic University	PhD student collaboration and interaction
3	21.04.25	Dr. Krishna Savani	The Hong Kong Polytechnic University	FT editor (editor's view on paper)
4	24.04.25	Prof. Dulini Fernando	Aston University, UK	Qualitative Research Methodology in High quality journal
5	28.04.25	Prof. Ajeet Mathur	Former Professor at IIM Ahmedabad and IIM Calcutta.	Mysteries in Management
6	16.06.2025	Prof. Abrar Ali Saiyed	University of Glasgow	Doctoral Dialogues: Global Perspectives, Local Questions
7	20.06.2025	Dr. Sreelata Jonnalagedda and Dr. Haritha Saranga	IIM Bangalore	How to Use AI in Academic Writing
8	22.06.2025	Prof. Stephanie Mechoulan	19 Jun 2025	Testing for discrimination in the Law firm?
9	19.12.2025	Prof. Anand jha	Mike Ilitch School of Business, Wayne State University, USA	Climate Policy Uncertainty and Climate-Related Strategic Alliances

RESEARCH METHODS SERIES

The **Research Methods Series** at IIM Ranchi is organized to strengthen the methodological foundation of doctoral scholars through structured sessions on diverse research approaches and techniques. Featuring internal faculty, the series covers topics ranging from qualitative methods and interdisciplinary research to construct design, equipping the academic community with tools for rigorous, high-quality research. Over the academic year 2025-26, the series hosted 3 sessions, reinforcing IIM Ranchi's commitment to building a methodologically robust research culture.

Faculty	Date	Time	Methodology Topic
Prof. Andreas Masouras	16.07.2025	02:30 AM	The Use of Qualitative Methods in Doctoral Research: Emphasizing the Role of Focus Groups
Prof. John Kujur	20.08.2025	11:30 AM	Interdisciplinary Approach in Research
Prof. Ramesh Roshan Das Guru	28.08.2025	11:30 AM	From Questions to Constructs: The Formative-Reflective Decision

RESEARCH WEBINAR SERIES

The **Research Webinar Series** at IIM Ranchi brings together globally renowned scholars and thought leaders to share their expertise with the institute's faculty and doctoral community through an accessible virtual format. Covering a broad spectrum of themes - from qualitative research and conscious capitalism to building decarbonisation, financial markets, and India's geopolitical challenges - the series ensures the IIM Ranchi community remains connected to the forefront of global academic and policy discourse. Over the academic year 2025-26, the series hosted 5 distinguished webinars, reflecting the institute's commitment to fostering intellectual engagement beyond geographical boundaries.

Guest	Date	Title
Prof. Russell W Belk	21 Aug 2025	Qualitative Marketing & Management Research
Prof. Zhenjun Ma	27 Aug 2025	Enabling Building Decarbonisation through Solar and Thermal Storage
Prof. Raj Sisodia	22 Sept 2025	Conscious Capitalism: Building a Legacy of Love and Leadership
Prof. Viral V. Acharya	4 Nov 2025	Treasuries, Tariff War Shock, and the Convenience Yield (A Hedging Perspective)
Dr. V. Anantha Nageswaran	11 Feb 2026	Vikshit Bharat amidst Geopolitical Uncertainties - Challenges and Opportunities

THINKING WITH THEORY SERIES

OVERVIEW

The **Thinking with Theory (TWT)** series is a scholar-led, faculty-guided seminar initiative launched under the Research Methods Group (RMG) at IIM Ranchi. Conceived as part of the RMG's broader mandate to strengthen research culture at the institute, the series focuses on the foundational building blocks of scholarly inquiry. Each session is anchored around a single, precise conceptual question, fostering both depth of engagement and a culture of peer learning. The series adopts a consistent, clean presentation format and draws on canonical and contemporary management research literature to ground each discussion.

OBJECTIVES

- To build theoretical sensitivity and conceptual clarity among doctoral scholars and early-career faculty at IIM Ranchi.
- To establish a culture of reflective inquiry that complements empirical and quantitative training with philosophical and theoretical foundations.
- To create a structured, recurring platform where doctoral scholars develop confidence in articulating and engaging with theoretical constructs.
- To progressively build a shared vocabulary of research concepts, moving from broad constructs (theory, paradigm) to operational elements (construct, variable, hypothesis, model) across sessions.
- To integrate the series into the RMG's long-term agenda of positioning IIM Ranchi as a methodological hub in the Indian management education landscape.

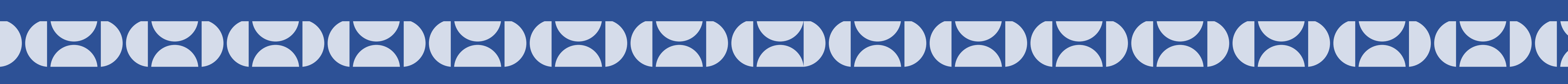
CONCLUSION

The TWT series represents a distinctive pedagogical experiment at IIM Ranchi. By placing doctoral scholars at the center of intellectual discourse rather than in a passive learning role, the initiative simultaneously builds research confidence and strengthens the institute's scholarly culture. The series is designed to be cumulative, with each session building on the previous one to construct a coherent understanding of the architecture of research. The inaugural year with thirteen episodes has demonstrated strong engagement and an appetite for theory-focused discourse within the research community.

THINKING WITH THEORY SERIES DETAILS

Sl. No.	Scholar/Faculty	Programme	Batch	Area	Date	Title
1	Diksha Kumari	PhD	2024-28	F&A	11.11.2025	What is a paradigm?
2	Keziah Elsa James	PhD	2024-28	OB&HR	18.11.2025	Theorizing and Theoretical Contribution
3	Pragnya Priyadarhsani	PhD	2024-28	IS&BA	25.11.2025	Grounded Theory and Inductive Theorizing
4	Nilay Ranjan	PhD	2024-28	F&A	02.12.2025	Process vs. Variance Theory
5	Aarohi Mishra	PhD	2024-28	LA&S	09.12.2025	Middle-Range Theory

Sl. No.	Scholar/Faculty	Programme	Batch	Area	Date	Title
6	George Joseph	Faculty	-	LA&S	16.12.2025	Re-reading Positivism
7	Santosh Kumar Prusty	Faculty	-	S&E	06.01.2025	Theory Building through Modeling and Simulation
8	Charvaak Pati	Faculty	-	LA&S	13.01.2026	When Markets Meet Morality: Theories of Moral Economy
9	Mousam Maiti	PhD	2024-28	OM	27.01.2026	Rethinking Contract Strategies: Theoretical interpretations beyond equilibrium analysis
10	Subhra Rajat Balabantaray	Faculty	-	LA&S	10.02.2026	From Weber to Gig Economy: The Evolution of Power and Control in Management Theories
11	Vikash Pathe	Faculty	-	LA&S	10.03.2026	Theory and Experience : An Indian Context
12	Aditya Aggarwal	Faculty	-	OB&HR	24.03.2026	Understanding Conflict and Identity in the Middle East



WORKSHOP ON HERMENEUTIC RESEARCH METHODOLOGIES

OVERVIEW

The **Workshop on Hermeneutic Research Methodologies** was a five-day intensive program organized by the Research Methods Group (RMG) at IIM Ranchi, held from February 23 to 27, 2026. The workshop was facilitated by two distinguished scholars: Prof. Ajeet N. Mathur, a pioneer in formally introducing hermeneutic research traditions alongside quantitative and qualitative approaches in Indian management research, and Prof. Sari Mattila, an expert in philosophical foundations and interpretive approaches in management inquiry. The program was designed to address a critical gap in the methodological repertoire of management researchers in India, where exposure to interpretive, hermeneutic, and philosophical approaches has historically remained limited despite the richness of phenomena these methods are well-suited to study. The workshop adopted a meta-pedagogical approach, encouraging participants to bring their own research problems and explore them through hermeneutic lenses. Sessions combined conceptual foundations with experiential learning methodologies, including engagement with aesthetics and narrative as tools of organizational inquiry.

OBJECTIVES

- To introduce participants to the philosophical and epistemological foundations underpinning hermeneutic and interpretive research traditions.
- To build conceptual and practical competence in applying hermeneutic methodologies to management research contexts, including case writing, consultancy, and action research.
- To expand participants' methodological imagination beyond quantitative and conventional qualitative approaches toward meaning-centered, reflexive inquiry.
- To enable participants to design hermeneutic or mixed-method research components within their own doctoral or faculty research projects.
- To position IIM Ranchi as an institution actively investing in methodological diversity and cutting-edge research training.

CONCLUSION

The Workshop on Hermeneutic Research Methodologies marked a milestone in the RMG's commitment to broadening the methodological landscape at IIM Ranchi. For participants, this was their sustained exposure to hermeneutic and interpretive traditions, and the immersive five-day format provided the depth necessary for meaningful engagement with these complex approaches.

ADVANCED QUANTITATIVE RESEARCH METHODS

OVERVIEW

The **Advanced Quantitative Research Methods (AQRM)** initiative is a structured training program offered under the Research Methods Group (RMG) at IIM Ranchi, aimed at building rigorous quantitative competencies among faculty members, doctoral scholars, and research professionals. Recognizing that most management researchers in India receive foundational training in standard regression and survey analysis but lack depth in advanced multivariate and causal inference techniques, the AQRM program was designed to address this methodological gap. The program covers a range of advanced techniques including Structural Equation Modeling (SEM), Partial Least Squares-SEM (PLS-SEM), panel data methods, quasi-experimental designs (including difference-in-differences, instrumental variables, and regression discontinuity), and emerging computational approaches relevant to management research.

The AQRM initiative is consistent with the RMG's vision of serving as India's first dedicated cross-disciplinary hub for research methodology. Training sessions are designed to be applied and hands-on, with participants working through real research problems and datasets rather than purely theoretical instruction.

OBJECTIVES

- To strengthen the quantitative research capacity of faculty and doctoral scholars at IIM Ranchi, enabling higher-quality empirical contributions to management literature.
- To build familiarity with advanced techniques including SEM, PLS-SEM, causal inference designs, and panel data econometrics, equipping participants to deploy these methods in their own research.
- To create a sustained learning environment through workshops, methodological clinics, and peer engagement rather than one-off training events.
- To support participants in critically evaluating the appropriateness of different quantitative methods for their specific research questions and data structures.
- To contribute to the broader goal of improving the methodological rigor of management research produced at IIM Ranchi and enhancing its competitiveness in leading national and international journals.

CONCLUSION

The AQRM program reflects IIM Ranchi's commitment to investing in the research infrastructure and human capital necessary for producing world-class management scholarship. By providing faculty and doctoral scholars with training in techniques that are increasingly expected by top-tier journals, the program directly strengthens the institution's research output and reputation.

IIM RANCHI JOURNAL OF MANAGEMENT STUDIES (IRJMS)

ABOUT IRJMS

IIM Ranchi Journal of Management Studies (IRJMS) is an academic and open-access journal of international scope. It was launched in January 2022. IRJMS is published by Emerald Publishing Group and is owned by the Indian Institute of Management (IIM) Ranchi. The review process of IRJMS is supported by a well-experienced editorial review board and an erudite advisory board, including outstanding academicians from reputed universities across the globe.

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