



सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

भारतीय प्रबंध संस्थान इंदौर  
Indian Institute of Management Indore

11<sup>th</sup> Conference on Excellence in Research and Education

June 18 – June 20, 2021

**CERE – 2021**

*Proceedings*



Copyright ©

The materials published in this proceedings may be reproduced for academic and non-commercial use with due citation.

**Disclaimer**

All data, views, opinions etc., published in this proceedings are the sole responsibility of the authors(s). Neither the publisher nor the conference organizers are in any way responsible for them. Please be informed that every care has been taken to ensure the accuracy of the contents. However, we make no warranties for the same and therefore, shall not be responsible or liable for any loss or any commercial damage during accruing thereof. Please do consult a professional where appropriate.

सिद्धिमूलं प्रबन्धनम्

भा. प्र. सं. इन्दौर

IIM INDORE

## Message from Prof. Himanshu Rai

*Director, Indian Institute of Management Indore*

Dear All,

It gives me great joy in presenting to you the proceedings of the Conference on Excellence in Research and Education (CERE) 2021: 'Management Metamorphosis: Living with the Pandemic' held from 18th - 20th June 2021.

CERE 2021 was held in a virtual platform with forums including workshops, plenary sessions, and presentation tracks. The inputs from researchers who chaired tracks, conducted workshops and were part of the panel, inspire upcoming researchers to succeed in their research journey. 'Best Presentation Award' was given to 3 authors and the inaugural 'Lifetime Achievement Award for Excellence in Research' was conferred on Prof. Ramadhar Singh, Distinguished University Professor, Ahmedabad University.

This document is an effort towards publishing the submissions of the authors on the conference theme and domain tracks. I hope the readers appreciate the collective efforts of the authors and the organizing team of CERE, and derive valuable insights from this volume of the proceedings.

Looking forward to your continued association with the journey of CERE.

Prof. Himanshu Rai

Director, Indian Institute of Management Indore.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## Welcome Message from Prof. Abhishek Mishra

*FPM Chair, Indian Institute of Management Indore*

Dear All,

I am delighted to share the proceedings of the 11<sup>th</sup> Conference on Excellence in Research and Education (CERE) 2021 themed 'Management Metamorphosis: Living with the Pandemic', which took place virtually from 18th - 20th June 2021.

The three-day conference witnessed more than 180 research works across various domains of management. The conference provided valuable insights on the new management paradigms that are likely to emerge in the post-covid era. We could achieve the objectives of the conference through the relentless efforts of the faculties and the research scholars of the institutes. The overwhelming performance and contribution of the participating authors cannot be undermined which made the event 'grand'. I hope those insights that we have obtained from the presentations, workshops and plenary sessions will be instrumental in shaping our research pursuits. We value the scholarly contributions made to the conference and are confident that the takeaways for you will be pertinent and insightful.

I thank all our invitee guests, conference patrons, dignitaries from various business schools and all conference participants again for the kind cooperation and contribution to the success of this conference.

Looking forward to your continued association with IIM Indore.

Prof. Abhishek Mishra

FPM Chair, Indian Institute of Management Indore

## Table of Contents

Title	Page
Need for Conformity: Scale Development and Validation	1
A Study to examine Non linear impact of gold, oil prices and their volatilities on Indian stock market during Covid-19	2
A Comparative Analysis of Financial Statements of a Depository Company and a Credit Rating Company “With special reference in Pre Corona and Post Corona Period”	3
Consumer Decision-Making process of a Backhoe Loader Machine: Is it influenced by the Brand Selection Factors? -An Empirical Analysis at Deccan Sales and Services Private Limited, Indore-Madhya Pradesh	4
Change in Systemic Risk in Indian Financial Market during Covid-19 Pandemic	6
Concatenation of Job Satisfaction with Emotional Intelligence & Adaptability during Coronavirus Pandemic	7
Is Imposter Syndrome A Barrier for Women Today?	9
Online learning in a pandemic: Theme identification from tweets	10
Online Shopping Behavior During COVID 19 Pandemic: an Indian Perspective	11
A Bibliometric Analysis of Interlocking Directorates	12
Restaurant and Tourism Research: A Systematic Review using Bibliometrics Analysis	13
The Challenges in Re-Orienting Kerala Cardamom Farming Expertise to Augment Cardamom Merchandising Potentials Through Global Market Re-Positioning and Patent-Branding	14
The role of COVID-19 Pandemic in expediting the modification of consumer behavior in the Indian retail industry	16
Fintech: A Selective Review of Literature Using Bibliometric Analysis	19
Assessing Market Integration between MINT+1 and G7: Evidence from Dynamic Cointegration	20
Predictive Technology in remote product service markets: Implications of collusion	21
Exploring the impact of LMX (leader-member exchange) on Job Satisfaction while Working-from-Home: through Work-to-Life Interface	22
Morphological Analysis of Research Literature On Strategic R&D Management	24
Understanding & Analysing Employees Emotions in VUCA World (COVID-19): Projection for HR leaders to maneuver present crisis	26
Evaluation of Factors Influencing Employee Turnover in Manufacturing SMEs by Employed IF-TOPSIS Approach: An Indian Scenario	28
Impact of Auditor Independence on Audit Quality - A Literature Review	29
Study on Artificial Intelligence and its impact on Future of Advance Learning Pedagogy	30
Correlates of Internal Marketing Practices and Employee Perceived Organizational Performance: An Empirical Assessment	31
Virtual rituals and virtual socialization: An exploratory study.	32
Design thinking and how it is disrupting the IT project management	33
Effect of Augmented Reality on Online Beauty Accessory Purchase during Covid 19 Pandemic: A study of L'Oréal Paris Makeup Genius	34
Analyzing Service Quality in Academics- Evidence from Modern Academic World	39
Effects of Power on Knowledge Sharing and Hiding	40
Survival of the Fittest: Can rebranding announcements create wealth for shareholders of Indian Banks?	41

Connected Homes: Inclusion of IoT in Indian Households - A Case Study	42
Emerging Financial Apps and Its Effect on Financial Literacy and Investment Management	43
Impact of Capital Structure on Profitability: A Study on FMCG Companies	44
The Effect of firm Size on Financing Decision of Listed SMEs in India	45
Factors Affecting the Adoption of In-Store AI Fitting Technology in Fashion Retail Outlets	46
Online product reviews and sentiment scores: an examination of review length and product ratings for beverages	47
Factors Influencing Career Choices of Students Pursuing Professional Courses	48
Real Earnings Management across Firm Life Cycle: An Empirical Analysis in the Indian Context	49
Does Gender Diversity and Independence of Women Director's Impact Company Performance?	50
Influence Of Board Gender Diversity on Financial Performance: A Review of Literature	54
A Meta-Analysis Study to Evaluate the Effect of Transformational and Transactional Leadership on Job Satisfaction	55
A Study on The Effects of Leadership and HRM on Career Indicators: A Sustainability Perspective	56
The survey on past, present, and future of humanitarian operations and supply chain management	57
Time Management During the Covid-19 Pandemic: A Descriptive Study	58
Impact of COVID-19 on employees' emotions and resultant outcomes: A conceptual model	60
Brand Fan Pages on Instagram: Factors Affecting Customer Engagement	61
Posture as a Precursor to Emotions- An Investigation to link Physiopsychology to Applied Ergonomics	62
Is Green HRM affecting Our Youth talent? An Analysis of Students attitude towards GHRM	63
Body and skin positive message framing in skin fairness product ads: A study on consumer's responses to "femvertising" among Indian youth	64
Influence of COVID-19 Induced Panic Buying and Lock-Down on Dual-Channel Supply Chain Performance: A Game-theoretic study	65
The mediation role of social media collective efficacy and participation on Social media self-efficacy and E-leadership self-efficacy	66
Does Your Personality Affect the Investment Risk You Take?	67
Conundrums of Entrepreneurial Education as a Precursor to Career Option in Generation Y	68
A study of factors that affects purchase intention of energy efficient products	69
Performance of Financial Inclusion and Economic Growth in India: Pre and Post NDA Regime	70
A Novel Boolean Variables Modelling Approach in Excel for the Machine Scheduling Problem and its Comparison with Evolutionary and GRG Non-linear Solver Engines	71
Looking back to proceed further: A bibliometric analysis on Innovative Work Behaviour	72
Intern's Satisfaction in a Remote Working Environment – Effect of Pandemic	73
Adoption of Digital Technology to Sustain Economic Activity during Covid-19 Pandemic: A Study of Rural Women Entrepreneurs from Western Maharashtra	74
Disability Inclusion and organizational changes in Covid 19 new normal – Telework as a boon for People with disabilities	75
An application of lean methodology in manufacturing industry	77
Shifting travel preferences of Indian middle class in the post COVID-world	78

Business Development of Digital Healthcare Ecosystem using Dynamic Capabilities: Reflections on the new paradigm in healthcare	79
A conceptual study of trust, work-hybrid, and neuro-counselling: Carving the new dynamic normal	80
Online Learning through Video Streaming Platforms: Opportunities and Challenges	81
In looking into the volatility comparison between the 2008 Financial Crisis and the 2020 Stock Market Crash: The Indian stock market experience	82
Depletion of socio-psychological reservoir after the outbreak of covid-19	83
Significance of Personal Attributes and Job Resources for Employee Wellbeing under Work from Home	84
IPO Underpricing in Family Firms – Literature Review	85
From value creation to organizational performance: Role of competitive advantage, cross-disciplinary communication and diversity in the Post-Covid-19 World	86
Online Shopping through Pandemic: A Text Analytical Approach	88
Responding Customer Satisfaction through Logistics Service Qualities: a Study in Pharmaceutical Industry	89
The moderating role of Spirituality between Resilience and Work-Life Interface among women professionals in India	90
A Reviews of Impact of Stock Market News on Investors' Decision Making: A Prospective of Neurofinance	91
An Emprical Study on The Effect Of Website Feature Dimension On Customer E-Satisfaction And E- Loyalty	92
The Multifaceted Function of Websites in Business World: Communication, Marketing, Advertisement and Persuasion	93
Impact of Covid-19 on Indian Jaggery Supply Chain	94
Competitive Advantage of Assam Silk: An Empirical Study	95
Does environmental disclosure impact CEO compensation? The Indian Evidence	97
A Theoretical Overview on Green Human Resource Management Practices for Environment Friendly Organization in Context of COVID-19 Pandemic	98
Validation of brief 'Need for Cognition' scale in Consumer Decision Making	99
Cost Effectiveness Analysis of The Community and Facility-Based Management of Acute Malnutrition in Jharkhand, India	100
Digital Learning: Factors affecting e-Learning Persistence	102
Is the acceptance of disruptive methods during an unprecedented event, just temporary? – An exploratory study on the perception of e-wallet usage among vendors during COVID-19 times	103
A Three-Way Interaction Model of Research Output: Investigating the Role of Age, Technological Aids and Knowledge Sharing	104
HR Analytics: Scanning Organization Readiness	105
Changing Paradigm of Theoretical Foundations of Corporate Social Responsibility	107
Work from home during COVID-19 – Identifying the role of demographic factors in shaping the attitude of working female academicians in Delhi/NCR area	109
HR as a Custodian of Culture Management in Post Pandemic World	110
Work-Life Balance: A Cross-Sectional Study among Indian Nurses during Covid-19 Pandemic	111
Changing Landscape of Women Entrepreneurship – Deconstructing the Challenges, Impact, And Response of Women Entrepreneurs to Evolving Business Models During Covid-19 Pandemic	112
The New Normal for Workforce Management	113

Study on the demographic characteristics that affect the work-life-balance of Citizens with the spreading pandemic: An empirical research	114
Impact of Entrepreneurial characteristics among Business Management Students on their Propensity to Build Self Reliant India (Aatman Nirbhar Bharat)	115
Electronic Word of Mouth- A Trending Tool In Modern World	116
Entrepreneurial Intention: The Moderated Mediated effect of Gender and Entrepreneurship Education	117
Joining Motives and Binding Factors for Volunteers with A Non-Profit Initiative: An Empirical Study of Centre for Conflict Management	118
Covid-19 Pandemic and Banking Sector of India	119
Gamification and Entrepreneurship Education: Rise of the Entrepreneur (ROTE)- A Serious Game	123
Green marketing E-Strategies: a fundamental aspect for development of ECG (Economy for common good)	124
A Competitive Resource - Based Perspective Leveraging Atamnirbhar Bharat Campaign for MSME's in the Pandemic	125
Immediate Response of Indian Sector Indices To COVID-19: An Event Study Methodology	126
Omni Channels: The Future of Banking Sector in India	127
Cigarette Distribution Network: A Descriptive Study in a Tobacco Company based in Patna, Bihar	128
CSR, Audit Quality and Firm Performance During COVID-19: An Organizational Legitimacy Perspective	130
Exploring Mediation role of Purchase Intention towards Green Consumer Behaviour: A Study of Young Indian Consumers	131
Nutrition knowledge and healthy food consumption of working women in India	133
Corporate Social Responsibility and Financial Performance of Companies: Bibliometric and Social Network Analysis	134
A Study of Online Life Insurance Scenario and its Future Trends in India	135
Measuring the Attitudes and Behavioural Dynamics of Consumers towards Online Shopping amidst Covid-19: Insights from Kolkata	137
Effect of FDI on Unemployment: Time series evidences from India	138
Talent Crisis: Blended Workforce for Competitive Advantage	139
Weekend Effect during Pandemic Era: Empirical Evidence from Indian Sectoral Indices	140
Impact of work stressors and resilience on job performance during COVID 19 with the role of distress and psychological well-being: Which interventions to be adopted by Indian organizations?	141
An Exploratory Study on Impact of COVID 19 on High Skilled Migrants' Lives and Livelihoods	143
Working out from home: The role of health consciousness, technology adoption, and COVID19 invulnerability in the intention to use health & fitness apps and wearable fitness devices	144
Socially distant servicescape in restaurants: A study of customer preferences in the re-opening phases	145
NPA in NBFC in India	146
Meeting Online, Am I Fine: The Influence of Social Comparison, Self-Consciousness and Self-Efficacy on Online Participation and Teamwork	147
Reimagining & Reshaping the Indian Tourism Industry Post Covid-19	148
Implementation Of Material Requirement Planning System to Streamline the Process Flow of Production Planning and Control	149



Learning from the COVID-19 Pandemic: Developing the Ability to Manage Uncertainty in Today's Entrepreneurs	150
Exploring Factors Affecting the Adoption of MOOC in Generation Z using Extended UTAUT Model	151
Unshared Mobility: The Preference for Shared Mobility in The Covid Era	152
Exploring the determinants of consumer buying behaviour in the Pandemic Situation (COVID-19)	153
Consumer behavior characteristics in fast fashion	154
To Touch or Not to Touch: Willingness to Adopt Augmented Reality for Purchasing Apparels	155
A paradigm shift towards tech-shaping of HR in post COVID scenario	157
Awareness, Trust and Adoption of Cryptocurrency and Blockchain Technology in India	158
We are What We Watch Influence of Video Gaming OTT on Covid19 Prosocial Behaviour	159
Sustainable Career - Scale Development and Validation	160
Online Shopping Intentions of Generation X, Y and Z Consumer's During COVID-19 Pandemic in India	161
Fashionably Social: Social Media Engagement, Social Comparison and Fashion Brand Purchase	162
Exploring Organizational Immunity- A case of IT companies in India	163
Work From Home and See the World: Travel During Covid19 Pandemic	165
Competing despite covid fear: social media usage and sports participation	166
A Study on Impact of Covid-19 Pandemic on Individual Investors' Preferences: An Empirical Analysis in Delhi-NCR	167
Identification Above Quinquagenarian: A Bibliometric Review of 55 Years of Organizational Identification Research	169
Rapid Response Mechanism of Social Purpose Organizations to Covid-19 like discordant conditions	170
Smart Choices: Factors Influencing Brand Choice in Smartphones	171
Employee engagement handled by HR Managers, making use of digital platforms to innovate, and strategies to overcome virtually	172
An Analysis of Online Reviews of Customer Satisfaction in Mobile Phone Buyers	174
An Analytical Study on Post Pandemic Emotional Investments of Individual Investors with special reference to Bank and Insurance Sector	175
GREAT CRISIS ARE CRUCIBLE OF GREAT LEADERSHIP: Elements of Resilient Leadership and Strategic Communication during Covid-19 Times that Got Results	176
E-learning Methodologies for Management Students during Pandemic	177
Development Of Risk Quantification Model for Railway Construction Projects in India	178
Impact of Covid-19 Pandemic on Adoption of Digital Payment in India	180
Social E-Shopping in Facebook Commerce Platform: An Empirical Investigation on Consumer Individual Characteristics and Social E Shopping Intention	182
Datification-related Meaningfulness Work Experiences: Evidence from India	183
Evaluating the Assets Quality of Selected Public and Private Sector Banks in the Modern Era of India	184
Investors' Belief and Investment Decision: A Moderated Mediation Model of Risk Perception and Expected Return	185
Investor Sentiment and Government Policy Interventions: Evidence from COVID-19	186
Financing Friction for MSMEs: Cross - Sectional Evidence from India during Pandemic	187

Role of perceived risk in trust-reliance-B2B brand image relationships and the influence of COVID-19	188
Impact of Covid-19 across Sectors—Evidence from Indian Stock Market	189
Advertisement avoidance and advertisement duration	190
Factors influencing foods preference of Indian youngsters	192
Application Of Simulation Modelling To Optimize Space Utilization And Floor Movement In Warehouse	193
Leveraging Artificial Intelligence: The Smart Way to Go during a Crisis	194
A Bibliometric Overview of Barriers and Enablers to Women’s Academic Careers	195
Effects And Impact Of Technostress On Students: An Exploratory Analysis	196
An analytical review of antecedent factors affecting Work-Life Balance and its impact on Psychological Wellbeing – A study in the Healthcare sector post Covid–19 in the United Arab Emirates (UAE)	197
IT for Good Governance: An Empirical Analysis on the Applicability of IT for Good Governance	198
Did Pandemic Alter the Causality Between Stock Market and Economy?	199
Understanding the factors influencing consumers consumption of OTT platforms	200
The Dilemma of Non-Performing Assets in Selected Leading Indian Banks	201
Agriculture Conducive Index: a sub-national analysis of India	202
Religiosity, Spirituality and Green Consumption	203
What Determines the Bank Credit Risk in A Pandemic-Hit Economy?	204
Pathway to Women’s Entrepreneurial Intention in Emerging Market: A fuzzy DEMATEL Approach	205
Relationship Between Shareholder Ownership and Board Governance in Indian Information Technology Industry	206
Are Bitcoin Poles Apart from Gold? A Comparative Appraisal of The Receptiveness in Volatility Persistence and Hedge Behavior	207
Impact of Different Forms of Print and Online Advertisement on High End Purchase Decisions: A Study on Indian Automobile Sector	208
Dependency Analysis and Parallel Planning of Projects in Project Portfolio Management	209
Learning Styles of Gen Y and Effectively Teaching Them	210
Service Quality Model: An Empirical study of selected aspects of service quality related to Traditional Money back insurance policy through the perception-expectation gap of existing policy holders of the select cities of India	211
Creativity in Newer Forms of Organization at Times of Covid-19: An Institutional Perspective	214
Role of Strategic Communications in Building Brand during Covid	215
Covid-19 And Entrepreneurship: Reshaping the Lifestyle and Adaptation of New Working Environment	216
An Analysis into the Insinuating Abnormal Returns through Acquisitions	218

## **Need for Conformity: Scale Development and Validation**

*Ms. Neha Singh (University Business School, Panjab University)*

Derived from the psychological concept of conformity, ‘need for conformity’ has started to find its relevance in the marketing literature as well. However, despite its increased use in consumer studies, no formal scale for the same has been developed yet. In order to fill this gap, the current study developed and validated a six-item unidimensional scale for the construct of need for conformity using a series of three studies. Results showed good internal consistency and the reported relationships with other constructs were as expected. The convergent and discriminant validity measures were also reported to be above the acceptable levels. Therefore, the current scale serves as a promising measure of the construct of need for conformity, which can be used in consumer research to better understand consumer behaviour. The study provided a short-form four-item version of the scale as well.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **A Study to examine Nonlinear impact of gold, oil prices and their volatilities on Indian stock market during Covid-19**

*Dr. Lotica Surana (Amity Business School, Gwalior, Madhya Pradesh)*

This paper explores the asymmetrical or non-linear effect on India's financial markets of gold prices, oil prices and their respective volatility. This analysis uses daily data from Indian Sensex, crude oil prices, crude oil price volatility, gold prices and gold price volatility levels from 12 January 2019 to 18 June 2020. Ramsey RESET Test has been applied to test that the model is linear or not, but p value is less than 5% so it is proved as per this test that this model is not linear. So, to evaluate the results we have to go for non-linear ardl model in order to define short-run and long-run asymmetries. This NARDL paradigm allows modelling asymmetric co integration using both positive and negative partial summation compositions as well as short- and long-term detection of both short-term asymmetric effects. The results indicate that both short- and long-term gold price effects, oil prices and sensex price effects are nonlinear. It should be remembered that the indexes of gold and oil volatility are tradable assets that vary from their prices and can therefore be used to formulate various strategies for profitability. The predicted findings suggest that the volatility of gold prices had a significant positive influence on the price of sensex, while during this pandemic COVID 19 the price of gold had a negative impact on the price of sensex.

सिद्धिमुलं प्रयत्नम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

**A Comparative Analysis of Financial Statements of a Depository Company  
and a Credit Rating Company “With special reference in Pre-Corona and  
Post Corona Period”**

*Prof. Harshal Jain (Soft vision College, Indore)*

*Dr. Neelu Gupta (Oriental University, Indore)*

Corona pandemic has severely affected the economies around the world and India is not an exception. There are lot companies that have suffered huge losses and they also belonged to different sectors. Operations and functions of Depository Company and credit rating companies are different. They share one thing in common i.e. the operating expenses of the company are very low in comparison to the revenue. We could use common ratios for analyzing their performances. Since pandemic has affected all kind of businesses around the world and these two businesses are not an exception. As depicted by the financial ratio the financial position of the both the companies are severely affected due to pandemic.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

**Consumer Decision-Making process of a Backhoe Loader Machine: Is it influenced by the Brand Selection Factors? -An Empirical Analysis at Deccan Sales and Services Private Limited, Indore-Madhya Pradesh**

*Mr. Nadeem Islam Patel (ICFAI Business School, Hyderabad-Telangana)*

*Dr. Niraj Kishore Chimote (ICFAI Business School, Hyderabad-Telangana)*

The most prominently important concept in the domain of Consumer Behavior is Consumer Decision- making process in which Consumers become decision-makers and make their respective choices about the products that they would like to purchase. A conscious effort has been made in this study to explore the brand selection factors and their respective impact on the phases of Consumer decision-making process. The product chosen in this study is Backhoe Loader Machine and the company is Deccan Sales & Services Private Limited located in Indore, Madhya Pradesh, an authorized distributor of Mahindra's Earth-Master backhoe loader, a mechanical excavator equipment. A list of brand selection variables and the phases of Consumer decision-making process have been found in the Literature Review. The Research gap indicated that the relationship between these two concepts needs to be explored in the field of Consumer Behavior of Backhoe Loader Machine products. The objectives of the project have been framed to explore the factors of brand selection of JCB Backhoe loader machine and to check which of these explored factors impact significantly on the consumer decision-making process of a JCB Backhoe loader machine. The independent variables were Brand name, Reliability, Service support, Past experiences, Recommendation, Resale value, Productivity, Fuel consumption, Operator comfort, reduced downtime, Parts network and the dependent variables were problem recognition, information search, alternative evaluation and selection, purchase decision and post- purchase behavior. A questionnaire has been made and administered to 300 JCB backhoe loader customers in Indore region only as calculated with the help of pilot study. An exploratory factor analysis discovered two factors namely machine attributes and brand factors. The multiple regression analysis revealed that both the factors have

been found to be significant in impacting the consumer decision-making process with a strength of association of 49.3 %, which could be improved by a few additional variables.



सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Change in Systemic Risk in Indian Financial Market during Covid-19 Pandemic**

*Mr. Chandramani Jha (Indian Institute of Information Technology, Allahabad)*

*Dr. Utkarsh Goel (Indian Institute of Information Technology, Allahabad)*

The Research used an economic model of Systemic Risk given by Acharya (2016) to measure the state of systemic risk in Indian Financial Market during Covid times. It is based on marginal expected shortfall (MES), the likelihoods of a financial firm to be undercapitalized when the financial system as a whole is undercapitalized. The paper empirically measures the MES of financial firms of NIFTY 50 for pre-covid year 2019-20 and covid year 2020-21 and found that the undercapitalization of Indian financial firms has been increased 3-fold during covid year 2020-21 to pre-covid year 2019-20, ensuing Systemic Risk has been increased during covid year. The result is also supported by daily Stock Return correlations of financial firms which is a simple and robust indicator of systemic risk. It has been found that the correlations of financial firm stock returns among themselves and market index as well is increased during covid pandemic that led to rise in Systemic Risk. Higher correlations among financial firms are a prerequisite for Systemic Failure.

सिद्धिमूलं प्रबन्धनम्

भा. प्र. सं. इन्दौर

IIM INDORE



## **Concatenation of Job Satisfaction with Emotional Intelligence & Adaptability during Coronavirus Pandemic**

*Ms. Smrati Kushwaha (Department of Management Studies, Indian Institute of Information Technology, Allahabad)*

*Dr. Pragya Singh (Department of Management Studies, Indian Institute of Information Technology, Allahabad)*

### **Background:**

Emotional Intelligence and Job satisfaction, these two concepts are of high interest in the modern work environment but the concept of Adaptability in relation with the job satisfaction is not that much discovered but in practical life they serve as a competitive edge in personal and organizational life specially in the pandemic situations like COVID-19. There are only few studies that explore the factors which affects these three concepts.

### **Purpose:**

The primary aim of the study is examine the relationship between Job satisfaction with four dimensions of EI (Self Awareness, Social Awareness, Self-management and Relationship management) during this COVID-19 period and overall (Physical, Mental, financial health, organizations response to COVID-19 and Working arrangements) adaption of changes due to COVID-19. And the secondary aim examine the effect of overall (Physical, Mental, financial health, organizations response to COVID-19 and Working arrangements) adaption of changes due to COVID-19 & overall Emotional Intelligence ((Self-awareness, Self-management, Social awareness, and Relationship management) on Job Satisfaction of the employees.

### **Methodology:**

Data was collected from 151 respondents are teaching and non teaching staff of Indian Institute of Information Technology, Allahabad, India using with the help of

questionnaire. Findings were made with the help of standard statistical tools such as Pearson correlation, regression and reliability testing was also done to test the appropriateness of the questionnaire used.

Findings and suggestions:

The study reveals that is very high positive relationship between four dimensions of Emotional Intelligence to the job satisfaction but it is find that there is a moderated positive relation between overall (Physical, Mental, financial health, organisations response to COVID-19 and Working arrangements) adaption of changes due to COVID-19 on Job Satisfaction of the employees. The results also reveals that there is a positive effect of overall changes due to COVID-19 & overall Emotional Intelligence on Job Satisfaction of the employees.



सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Is Imposter Syndrome A Barrier for Women Today?**

*Ms. Aendri (BetterLyf Wellness)*

*Ms. Shivakshi (BetterLyf Wellness)*

This research aims to find out the relationship between the Imposter syndrome and the Glass ceiling effect. Imposter syndrome is a feeling of inadequacy that persist despite evident success and Glass ceiling, on the other hand, is a term which means an invisible barrier that prevents women to succeed after a certain stage. This study will identify whether or not Imposter syndrome is contributing to one of the factors in the barrier. a sample population will consist of women in upper management and data will be collected through the interview method and using the Clance Imposter syndrome scale. Results reveal that women in upper level management do perceive a barrier and that imposter syndrome could be one of the factor contributing to it.



### **Online learning in a pandemic: Theme identification from tweets**

*Ms. Anusha Venkatraman (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, Tamil Nadu, India.)*

*Dr. Sangeetha Gunasekar (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, Tamil Nadu, India.)*

As WHO and other organisations declared the Covid-19 pandemic as a global public health emergency, national authorities all over the world responded immediately by implementing lockdowns, restricting travel, workplace closures, rampant tracking mechanisms and quarantine procedures.

Educational institutions in India have traditionally followed a face-to-face conventional set up of classroom lectures. However, the Covid-19 outbreak has made institutions go from offline to online modes of pedagogy (Dhawan, 2020). The pandemic has forced many academic heads to seek online education as a solution to the crisis (UNESCO, 2020). While there are some advantages to online education, one should also take note of the difficulties that might arise while adapting to this overnight shift (Affouneh et al., 2020).

This study uses netnography to understand how stakeholders of education perceive online modes of pedagogy on social media platforms. The researchers examined popular Twitter hashtags (#onlineclasses; #virtualclasses; #onlinelearning; #remotelarning; #edtech) to identify emerging themes surrounding online learning in a pandemic, from the perspective of both the educator and the learner.

## **Online Shopping Behavior During COVID 19 Pandemic: an Indian Perspective**

*Mr. Amit Ranjan (Indian Institute of Information Technology Allahabad)*

*Dr. Madhvendra Misra (Indian Institute of Information Technology Allahabad)*

*Mr. Jitendra Yadav (Indian Institute of Information Technology Allahabad)*

This study was focused to inspect the main components to determine the behavior of customer towards online shopping from various ecommerce company during COVID-19 pandemics. The study explores about the rapid use of internet, mobile, etc.in lockdown that imposed in the country. Online shopping is now a days considered to be the most convenient way of shopping to get away free from the spreading virus and keep ourselves in safe and secure environment. The study involves quantitative research in the form of linear regression to evaluate the effects online shopping attributes on customer purchase behavior. The findings indicated that the main components like Social Media, Product Quality, Return and Exchange Policy, Product Descriptions and Seller Information significantly influence the customer purchase intention during the lockdown due to COVID-19 pandemic. Some suggestions were also made to study further and predict the customer online buying preferences or behaviors in future post pandemic.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **A Bibliometric Analysis of Interlocking Directorates**

*Ms. Madasu Preethi (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, India)*

*Dr. Sangeetha Gunasekar (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, India)*

This paper highlights the current status, developments, and future research directions on Interlock Directors. Our analysis covered 685 articles published in the Scopus database between the periods of 2005 to 2020. Many new research topics were explored in the area of corporate governance, and topics related to board interlocks became prominent in academic circles. Interlocking directors are when a person associated with two organizations as the board of directors. These director ties are created to link two boards of organizations. Since 1914, historical research is evolved, and extensive research has emerged. The historical information on the research area of interlock directors is reviewed based on the developments over the 15-year time period. In particular, the paper provides analysis in literature to understand the structure of co-citation mechanism and co-word analysis. The research hotspots are evaluated from the keywords using VOS software and the Scopus database. The most influential authors are analysed based on the citations and publications of their work. The results predicted that the yearly production of the related research area increased steadily; moreover, the trend hit its peak in the last five years. We believe that our research proceedings will contribute to future research development, especially in developing countries where there is a lack of development in this research area.

## **Restaurant and Tourism Research: A Systematic Review using Bibliometrics Analysis**

*Ms. Abhirami Anil (Amrita School of Business, Amrita Vishwa Vidyapeetham University,  
Coimbatore, India)*

*Dr. Sangeetha Gunasekar (Amrita School of Business, Amrita Vishwa Vidyapeetham  
University, Coimbatore, India)*

This paper highlights the literature on restaurant and tourism area and examines the recent research in restaurant and tourism. 607 journal articles on restaurant and tourism from 2005 to 2021 from the Scopus database were examined using the bibliometric method. This paper identifies the general trends, the progress of the research area by focusing on leading scholars, the evolution of methodological approach, and major themes in the research area. The findings reveal that 52% of the articles were found in the top 10 journals during this time period. Of the 1301 authors, 28 authors published at least three articles, accompanied by 92 authors publishing two articles and 880 authors who only published one article. Most of the research were analyzed using quantitative approach but using other methodological approaches was maintained. This paper conducts a literature review in order to comprehend the structure of the co-citation method and co-occurrence analysis. Based on the results, future directions for this research are provided.

सिद्धिं मूलं प्रयत्नवन्तम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **The Challenges in Re-Orienting Kerala Cardamom Farming Expertise to Augment Cardamom Merchandising Potentials Through Global Market Re-Positioning and Patent-Branding**

*Mrs. Elsa Cherian (Bharathiar University)*

The aromatic Queen of Spices, Cardamom (*Elleteria cardmomum*) has had historical significance as a priceless merchandise for which the once famous "Spices Route" to then Indian peninsula was discovered. The geographical, physiographic and climatic peculiarities of the South Deccan of the Western Ghats region of present South India are the major gifts of nature still providing us an upper hand in production of cardamom with superlative aromatic and medicinal properties. The fundamental aim of this study is to probe into facts and factors connected with the untapped scope of present system of cardamom agriculture conducted as traditionally or in a more planned way nowadays along with its unpredictable fluctuations in demand-supply equations and realized market price to be oriented and geared towards the export markets so that earnings per each farmer are substantially increased. This also brings up the immense scope and relevance of modern marketing imperatives of unique export market positioning, branding and more creative packing in smaller units branding as Indian Cardamom or even the famous "Alleppey Green". As marketing is succinctly defined as "creation and delivering a new standard of living", there must necessarily be a series of concerted awareness creation campaigns in at least the top 10 cardamom importing nations like the affluent Western nations, Australian continental belt including the transit station of Singapore and those rich Middle East nations. There also exist the scope of re-interpreting and, in a way, redefining the market positioning of Cardamom different from the present status as an agricultural commodity, rather than as the Queen of Spices, based on its superior qualities of aroma and taste, particularly the flavour which is determined by the spice oil content and the hitherto unexploited nutritional properties and of mouth freshening, as vitamins supplement and curative values which had been proven over the centuries. Also it needs extensive help and advice



from the Spices Board in promoting and protecting the interests of the Cardamom industry and the growers for Market Re-Positioning and Patent-Branding.



सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **The role of COVID-19 Pandemic in expediting the modification of consumer behavior in the Indian retail industry**

*Mrs. Mugdha Sehgal (Jagannath University)*

Various researches have already been carried out on the COVID-19 crisis, its impact on the retail industry and pertinent stakeholders, as well as the tactics that can be used by retail organizations to overcome this impairment created in the business. However, these researches are observed to be in infancy, for not covering various other areas of the retail industry. Therefore, to address the identified research gap, this research intends to bring forward the impact of COVID-19 Pandemic, that has transformed the consumer behavior in the retail sector in India.

Every retail organization in the world, indifferent of the size, wants to embrace a sustainable future and intends to transform in order to overcome the impediments introduced by the pandemic. Besides the various amendments made by retailers in their inventory management, supply chain, marketing strategies etc., due to the government restrictions imposed upon the retail business operations. The pandemic has also pushed the retailers to adopt significant changes in their customer services, product deliveries and several other aspects. This is because of the evolved demeanor of the consumers due to the ongoing crisis. The pandemic has completely altered the lifestyles of every consumer in some or the other aspect in comparison to the pre-COVID times. Consequently, almost every retailer in India is facing numerous challenges such as excess inventory, low sales, low revenues, closed factories and stores due to imposed lockdowns and closure of physical shops that are not in the business of selling essential goods. However, they still seek to endure this hard-hitting and unprecedented period to survive like winners and not victims. It has become imperative to understand the new expectation and behavior of the consumers in order to build and retain the trust and satisfaction of both existing and new ones. Especially in the times of pandemic or crisis, so as to invigorate the revenue generation for the business.

This manuscript encompasses the following salient objectives: (a) To examine the shift in consumer behavior during COVID crisis as well as in period subsequent to it. (b) To study the new methodologies adopted by the consumers to have a safe shopping experience. (c) To analyze the core product categories that the consumers are focusing upon during these challenging times. (d) Ultimately, to establish the longevity of this transformation in behavior of the consumer.

The study focusses upon data collected through primary and secondary sources. For primary sources, survey is conducted with a sample size of 100 respondents residing in Delhi and National Capital Region (NCR) categorized as consumers of retail sector, using random sampling method. Questionnaires were distributed to gather responses from the target consumers. Percentages, averages and Likert's scale is used for data analysis. The secondary sources are grounded upon various journals, online business reports, and other literatures. The referred literatures and journal articles present the evidences that explain how the COVID-19 pandemic has brought an instability in the Indian economy along with altering the dynamics of retail industry. The crisis brings transitions in consumer's choices and preferences for various goods and services and their expectations from outside world, especially, retailers. Also, major transformation is being observed in the overall consumer behavior. Many of the authors hold an opinion that things might eventually become pre-pandemic normal to some extent with time, along with slight changes in consumer habits, and new norms and regulations for retail markets.

The study, based upon the theoretical and survey results, concludes that the COVID-19 pandemic, subsequent lockdown rules and various other restrictions imposed by the government, aimed to control the spread of virus infection, altogether led to the disruption of consumer lives, subsequently, dismantled various aspects of retail markets. Several new patterns have emerged in retail shopping, new code of conducts for both retailers and consumers along with sharp inclination towards primary needs by almost every consumer has been observed. The entire research provides an implication towards the retail and consumer markets. The

retailers must learn to adapt to the new shopping patterns adopted by the consumers to ensure their safety and that of everyone else. The safety protocols must be adhered to by consumers and retailers during the transactions performed via offline mediums, in an attempt to avoid re-occurrence of any deadlier disease in future. Every participant of the retail market must embrace the reformed practices of buying and selling. Since it is evident that returning to the pre-COVID times is not possible in the near future. This paper also provides theoretical implications for the future researchers to conduct studies which examine the impact of COVID-19 pandemic, for example, on consumer's behaviors residing in both urban and rural areas of India or impact of the present pandemic on consumers of various countries etc.



### **Fintech: A Selective Review of Literature Using Bibliometric Analysis**

*Mr. Sreeraj P (Amrita School of Business, Amrita Vishwa Vidyapeetham University, Coimbatore)*

*Dr. Sangeetha Gunasekar (Amrita School of Business, Amrita Vishwa Vidyapeetham University, Coimbatore)*

The digital transformation around the world has boosted the evolution of the new area in finance sector, that is fintech. Even though the fintech sector is growing rapidly, the studies conducted in this area is still in its infancy stage. For this research paper, we used Scopus database and collected 521 articles published from the year 2000 till 2021 using “financial technology” as the keyword. Bibliometric approach has been used for analyzing the selected set of databases. We are aiming to identify the general literature trends, foundational literature, and main research themes in this research area. Among literature review papers published in this research area, very few researches have used bibliometric approach for the analysis. By this research, the scholars or researchers who are interested to know more about the fintech sector can gain valuable understanding on the current scenario in this area.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Assessing Market Integration between MINT+1 and G7: Evidence from Dynamic Cointegration**

*Dr. Saif Siddiqui (Jamia Millia Islamia)*

*Ms. Rajbeer Kaur (Jamia Millia Islamia)*

This study examines the static and time-varying cointegration between emerging (MINT+1) and developed (G7) stock markets applying conventional cointegration methodology (Johansen, 1988) and rolling multivariate trace statistics over the period of 10 years. Overall, the findings of Johansen (1988) suggested emerging stock markets have no significant long run relationship with the developed stock markets except USA. Hence, the scope of diversification exists accordingly. However, rolling trace statistics revealed the time varying nature of integration between the markets considered in the study. The varying degree of cointegration is more likely to be caused by the major financial, economic and political events. Hence, the presence of equilibrium relationship among the markets in the sub periods may limit the potential benefits of international portfolio diversification. Finally, the lack of consistency in the findings of the static and dynamic cointegration analysis highlights the limitation of the static assessment.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Predictive Technology in remote product service markets: Implications of collusion**

*Mr. Amit Joshi (IIM Indore)*

We study the "unsaid" competition for the service of products between the original equipment manufacturer (OEM) and a fringe firm when the firms collude to jointly maximize the total profit while still competing on price. The OEM utilizes predictive technology to reduce the product failure rate, and the fringe firm provides efficient service at a reasonable price. Because of market remoteness, the OEM is incapable of matching the local fringe firm's service quality, while the fringe firm does not have access to predictive technology if it "overtly" competes.

The price of service offered by the two players, the products' failure rate, and the fringe firm's service quality drive the number of products in the service market. Further, the captive market segment for OEM service and the products' failure rate as seen by each player drive that player's service demand. Predictive technology reduces the failure rate of all the products in the market when the two firms maximize the total profit while reducing the failure rate of only the OEM-serviced products when the two firms overtly compete.

We find joint profit maximization (collusion) beneficial to the OEM over overt competition at high values of its captive market segment. Further, when predictive technology is feasible and used on all products in the market, it benefits the OEM more than the fringe player. On the other hand, the fringe firm finds it beneficial to overtly compete with the OEM. When used in overt competition, predictive technology causes spillover effects by enhancing the overall market size, making such competition attractive for the fringe firm.

## **Exploring the impact of LMX (leader-member exchange) on Job Satisfaction while Working-from-Home: through Work-to-Life Interface**

*Ms. Munmun Goswami (XLRI Jamshedpur)*

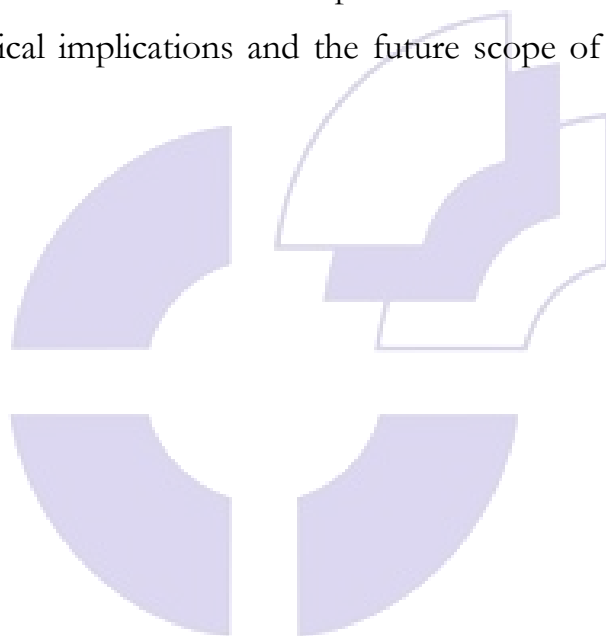
The Covid19 pandemic situation has thrust humankind to change their way of life, with many individuals confined to working from home, children attending schools through classes online, etc. For dual working parents, managing work and home demands create additional stress, more so with the blurring of boundaries due to sharing the office and home spaces while working from home (Kossek et al., 2006). Managing the household chores along with work demands, spousal demands, as also child's online classes all together presents a unique and challenging scenario. These situational demands, in turn, impact individual outcomes like job satisfaction. Having supportive leadership (like leader-member exchange (LMX)) aids a lot in balancing the demands of work and home, especially for those dual working parents with children at home.

This study is aimed at decoding the impact of supportive leadership behaviour (leader-member exchange (LMX)) on job satisfaction (JS) through the mediating role of the work-life interface [work-to-life conflict (WLC) and work-to-life enrichment (WLE)]. The hypothesized model is based on the Work-Home Resources Model (ten Brummelhuis & Bakker, 2012), deriving theoretical support from the Conservation of Resources Theory (Hobfoll, 1989, 2002). It is expected that LMX positively influences job satisfaction (JS) by positively influencing WLE and negatively influencing JS by negatively influencing WLC.

This study was conducted with data collected from Indian parents (with one or more children), where both parents are working from home. Structural Equation Modelling using SPSS AMOS (v.23) was used to empirically validate this study. Findings from the data collected online from 232 respondents supported the overall model. Results showed that the presence of LMX positively impacted JS through WLE and negatively impacted JS through WLC. In addition, gender and type of



family (nuclear or joint) significantly impacted the model. Women reported higher job satisfaction levels than men, and those respondents who resided in a joint family reported lesser work-to-life conflict. Neither age of respondent, nor the number of children in the household, nor their child's age (first-born) had any significance on the tested model. To the best of the author's knowledge, no prior studies explore the impact of LMX on job satisfaction through the work-to-life interface in the context of Indian households where both parents are working from home. The theoretical and practical implications and the future scope of research have been highlighted therein.



सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Morphological Analysis of Research Literature on Strategic R&D Management**

*Ms. Mahak Bisen (Indian Institute of Technology Madras)*

The purpose of this study is to systematically review the existing literature on research and development (R&D) and to construct a morphological analysis (MA) based model to identify the relationship among interlinked R&D dimensions. The study provides a substantial scope to point out research gaps and future research opportunities. As per Schumpeterian theory (1942), R&D activities are incentivized to pace up a firm's technical advancement in a competitive market. However, there has been a constant shift in priorities of R&D as discussed in the literature. Also, with the recent pandemic induced change in priorities of businesses, there is an urgent need to re-analyse strategic aspects of R&D management. The study is based on a literature review of 73 papers published in the past five decades (1970-2020), focusing specifically on R&D managerial aspects in top-notch journals. A five-step morphological analysis approach is employed to specifically review managerial aspects of R&D management. The first step focuses on the selection of relevant published papers. The second step examines theoretical and empirical perspectives discussed in papers to broadly categorise them into strategic R&D dimensions. Keyword-based identification of dimensions is governed by underlying theories, management philosophies, methodologies employed, and application focus areas as discussed in the published papers. The third step focuses on the further categorisation of identified strategic dimensions for an in-depth understanding of the R&D dimensions. The fourth step involves the construction of the MA model to showcase inter-relationships among identified strategic dimensions and the final step features the classification of reviewed papers based on methodologies employed, chronological trend and sector-wise focus and geographical inclination of case studies discussed. The morphological model is constructed based on eight identified strategic dimensions, namely, new product development (NPD), organisational structure (OS), knowledge management (KM), open innovation and

spillover (OI), MNC internationalisation (MI), link with business/corporate strategy (BS), integration with academic or institutes (ACD) and impact of government support, regulation, or policies (GVT). The paper recognises the existence of interactions among the R&D dimensions. The analysis also identified eight future research possibilities to leverage the scope of R&D management. The study not only supplements organisational practitioners but also facilitates a holistic approach towards effective R&D management. The morphological analysis proves to be insightful for practitioners and R&D managers to successfully plan out their technology and product strategies. Theoretically, the MA model demonstrates strategic R&D dimensions and their further segmentation to systematically understand all facets of R&D management.



सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Understanding & Analysing Employees Emotions in VUCA World (COVID-19): Projection for HR leaders to maneuver present crisis**

*Ms. Tanuja Tripathi (Indian Institute of Information Technology, Allahabad)*

*Prof. Vijaysbri Tiwari (Indian Institute of Information Technology, Allahabad)*

COVID-19 has resulted in severe anguish across world leading with physically visible symptoms in infected cases to severe impacts on mental health, especially of employees as workplaces all over the globe have suffered tremendously. India and many more countries followed the protocol of the nationwide complete lockdown in order to prevent the community transmission of the virus. The research is built on the VUCA model and further widen its study on the “WORK FROM HOME” culture adopted by organisation worldwide, to discover the impact on IT employees in these changing times of COVID -19. Hence, this study is conducted to examine the increasing psychological distress, depression, anxiety like emotions in employees as they are among the worst sufferers of the present pandemic. This paper focuses on to deliver the genuine review of organizational psychology for making sense in connection with the employees, teams and organizations. The aim of the paper is to genuinely map the controlling factors of age, gender, marital status and family status to mark the impact of these factors on the level of emotions the employees are suffering through. How these factors along with the impact caused by COVID – 19 will influence the range of emotions of stress, anxiety and depression they are suffering. The paper also throw light on the scope of leadership and how it should evolve and change from the traditional pattern it was carried on, understanding the current emotional needs and support employee are looking for to cope from the unprecedented outbreak of corona virus. Research Methodology adopted in this paper includes primary as well as secondary data collection to support assertion made. Primary data comprises of a survey targeting IT employees working from home (WFH), this survey is conducted so as to map the emotions they are suffering through and how controlling factors (age, sex, marital status, family status etc) are influencing the intensity of the emotions. Whereas the secondary data is from online

research and literature research references will be taken in compiling of the data related to the topic.



सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Evaluation of Factors Influencing Employee Turnover in Manufacturing SMEs by Employed IF-TOPSIS Approach: An Indian Scenario**

*Ms. Shivangi Songara (Oriental University Indore)*

Small & medium enterprises (SMEs) are spine of Indian economy. Due to employment turnover, manufacturing SMEs are facing tremendous difficulties as because of firms spend lot of wealth and assets to train their employees. Several studies have been conducted on causes of turnover, sources of turnover and employee retention in construction industries, healthcare industries, retail industry and hospitality industry. It is found in literature that quantum of research work that focus on employee turnover in manufacturing SMEs is not proportionate. Hence, this study strives to bridge the gap by examine the influencing factors of employee turnover in manufacturing sectors of SMEs through employed IF-TOPSIS approach. Critical factors have been identified from the literature and experts were asked to rank these critical factors from most influencing to least influencing factors that motivating employee turnover in manufacturing firms. The finding of the study suggests that limitation in remuneration flexibility, work dissatisfaction and job security are one of those factors which highly influence the motive of employee towards turnover. This study imparts key insights to the policy makers to identify and eradicate the critical factors on priority basis.

सिद्धिंमूलं प्रवन्द्यनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Impact of Auditor Independence on Audit Quality - A Literature Review**

*Ms. Hiral A Shab (Amrita School of Business, Amrita Vishwa Vidyapeetam, Coimbatore)*

*Ms. Shrubthy K S (Amrita School of Business, Amrita Vishwa Vidyapeetam, Coimbatore)*

Significant corporate failures following reported fraudulent accounting practices around the world, including in India, uplifted concerns on the credibility of listed companies' financial reporting practices. This highlighted the need for changes that would improve financial reporting transparency and audit quality. After the US scandals; Enron and WorldCom, India implemented various economic reforms in 1991 to prioritize the performance of the auditor and audit committee. Sarbanes-Oxley Act of 2002 established to provide quality financial reporting practices in the U.S. The Naresh Chandra Committee (NCC) in 2002 and Companies Bill in 2009 enforced and incorporated significant provisions associated with auditor independence. This article provides a detailed evaluation of auditor independence and audit quality research. The manipulation of financial statements causes accounting scandals like misusing or misdirecting funds, overstating sales, understating expenditures, overstating the value of corporate assets, or underreporting the presence of liabilities are common. Therefore, we believe it is vital for an auditor to provide an independent opinion that is free of any undue interference or conflict of interest, thus providing a high standard of auditing with certainty of the high quality of financial reporting. We conducted a literature review to analyse the impact of auditor independence and audit quality by examining various variables such as audit tenure, audit rotation, earnings quality, audit size from published articles. We also provide certain areas of future research to examine the impact of auditor independence on audit quality

## **Study on Artificial Intelligence and its impact on Future of Advance Learning Pedagogy**

*Dr. Chitra (AIBS, Amity University, Noida)*

*Ms. Jasmine Mariappan (University of Technology and Applied Sciences, Sultanate of Oman)*

Artificial Intelligence is not about creating a robotic mind, it's all about reshaping, redefining scope of learning and innovating. A platform for solving problems with more intelligence and gravity. Digital learning is now an integral part of all educational institutions in unparalleled times in which we are all present. In addition to the overall interaction between teachers and students, conversational AI will improve the classroom atmosphere, it will improve learning experience for students. Chatbots with artificial intelligence can be used to teach students to appear as if they are a structured chat conversation by turning a lecture on a number of message messages. The bot will repeatedly evaluate the student's level of comprehension and apply the next part of the lecture accordingly. AI and Chatbots can make their learning process more engaging and interesting. They will help reduce the workload for the administrative staff of schools. This leads to a significant increase in the education sector, recipient interactions between teachers and students as well as a climate for higher education. It not only enhances learning but also promotes vision, resilience and interest among students. This paper offers a theoretical insight into why education Chatbots are the reasoning and economic way to develop talent and success in e-learning.

IIM INDORE



## **Correlates of Internal Marketing Practices and Employee Perceived Organizational Performance: An Empirical Assessment**

*Mrs. Saimah Javeed Bhat (Mewar University)*

*Dr. Mushtaq Siddiqi (University of Kashmir)*

The research sought to assess the impact of internal marketing on employee job attitude & organizational performance. The study also aims to find out the impact of independent variables of internal marketing on the dependent variables of employee job attitude & customer satisfaction. Concept of internal marketing views employees as internal customers of the organization who work to attain external customer satisfaction. Internal marketing plays a significant role in building competitive edge and creating the positive job attitude among employees to attain the customer satisfaction for greater organizational performance. Since employees are the real marketers of the organization, improved employee efficiency leads to greater organizational performance. To achieve the study objectives, proportionate Stratified sampling procedure was employed. A total of 240 respondents (150 employees & 90 customers) participated in the study. Designed questionnaire's were distributed over the targeted sample group. . After analyzing the results, the study unearthed that internal marketing positively influences customer satisfaction through the mediating role of employee job attitude. The study recommends that organizations must ensure that internal marketing initiatives are properly adopted and aligned to achieve organizational goals.

IIM INDORE

### **Virtual rituals and virtual socialization: An exploratory study.**

*Mr. Pranav Surendran (Amrita School of Business, Coimbatore, Amrita Vishwa Vidyapeetham, India)*

*Ms. Sreelakshmi MN (Amrita School of Business, Coimbatore, Amrita Vishwa Vidyapeetham, India)*

This paper offers some preliminary insights into rituals, a significant yet sometimes overlooked discursive phenomenon. The behaviors developed by relational networks are known as rituals, and they play an important role in every aspect of our lives, especially in organizational culture.

Many studies have been conducted on various rituals followed in the organizational setting. Scholars have shown how meetings, seminars, 'away days,' and corporate dinners can be ritualized to improve their strategic value. But with Covid 19, the various interactions in organizations have shifted from a physical to a virtual environment. Hence, we wanted to understand how people engage with one another in a virtual environment and applied the qualitative lens to understand it. This research points out the various virtual rituals practiced by people to engage with one another.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Design thinking and how it is disrupting the IT project management**

*Mr. Sanjay Negi (Financial Software and Systems (P) Ltd)*

The success of a project is something that attracts the attention of the researchers the most. Notwithstanding the vast base of literature, the results of projects still disappoint the stakeholders. A lot of researchers argue that conventional measures of success, finishing a project before its deadline within the stipulated budget follows the assumptions that within a project, the method as well as the goals of achieving them need to be understood well right from the beginning of a project. For some of the projects, the methods and the objectives aren't defined clearly. These projects become successful only if they are able to achieve unitary, significant changes with a value for the users. This domain which has a wonderful experience to deal with such issues where just the value of aspired end is available, not the method of the goal, is design thinking. The main difference between the design thinking projects which are team based is that these teams need to consider and follow a particular process of learning. This process poses some specific challenges and offer experienced based process of learning. The teams which go through the process of learning often find themselves caught within conflicts which are not solvable. These are the structural dilemmas within a structure of the deadlines of the project and are influences by the strategic guidelines fixed by an organisation.

सिद्धिं नूतनं प्रयत्नमम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Effect of Augmented Reality on Online Beauty Accessory Purchase during Covid 19 Pandemic: A study of L'Oréal Paris Makeup Genius**

*Dr. Shashank Mehra (Lingayas Vidyapeeth, Faridabad)*

*Dr. Rashi Baliyan (Lingayas Vidyapeeth, Faridabad)*

*Ms. Ashima Jaswal (Lingayas Vidyapeeth, Faridabad)*

Augmented reality (AR) sits in the center of the mixed reality continuum, between the physical and virtual worlds, as opposed to other reality technologies. Live direct or indirect views of physical real-world environments are replaced with superimposed computer-generated images over a user's view of the real-world in this enhanced version of reality. Augmented Reality allows a customer to connect, control, and envision a product digitally in a real world, allowing for online purchases without the need to visit a store, as well as the emergence of new and different ways to market and advertise goods and brands. (Azuma, 1997; Daugherty et al) Advancement has a major effect on a company's or store's marketing strategy. Despite the fact that the Covid-19 pandemic seemed to be over for a while, the turnaround took a significant hit. Retailers are developing cutting-edge innovations that will make customers' experiences inconceivably pleasant while still adhering to pandemic guidelines. Previous research has looked at the use of augmented reality and virtual reality in retail. Caboni and Hagberg (2019) identified three types of AR retail applications: online electronic applications, in-store applications, and portable applications. In addition, the authors defined the approach they took in leading a writing audit of business-related research on the use of augmented reality in retail. It's difficult to persuade customers to enter the shop. Clients can only enter if there is anything unusual. When it comes to lifetime customers, brand loyalty is also essential. In shopping malls, AR-based initiations will encourage customers to engage in events, resulting in increased store visits and commitment. Additionally, AR-enabled customer-facing facade showcases can be viewed from a variety of angles to help bring customers into the shop. During the lockdown, online purchases

grew in strength, with increased sales. Consumers are increasingly turning to digital media to find product details before making a purchase. Companies promote their AR/VR practises as a cutting-edge feature, and they use the innovations to build their brands and send the message that they stand for innovation, discovery, and creativity, in the hopes of attracting long-term customers. (2019, Boletsis and Karahasanovic). Its proverb "Because you are worth it" is well-known among women, and it intends to represent the brand's overall message of enabling quality, which has been advanced over the last 40 years. L'Oréal Paris strives to assist each lady in embracing her own greatness and bolstering her trust, and values making creative things accessible to all. L'Oréal Paris is regarded as a leader in terms of creativity, research, and development (L'Oréal Paris, 2017). Since it is a mass-market company, production becomes a critical survival factor as well as a source of competitive advantage, ensuring future growth and customer satisfaction.

The study's aim is to discover how Augmented Reality (AR) captures consumers' interest and forms a bond between them and the brand. To distinguish Demographic profile of the clients who know about AR in Cosmetic Industry. To recognize the buyer's experiential worth towards Augmented Reality (AR) try-on feature of L'Oréal. Client experiences for L'Oréal Paris Makeup Genius, a renowned cosmetics brand, were used to determine how Augmented Reality technologies are used in mobile applications, based on the concept of the real world. One of the subjective exploration techniques used in the study was coordinated meeting knowledge, which was used to obtain shopper audits on L'Oréal Paris Makeup Genius, an AR flexible application. Six female students from the University of Delhi were involved in the research. The representatives were given information about the L'Oréal Paris Makeup Genius application prior to the meeting, and the clients were told that they would be using it. Clients who downloaded and used the app received the queries, which were set up according to the investigation's intent. The following questions were asked to the participants of the sample in which an organised meeting protocol was used: How would you characterize the idea of augmented reality? What do you

care about when you are sharing your profile photograph in web-based media? Do you think L'Oréal Makeup Genius application is helpful? What sort of an advantage does it have? What's your opinion on the validness of the pictures/ sees utilized in app? The sample size for the pilot study was six students, and the sample size for the main study was 120 people between the ages of 20 and 30. We primarily targeted the younger generation (students and working professionals) because they are more conscious of AR. Snowball sampling is the approach used in this case (Non-probability sampling convenience sampling method). The members sent their sound accounts via WhatsApp, Telegram, or Social Media Review with their permission, and the reactions were documented and analysed. The members favoured this form of correspondence because meeting in person is extremely difficult in this pandemic. Following were the statistical tool that have been used in this study. Ø Cohen's Kappa reliability analysis Ø WhatsApp & Telegram for collected the recorded messages Ø SurveyMonkey for making the questionnaire Analysis and Interpretation. The specialist listed the two specialists to tune in to the sound records, read, and determine whether any sub-topics occurred or not independently of one another to give the reliability of the information obtained from the appropriate responses of the members. The knowledge in the meetings is coded using inductive examination; topics are found and deciphered (Yldrm and imşek, 2006: 228). The evaluations of the specialists were tested with Cohen's Kappa dependability investigation to ensure the unwavering accuracy of the collected data. Because of the probability,  $K = \frac{\text{Agreement} - \text{Total number of concurring decisions}}{\text{Total number of decisions to be given} - \text{Number of corresponding adjudicators}}$ . According to Cohen's Kappa record index, interrater reliability was 0.7, and between 0.6 and 0.8 is considered "appropriate." The results of this study revealed that in this pandemic, a buyer's experiential value in using AR to highlight when shopping Cosmetic products online is primarily determined by social media promotions, money, storey experience, and presence. Online retailers can create a component that is trustworthy, simple to use, connects with the client's experience,

and creates appealing content. By creating a constant video associating them with their object, innovation by media extravagance will enhance the client experience. Retailers can use 'influencers,' 'net idols,' 'Youtubers,' or 'moderators' to record for inspecting the corrective products, and then AR can appear on the screen, allowing consumers to try the item and see how another shopper would look in a similar precise item. • Retailers can increase customer satisfaction by including a feature that allows consumers to survey the screen. Furthermore, this will assist retailers in having a better customer experience, allowing shoppers to make more informed and precise buying decisions and reducing shopper anxiety when purchasing an item on the internet. The aim of the study was to determine how Augmented Reality technologies alter people's perceptions of reality through a variety of notices in a COVID-19 situation. Who used the L'Oréal Paris Makeup Genius Augmented Reality app showed that while cosmetics applications usually offer people a different appearance that is far from the facts, looking good through mobile apps gives people a psychological boost. Pictures, as Jeff Wall has suggested, discuss a ground breaking insight that shifts people's perceptions of themselves from people to half-breed personae, in which identity no longer resides in a single location, object, or entity. (Burnett, 2012) (Burnett, 2012) (Burnett, 2012). The expert focuses more in this investigation on the influencing variables on purchasers' experiential worth toward using AR try out include while shopping for restorative products on the site. The surveys were sent out to online customers in Delhi NCR who had used augmented reality when shopping online and were 18 or older. The client's experiential assessment would be increased if climate re-enactment and article replication will make the internet shopping experience appear to be more genuine. In this regard, the retail environment should be in sync with the shopping experience (Huang and Liu, 2004). AR may display the full body shape and articulations of online customers in front of a computer or specialised device screen (Huang and Liu, 2004). Since AR circulates images between the virtual and the physical, views embedded in the subconscious state give false happiness, and sometimes they raise suspicions, even a

little, on the facts, the interviewers see AR as the wardens of an artificial world dictated to people. In the world of hyperreality, AR applications have an experience in which the virtual and physical become indistinguishable, and they make users kings and queens of material.



सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE



## **Analyzing Service Quality in Academics- Evidence from Modern Academic World**

*Dr. Tarika Nandedkar (Institute of Business Management and Research IPS Academy Indore)*

*Dr. Amit Kumar (Institute of Business Management and Research IPS Academy Indore)*

*Dr. Ajeet Kumar Saboo (Central University Haryana)*

The study focuses on analyzing service quality of public and private management institutes. It is a student feedback based research which includes direct responses from the respondents pursuing management program for fulltime through a structured questionnaire based on SERVQUAL & SERVPERF Models. Two important models viz. Parasuraman for service quality gap and Cronin & Taylor for service performance is used. Pvt. Inst. are found better in 'service quality' of academic programs whereas Pub. Inst. are found good at 'service performance'. The primary reasons of students' level of satisfaction with Pub. & Pvt. Inst. are defined and explained in four different conditions in the paper. To better explain the satisfaction situation, customer satisfaction matrix is also discussed with respect to academic services.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Effects of Power on Knowledge Sharing and Hiding**

*Mr. Abraham Cyril Issac (Indian Institute of Technology Madras and Swinburne University of Technology Melbourne)*

*Dr. Tim Bednall (Swinburne University of Technology Melbourne)*

*Dr. Rupashree Baral (Indian Institute of Technology Madras)*

The transfer of knowledge is essential for entities and organizations to utilize new knowledge, improvise and innovate, yet many individuals are deliberately withholding it. In this research study, we attempt to investigate how the employees' power influences their knowledge hiding and knowledge sharing behavior. We undertake a two-wave survey design and categorically apply the polynomial regression to study the effects of the discrepancy between employees' expected and current levels of power, if they divulge their critical unique knowledge. We essentially find that employees with strong personal power are more likely to share knowledge, and that expected losses in power are critically associated with increased knowledge hiding and reduced knowledge sharing. Surprisingly, we also find that these negative outcomes are typically also associated with the expected power gain. Hence, our study concludes that power plays a critical, but complex role in determining employee participation in transfer of knowledge.

सिद्धिंमूलं प्रयन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Survival of the Fittest: Can rebranding announcements create wealth for shareholders of Indian Banks?**

*Ms. Pushpanjali Kaul (Guru Nanak Dev University, Amritsar)*

*Dr. Sangeeta Arora (Guru Nanak Dev University, Amritsar)*

Revitalizing a brand with gradual amendments, is natural action of modern corporate brand management as it is reflected through current rush in rebranding campaigns. Following needful changes in organizations' strategy and performance, corporate marketing units are now attempting to reinvent its brand identity and/or brand image with the means of corporate rebranding. This research paper attempts to make contribution to marketing literature by examining the effect of two dimensions of brand identity: name and logo change. The purpose of this paper is to examine short and long-run market reaction through rebranding announcements of Indian banks from 2000 to 2019. With the use of event study methodology, cumulative abnormal returns (CARs) and market-adjusted buy-and-hold abnormal returns (BHARs) have been estimated and its significance is tested with parametric test-statistics. Findings suggest that on an average; (1) market reacts positively over the initial period around the announcement dates as investors realized positive and significant cumulative abnormal returns in short-run. (2) This positive short-term effect seems to be permanent as investors could earn positive and significant Buy-and-Hold abnormal Returns for holding their investments. This significant and positive market reaction evidence can also serve as foundation for maximizing the financial value of such kind of strategic marketing actions.

## **Connected Homes: Inclusion of IoT in Indian Households**

*Ms. Shreya Gupta (Indian Institute of Information Technology, Allahabad)*

*Prof. Madhvendra Misra (Indian Institute of Information Technology, Allahabad)*

*Mr. Jitendra Yadav (Indian Institute of Information Technology, Allahabad)*

In recent years, the Smart Homes system has been very popular because it improves living standards and makes it easier for users to live. Any house that has automated technologies embedded (i.e. access to almost all devices) is referred to as an intelligent home. In addition, IoT and cloud computing will explore the idea of a connected home by utilizing wireless communications techniques to power, monitor and track everyday household tasks and appliances. These days major businesses are investing actively in this technology and are coming up with revolutionary updates that will increase their new business prospects and increase the adoption of IoT technology in particular in companies producing raw materials.

The study explores the key drivers of the smart home purchase intentions and prioritizes it on the feedbacks received by the Indian customers. The study finds that people are more explorative and seek more information through digital platform rather than relying on the social networks and referrals.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Emerging Financial Apps and Its Effect on Financial Literacy and Investment Management**

*Prof. Shyam Sunder Agrawal (Oriental University Indore)*

*Dr. Atul Kumar Vora (Narsee Munjee Institute of Management Studies Indore)*

*Dr. Vikas Pathak (Medicaps University Indore)*

The study focuses on evaluating role and importance of various banking applications for improving financial literacy of customers and impacting their capabilities of handling investments. A set of 275 respondents is targeted with self-structured questionnaire using published scales on financial literacy, financial self-efficacy (scale proposed by Lown, 2011) etc. The reliability index of the questionnaire is checked through 'Chronbach's Alpha Coefficient and the values are calculated as- .92 (financial self-efficacy), .89 (financial literacy) and .86 (financial inclusion). Structural Equation Modeling is used to determine the variables' association with financial self-efficacy, Chi-Square is used to study 'financial literacy' and One Sample T-test is applied to calculate test of independence which reflect the impact of banking apps on financial inclusion. The study finds, financial literacy is increased through banking apps, variables shows moderate to high association with financial self-efficacy and significant impact has been observed on financial inclusion in the country.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Impact of Capital Structure on Profitability: A Study on FMCG Companies**

*Mr. Parag Agarwal (Indian Institute of Information Technology, Allahabad)*

*Dr. Shashikant Rai (Indian Institute of Information Technology, Allahabad)*

The aim of this paper is to investigate the impact of capital structure on the firm's financial performance of FMCG firms registered on the Bombay Stock Exchange. ROA and ROE are used as financial performance metrics. In addition, D/E and ICR were used to demonstrate capital structure. The study of 49 FMCG firms is performed from 2016 to 2020 over a five- year period. Secondary data are derived from financial statements that have been extracted from annual reports. Descriptive statistics, correlation and regression panel data models were used to analyse the data. The study indicates that capital structure has no impact on overall financial performance and that further studies could include a larger sample size, longer time period, and more independent variables.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **The Effect of firm Size on Financing Decision of Listed SMEs in India**

*Mrs. Pratiksba Jha (Gautam Buddha University)*

*Dr. Satish Kumar (Gautam Buddha University)*

Purpose-The study attempts to extend our knowledge of financing patterns in listed Indian SMEs. In this study, we considered sources of debt financing for SMEs in India. Specifically, we separately considered the share of short-term debt and long-term debt in total debt and the sources of long-term debt (LTD) and short-term debt (STD).

Methodology - The study used data from the annual report of firms listed on BSE-SME and NSE-Emerge. The sample comprised of 226 Non Financial firms with 1356 observations for the period 2014-2019. The collected data is analyzed with the help of the R software and presented with the help of frequency distributions, computation of mean and standard deviation. The relationship between sources of debt financing and Size was analyzed using One-way ANOVA test and to check the differences among different groups Tukey-HSD: Post-Hoc Test is conducted.

Findings – The prime finding of the study is that for long term borrowing, bank borrowing (LTDB) is the major source of external finance followed by borrowing from Financial institution (LTDFII) and loan from related parties (LTDRP) while for Short-term debt borrowing from bank (STDB) and trade credit (TC) comes to be a major source of finance for Indian SMEs. Higher dependence on STD implies the constraints faced by SMEs in availing formal finance. Size of the firm plays an important role in the financing decision of SMEs. The mean value of sources of funds increases with an increase in the firm size. For LTDB and LTDFII mean difference comes to be significant across size while in STD, Bank and trade credit differences come to be significant across size. From the study, it is clear that majority of SMEs finance their asset through debt and adopts an aggressive approach of financing as the proportion of short term debt is higher than long term debt.

## **Factors Affecting the Adoption of In-Store AI Fitting Technology in Fashion Retail Outlets**

*Ms. Rupsikha Banerji (Indian Institute of Management Visakhapatnam)*

*Ms. Indumathi V (Indian Institute of Management Visakhapatnam)*

*Mr. Rajat Bhatia (Indian Institute of Management Visakhapatnam)*

*Mr. Parth Jani (Indian Institute of Management Visakhapatnam)*

*Mr. Avilash Ghosh (Indian Institute of Management Visakhapatnam)*

This study aims to understand the factors affecting consumer intention towards adopting In-store AI fitting technology in fashion retail outlets in India. The proposed research framework was empirically tested by data collected from 197 potential customers of fashion retail outlets through an online survey. Data were analyzed using the structural equation modeling (SEM) technique. The results exhibit that better assortment (BA) and interactivity (INT) significantly impact in-store AI fitting technology adoption intention. However, convenience (CO), trust (TR), and customer support (CS) have no significant impact on In-store AI fitting technology adoption intention. Findings of the study have important theoretical and practical implications, mainly to understand important user-centric factors affecting In-store AI fitting technology adoption.

सिद्धिंमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE



**Online product reviews and sentiment scores: an examination of review  
length and product ratings for beverages**

*Dr. S.Sundar (Gnanam School of Business)*

*Dr. A.S.Sathish (VIT Business School, Vellore Institute of Technology)*

*Dr. R.Venkatesakumar (Department of Management Studies, Pondicherry University)*

The current pandemic has made many new customers switch to online for purchase of groceries. Marketers need to understand their behaviors in this segment and hence we have chosen to do a Sentiment Analysis of online consumer reviews of two categories of beverages in the grocery segment – Stimulating and Nourishing beverages. We collected 11604 reviews across 11 brands from the Amazon.in website. Our study has brought out the relationship between sentiment scores, review length and review ratings provided by online consumers. The analysis in our research has proved that significant differences exist between length of reviews and review ratings.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Factors Influencing Career Choices of Students Pursuing Professional Courses**

*Mr. Gokul Narayan M (Amrita School of Business)*

*Dr. R.G Priyadarshini (Amrita School of Business)*

This paper aims to explore the different factors that influence the career choices of students. The importance of cultural values, personality characteristic, career motivations, influencing individuals and rewards & recognition will be explored at the end of this research. Childhood dreams that a people have when they were young could have shaped children thoughts; culture of a person's family, his/her locality could influence a person; all the genders are not given equal opportunities in every field and this can lead to change of career, a persons socio-economic conditions can make him choose a particular career. This paper will help in finding out the real reasons behind career choices; new careers would emerge in the future and existing careers can disappear and if the student chooses a right career that is aligned with his or her natural skills eliminating the barriers, he/she could me more productive in their work space and eventually be happy.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Real Earnings Management across Firm Life Cycle: An Empirical Analysis in the Indian Context**

*Ms. Khushboo (University Business School, Panjab University)*

The fundamental differences among the Firm Life Cycle stages posit varying ability and motivation of managers to engage in Real Earnings Management (REM). The related literature has dealt with mostly Accrual Earnings Management and captured developed countries. This study aims to examine the behaviour of REM of managers from Firm Life Cycle perspective. The sample of the study consists of all the companies listed on the Bombay Stock Exchange as on 31st March, 2019 for ten financial years i.e., 31st March, 2010- 31st March, 2019. Upon controlling for firm-specific variables, this study finds that firms in Introduction and Decline stage indulge in REM through overproduction and heavy sales discounts. Growth and Mature firms do not indulge in REM significantly. The findings of the study have important implications for investors and policy makers of Indian firms.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Does Gender Diversity and Independence of Women Director's Impact Company Performance?**

*Ms. Lakshmi Priya.PR (Amrita School of Business, Coimbatore)*

*Mr. Shubham Loya (Amrita School of Business, Coimbatore)*

*Prof. Dr. Bhawana Jain (Amrita School of Business, Coimbatore)*

The main objective of this paper is to look into the effect of inclusion of women on boards on the financial success of firms. This paper reviews the previous research that attempted to study the effect of the proportion of female executives in Indian corporations on their economic success as measured by Tobin's Q is a corporate performance index. This paper is a theory-based study that seeks to develop a critical approach to understanding board diversity and linking it to firm outcomes. This paper covers recent studies on the impact of board diversity on company performance. The topic of women on boards is a new and emerging field of study. Many analyst surveys have been conducted to evaluate the effects of gender equity and independent woman directors on firm results. Government officials have increased pressure on businesses in developed countries to increase gender diversity in their boardrooms in recent years. We find that boards with one or two women have a larger impact on firm results. Women on board were given special attention in India only recently. The Companies Act of 2013, as specified in Section 149(1)(b), requires recruitment of at least one female director in large publicly listed firms in India, which could result in a change in governance and financial results of firms. According to the new Act, at least one-woman Director should be appointed on the boards of all listed firms in India and those that are publicly traded in India. The reason for enacting this legal amendment was the poor total number of women on the boards of Indian corporations, which runs counter to the values of inclusion emphasised in the Indian constitution. We reviewed papers on the impact of board gender diversity in different countries such as China, Hong Kong, the United States, France, among others.

IPO Performance

When analysing post-IPO returns, discovered that there was a significant decrease in post-IPO success, resulting in equity retention. Markets usually overreact to news of an IPO before eventually returning to normal. Also stressed the massive underperformance of initial public offerings during the bubble years of 1998-2000, while subsequent IPO performances have been more or less consistent. Furthermore, in view of the Indian new problem industry, concluded in their review that the presence of independent executives, rather than non-executive directors, provides for relevant information. Furthermore, concluded in their study of the Indian new issue market that the presence of independent directors, rather than non-executive directors, provides important details regarding post-IPO returns.

### Gender Diversity on Board

The word "diversity" refers to the blending of different characteristics in a single region. A board of directors' diversity may take the form of race, gender, age, or other factors. Women's inclusion has received little attention in a world dominated by men, such as India.

Diversity on the board of directors can result in a variety of advantages. By taking into account a wide range of viewpoints, diversity fosters imagination and innovation. A more balanced board is more inclined to be strategic, gather more facts, and make better long-term decisions. Diversity promotes boardroom freedom of speech, which can lead to improved board control. Second, diversity gives better understanding of the marketplace of a company's prospective customers. Third, diversity helps a firm understand its competition, which includes both prospective customers and sellers, and can thereby improve a company's market penetration ability. Finally, cultural integration encourages a company's tolerance to individuals of all backgrounds, which leads to stronger employee and global partnerships.

Argued that boards with more systemic and cultural diversity are more likely to include superior controlling and advising capacities, thus increasing firm performance. Despite the fact that analytical Diversity on the board of directors

improves organizational performance, according to factors dependent on entity and resource dependency.

### The Effect of Board Composition on Firm Performance

Argued that the impact of board characteristics such as board independence and board size on SOE and privately held company results in India using a single analytical structure.

### Female Directors and Firms Performance

Women Executive Directors have a larger positive influence on company performance in China than female independent directors, indicating that the executive effect is greater than the monitoring effect and boards with three or more women have a greater impact on firm outcomes than boards with two or fewer women. Argued that the female directorship component captures unique behavioural traits that affect operational performance through a more influential board. As they add elements, however, the inverse relationship between Tobin's Q and female directing fades. As they add elements, however, the inverse relationship between Tobin's Q and female directing fades away. This suggests that stock owners' views of female board directors are mostly dependent on what they may contribute.

### Ownership and Firm Performance

When we equate the ownership of a female manager, we will see if she owns a family company or a non-family business. In Hong Kong, corporate board or board committee freedom is negatively related with the positive results in family firms, whereas in non-family companies, board freedom is favourably linked to company success. Furthermore, we discover that the share of independent directors on corporate boards of family firms is smaller than that of non-family firms, However, there is no statistically significant difference between the number of independent

directors on main committees and corporate boards between family and non-family businesses.

Insider ownership and post-IPO company results have a nonlinear relationship, with lower ownership levels suggesting a positive effect and higher ownership levels indicating a negative impact.

We discovered that women's behaviours vary from men's behaviours in terms of company success, such as attendance. The further gender-based the board and the gender diversity of the board is favourably associated to board success; the more male directors have higher attendance records than female director in US firms.

Finally, this paper outlines various aspects of board diversity while offering a critical look that helps us to evaluate the relevance of board diversity and its relationship to firm success. Our results also suggest that the number of women on board is significant and could be growing.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Influence of Board Gender Diversity on Financial Performance: A Review of Literature**

*Ms. Vrinda Babu (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore)*

*Ms. Aswathi N (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore)*

Corporates are traditionally male-dominated, where the ratio of women is marginally less. The proportion of women in top decision-making positions is even lower. However, in recent years, the women workforce in the corporate world has been increasing and the number of women on the corporate board has also seen a rise. This gender diversity in top management team arising from regulatory and societal changes has led to significant improvement in productivity and the financial performance of the firm. In the Indian context, the Companies Act 2013 has made it compulsory for all the listed companies to have at least one-woman director on the board.

Various studies have shown that companies with women directors seem to have better performance than the companies with male directors. This urged us to study the review as to whether Gender Diversity on boards influences firm performance. This paper is a review of the studies on board gender diversity and its effect on firm performance. This study helps to bring in the current perspectives of the Corporates on Gender diverse and inclusive culture.

भा. प्र. सं. इन्दौर  
IIM INDORE



## **A Meta-Analysis Study to Evaluate the Effect of Transformational and Transactional Leadership on Job Satisfaction**

*Ms. Udayna Mohindroo (National Institute of Technology, Kurukshetra, Haryana.)*

*Mr. Rizhabh Mahajan (National Institute of Technology, Kurukshetra, Haryana.)*

*Dr. Neeraj Kaushik (National Institute of Technology, Kurukshetra, Haryana.)*

*Ms. Surbhi Choudhary (National Institute of Technology, Kurukshetra, Haryana.)*

Purpose – The motive of the paper is to evaluate the effect of Transformational Leadership and Transactional Leadership on Job satisfaction. The current study integrates the data of the previously available studies to determine the attributes of leadership and conclude it in one model by using a meta-analysis approach.

Methodology/approach – A total of altogether 24 independent research papers with a large sample of all the studies are included in this. There is a little bit of heterogeneity in the sample as I2 of both relations is approximately close to 75%. Subgroup analysis of the study is also done.

Scope – Employees of any organization in the world can utilize this research of meta-analysis to increase and intensify their Job satisfaction. From this study, leaders get to know which leadership style should be used for work satisfaction.

Conclusion – The results are concluded in a very comprehensive and conclusive manner. Meta-analysis indicated that Transformational Leadership show positive and significant relation with Job satisfaction whereas Transactional Leadership also has a significant effect on job satisfaction.

## **A Study on The Effects of Leadership and HRM on Career Indicators: A Sustainability Perspective**

*Mr. V.C Reddy (Indian Institute of Technology Roorkee)*

*Dr. M.K Rao (Indian Institute of Technology Kharagpur)*

This study considers the relationships among leadership, HRM (Human resource management), and careers from a sustainability perspective. To study the effects of leadership on sustainable HRM and sustainable careers, the 'human capital sustainability leadership construct is adapted. The study considered satisfaction, well-being, and performance as sustainable career indicators. The aims of this research are set as follows: (a) to find the potential and existing relationships among human capital sustainability leadership (HCSL), sustainable HRM (SHRM), and sustainable careers (SC) by developing a hypothetical conceptual model and (b) empirically testing the developed hypothesised model. (c) filling the research gap concerning the link between leadership, sustainable HRM, and sustainable careers. The study helps practitioners in understanding, and implementing appropriate sustainable HRM practices, leadership styles which are essential for corporate and career sustainability in the long run.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **The survey on past, present, and future of humanitarian operations and supply chain management**

*Mr. Kishan Sutbar (Indian Institute of Management Ahmedabad)*

The world has recently faced its worst disaster as Covid-19 pandemic and some countries struggled a lot to react against the uncertain situation. The well-planned humanitarian operations not only help to cope up with the situations but also save lives. This field is not new to academia and practitioners however since the last decade it got impactful attention due to necessity. This research aims to present the category wise literature review, practical challenges, and direction for future work by studying published articles from 1994 to 2020. The major challenges faced by the researchers are modeling the inventory schedule of perishable goods, studying coordination issues among different stakeholders, and policies to handle the expired goods stored for humanitarian aid. There is a lack of studies that help to understand the donor behavior and role of the local community. Lastly, this paper gives the direction for future work based on studying the latest trends.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

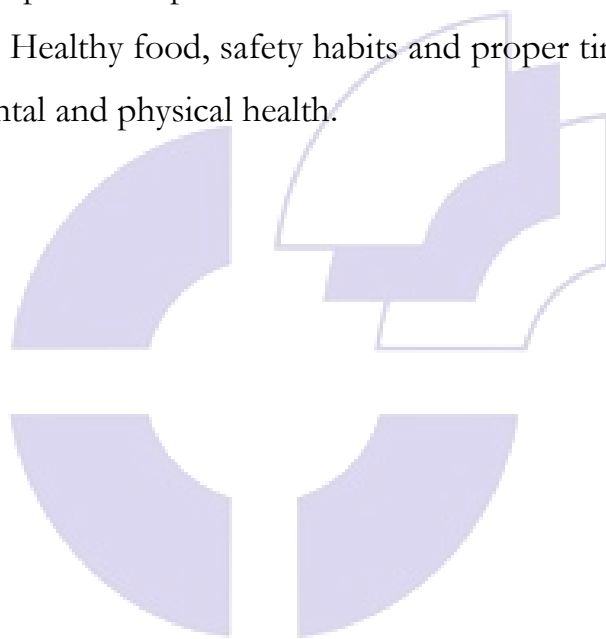
## **Time Management During the Covid-19 Pandemic: A Descriptive Study**

*Mrs. Nongmeikapam Jinalee (Department of Management, Mizoram University)*

*Dr. Amit Kumar Singh (Department of Management, Mizoram university)*

As the whole nation was in complete lockdown, it is not wrong to say that most people have too much time for oneself and their family. But it is also not right to say that the time during the lockdown had been rightly used by most people. When all are at home, many of us find it difficult to pass time and many fail to make good use of time that God has given us during the pandemic, which otherwise is very difficult to get in our normal days. This situation arises a question 'How well is time managed during the covid- 19 pandemic?'. Does one make good use of their time during the pandemic? It is not so easy to answer even though it seems easy. People usually complain of having no time but when people have 24x7 during the lockdown, there comes the feeling of boredom. Boredom is an unpleasant emotional state (Bench & Lench, 2013) and one should tackle it through purposeful and enjoying activities, otherwise there are chances of remorse in future. Besides the threat of covid-19 infection, there are chances of mental health problem during the pandemic most importantly among the younger population. According to Hyseni Duraku et al., (2018) the mental health of young population including students has been considered as a challenge to public health and society worldwide due to lack of professional services for this population group. Therefore students need emotional support during the Covid- 19 pandemic and universities play an important role when students are practicing social isolation by communicating with them and giving emotional support during this difficult time (Quacquarelli Symonds, 2020). This study is based on literatures and secondary data collected from various online sources. It is a descriptive analysis of information gathered through secondary sources. It has been designed to discuss how effectively time is managed when most of us have 24x7 hours. It shall also discuss about the stress and anxiety students face within the four walls during the pandemic and how such conditions can be lessened leading to a state of mental and health well being. Continuing education is one of

the main challenges during the covid- 19 pandemic. Online learning no doubt created opportunities to learn from the comfort of home but there are certain drawbacks that cannot be neglected. Digital resources can be accessed remotely, however students living in far flung places and those belonging to poorer sections could not afford to enjoy opportunities of online learning. One can use their time on creative activities rather than too much browsing internet about covid- 19. This can help reduce undue panic and pandemic related stress. It is very important to stay positive at such time. Healthy food, safety habits and proper time management can build up a strong mental and physical health.



सिद्धिमूलं प्रबन्धनम्

भा. प्र. सं. इन्दौर

IIM INDORE

## **Impact of COVID-19 on employees' emotions and resultant outcomes: A conceptual model**

*Ms. Mansi Babbar (Delhi School of Economics, University of Delhi)*

The COVID-19 pandemic has taken a toll on humanity and caused major disruptions in both personal and professional lives. Employees and organisations have been badly impacted by the global health crisis, which has dragged economies to a halt, forced changes in work environments, and caused tremendous anxiety about the future. Employees were not only physically affected by the infection, but also mentally and psychologically, as they experienced strong emotional swings. In this regard, the current study intends to integrate and analyse existing research on the subject, as well as propose a conceptual framework to improve understanding of the emotional ramifications of a pandemic for employees and organizations at large. The thorough examination of the literature suggests that the catastrophic crisis led in a slew of unfavourable emotional effects, majorly converging into three: stress, burnout, and depression. Since this emotional instability is reflected in employees' work performance, a conceptual model is designed to capture and present the psychological impacts of pandemic on employees. The study also suggests that the adverse emotional experiences can have severe consequences for the organizations and thus, seeks prompt action and attention of managers, leaders, and policy makers. In this light, the practical relevance and implications of the study are mentioned along with recommendations to facilitate employees and organizations to survive any such crisis situations in future.

## **Brand Fan Pages on Instagram: Factors Affecting Customer Engagement**

*Ms. Sushma Yadav (University Business School, Panjab University, Chandigarh)*

Social networking sites nowadays are used as an exemplary ways for creating and strengthening relationships with the brand customers. Fan pages of brands are new way of interacting and engaging with the admirers of the brand. However, the empirical explorations of factors that affects motivations of individuals while engaging with a brand fan page is still in its pupilage. Thus, the objective of proposed research is to study the factors affecting individuals engagement with the brand fan page. In this study, uses and gratification theory has been used for developing and testing the empirical model. The findings show that hedonic and utilitarian are the main determinants of engagement with brand fan pages. The paper has thought provoking theoretical and managerial implications showing that brand fan pages on Instagram are important ways to connect and engage with brand fans.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Posture as a Precursor to Emotions- An Investigation to link Physiopsychology to Applied Ergonomics**

*Mr. Abilash Daniel George (College of Engineering Trivandrum)*

*Dr. Regi Kumar V (College of Engineering Trivandrum)*

Posture plays a very important role in an individual's health. There are studies that cite the impact of postures on emotion generation and emotion regulation. This systematic and exhaustive review attempts to examine the finer details of this dynamic through the investigation of posture on respiration and blood flow, and their subsequent effect on emotions. This route of investigation is cushioned by a lateral review on the effect of posture on brain activity, especially in the areas of the brain associated with emotions. Towards the latter part of the review, the linkage between musculoskeletal disorders (MSD) and emotions is reviewed, with the backing of the premise that bad postures are the root cause of MSDs. These series of bundled and connected reviews are carried out to inspect the benefits of the extension of physiopsychological review into the realm of applied ergonomics that can help experts to attribute the utility of posture in activating or regulating emotions, especially in the current pandemic scenario where many are working from home. Bad postures adopted while working from home can potentially lead to negative emotions that affect the emotional well-being of the individual. Therefore, this conceptual review aims to dissect the various ways in which posture affects emotions and thus enlighten the readers on emotion activation and regulation through postural modulation.



## **Is Green HRM affecting Our Youth talent? An Analysis of Students attitude towards GHRM**

*Ms. Shailja Tiwari (Indian Institute of Information Technology Allahabad)*

*Dr. Shashi Kant Rai (Indian Institute of Information Technology Allahabad)*

In this study the concept of green human resource management (GHRM) is been researched. So basically, Green HRM and Sustainability are the terms evolving since a few years and it's the integration of various HR strategies and 'Go-Green' concepts by the organizations to meanwhile take a step-in contribution towards cutting down the use of paper, waste management, making use of methods to reduce wastage and save the natural resources for our future generation in this regard. Through GHRM organizations and its various practices are seeking to make people aware about environmental awareness and commitment towards a greener world and better future with enough resources. These practices result in greater efficiencies, lower costs, reduced carbon footprint, reduced employee turnover through HR initiatives to promote sustainable utilization of resources. This study over this concept recommends a serious and continuous work to increase the awareness as well as implementations too, which will affect the environmental performance and will also encourage the institutes and the universities for the more GHRM practices for the further achievements. This paper focuses on more conceptual knowledge about the concept of GHRM and most importantly to know or to understand the attitude of our youth and here youth has been considered as students. After the survey with a few questions have received which will be narrated in the below paper will describe whether it is affecting the talent of our youth or not. To complete this paper the methodology that has been used is both the secondary and the primary method, and both the method helped a lot while covering this paper and have come across with the in-depth knowledge of this newly trended concept of green HRM.

**Body and skin positive message framing in skin fairness product ads: A study on consumers responses to “femvertising” among Indian youth**

*Ms. Hinduja M V (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, India)*

*Ms. Sana B (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, India),*

*Prof. Vinita V U (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, India)*

The strong persuasive nature of advertisements plays an important role in shaping people's opinions. The ad elements are the ones that create a positive or negative impression about a brand. In traditional advertising, the term "beauty" is often associated with fairness and slimness. Fairness creams abound on the market, and advertisements extol the virtues of having a fair-skinned face and thin body, claiming that they contribute to physical attractiveness. According to studies, customers who see attractive models have a more positive attitude toward the product and are more likely to purchase it than those who see less attractive models, however, in recent years, many companies have created advertisements that either break stereotypes or portray women as more confident, decisive and multitasking superwomen. Companies began to use femvertising in various forms to stand out among the clutter of advertisements. As a result, people today perceive beauty differently than they did a decade ago. Our study aims to explore how skin/body positivity affects young Indians' purchasing intentions for a fairness product brand, as well as their attitude toward femvertising. This study has employed a 2x2 factorial between-subjects design and the results have been analyzed using Multivariate Analysis of Variance (MANOVA). This research could provide deeper insights into the Indian advertising industry to strategically use inclusivity in their ads and promote body positivity in the consumers and society.

## **Influence of COVID-19 Induced Panic Buying and Lock-Down on Dual-Channel Supply Chain Performance: A Game-theoretic study**

*Mr. Sarin Raju (National Institute of Technology Karnataka, Surathkal)*

*Dr. Rofin T.M (National Institute of Industrial Engineering, Mumbai)*

*Dr. S. Pavan Kumar (National Institute of Technology Karnataka, Surathkal)*

The COVID-19 pandemic has disturbed our lives in unprecedented ways. The supply chain researchers and managers around the globe are trying to mitigate the disruption wreaked by the pandemic. This paper compares the impact of the demand disruption due to COVID induced panic buying and lock-down on a Dual-Channel Supply Chain. Here we consider the popular two-echelon Dual-channel supply chain consisting of an upstream manufacturer and downstream retailer, and e-tailer. We use Stackelberg Game theory to study the interaction between manufacturer and downstream channel partners with the manufacturer as the Stackelberg leader and Horizontal Nash Equilibrium to explore the game between retailer and e-tailer. We separately analysed the Optimal Price, Order Quantity and Profit of the channel partners for panic buying and lock-down and compared the equilibrium conditions to develop the propositions. After that, for gaining better insights from the mathematical modelling, we used numerical analysis. It was observed that the retailer and manufacturer reaped maximum benefit from the panic period, whereas the lock-down period was detrimental to all the channel partners. This paper will help policymakers to fix their decision variables during pandemics and natural calamities.

## **The mediation role of social media collective efficacy and participation on Social media self-efficacy and E-leadership self-efficacy**

*Dr. Saurabh Gupta (Jaipuria Institute of Management, Ghaziabad)*

*Dr. Sunil Kumar (O P Jindal University, Raigarh)*

*Dr. Priyanka (Christ (Deemed to be) University, Delhi NCR)*

Social media has evolved to such a great degree that it has received organizational resources and role status also its helpful for development leadership skills. Social media used for sharing relevant information within a group. social media tools are influencing communication, relational, and organizational dynamics. In light of this, the study has been investigating the role of social media self-efficacy (SMSE) on E-leadership self-efficacy (ELSE). Further, this study also explored the relationship between social media self-efficacy of an individual to social media participation and social media collective efficacy. The online survey was used to collect the relevant information from the employees of IT firm in Delhi NCR, India. The data were collected from the person who were actively engaged in social media activities like sending and sharing relevant information in different groups. Total 478 sample were collected from NCR, India. The study confirms that social media self-efficacy and participation positively influence the collective efficacy and e-leadership efficacy. This study explored the use of digital and social media are an essential prerequisite for leaders to communicate and collaborate with employees in spatially separated situations in the context of E-leadership. This study extends current literature and integrates social media self, collective efficacy and participation to investigate the e-leadership self-efficacy in the perspective of IT Organization.

## **Does Your Personality Affect the Investment Risk You Take?**

*Prof. Shivangi Poddar (J.D. Birla Institute, Kolkata)*

*Prof. Risav Adhikari (St. Xavier's University, Kolkata)*

Various researches have analyzed investor risk perception and the factors affecting it. This paper considers one not so extensively researched factor, personality. It tries to understand how personality traits affect an individual's investment risk profile, and also how demographics affect this risk and personality. For this purpose, a survey is conducted in Kolkata and Ranchi, with a total of 119 respondents. Investors' personality is analyzed through Big Five Personality Trait Model. Risk Profile of investors is measured using questions, where higher value of the answers meant higher risk. Correlation, ANOVA and Chi Square tests (as applicable) are used to find relations between personality traits, risk taken and demographics. This study found positive correlations between Openness to Experience and Neuroticism with Investor Risk. It found significant relations between Gender and Risk Taken. Neuroticism & Gender, Extroversion & Employment, and Extroversion & Income were also found to have significantly related.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Conundrums of Entrepreneurial Education as a Precursor to Career Option in Generation Y**

*Dr. Rishish Mishra (IIM Indore)*

*Dr. Mohit Kumar (IILM Academy of Higher Learning Lucknow)*

With the ever-increasing importance of leveraging human capital needs, there has been a rising trend in starting newer ventures involving risk and higher returns coupled with the added incentive of employment generation opportunities. These ventures have been possible due to the growing breed of entrepreneurs who have made a separate niche for themselves and their attitudes and beliefs have been pretty worthwhile noticing. Entrepreneurship education is one such factor that shapes up and tweaks the entrepreneurial character of budding and existing entrepreneurs. Still, however, one cannot say with absolute certainty as to what all factors drive entrepreneurial intention and what factors affect the decision of adopting entrepreneurship as a career. Thus, there exists a need to substantiate and provide a starting point to uncover all potential reasons that can speed up entrepreneurial intention levels and entrepreneurial ventures subsequently. This paper tries to emphasize the impact of education as one of the potential ways to attempt to uncover all facets making up the core of entrepreneurial intention. Particularly, it tries to stress upon the need for entrepreneurial education as one of the ways to motivate and inspire students and common people to start new ventures and spiritualize students to start thinking of it as a career option. Furthermore, identifying the stopping factors from the point of view of potential students. Adequate care has been devised to develop a questionnaire to gauge the level of entrepreneurial intention and the data has been analysed with the help of statistical tools using SPSS. These results provide a basis for developing an education framework tailored to provide a perfect grounding for the students who are inspired to become their own bosses in years to come.

## **A study of factors that affects purchase intention of energy efficient products**

*Mr. Sonu Sanjeevan (Amrita School of Business)*

*Mr. Aswith Krishna Asok (Amrita School of Business)*

*Mr. Viswanathan Venkateswaran (Amrita School of Business)*

India has witnessed an increase in power consumption from the past decades. However unreasonable energy consumption had caused serious environmental deterioration. Energy efficiency is a necessary factor for attaining a sustainable economy. Household energy consumption is a major contributor of CO<sub>2</sub> emissions. This study was undertaken to explore the factors influencing the purchase intention of energy efficient products by Indian households and analyzing the results using regression test. The task involved designing and administering questionnaire to some 258 respondents. The results suggest that perceived quality, price premium, attitude and environment concern are the key determinants of purchase intention. It also suggests that label trust and skepticism have an influence on purchase intention. Consumer awareness programs are recommended as the study finds out skepticism has a negative relation with purchase intention.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Performance of Financial Inclusion and Economic Growth in India: Pre and Post NDA Regime**

*Ms. Sukriti Pandey (Babasabeb Bhimrao Ambedkar University, Lucknow)*

*Firdous Malik (Babasabeb Bhimrao Ambedkar University, Lucknow)*

*Dr. D.K. Yadav (Babasabeb Bhimrao Ambedkar University, Lucknow)*

"The importance of a thorough understanding of the connection between financial inclusion and economic growth has become a major concern in national development. This study aims to see how India's economic growth is related to financial inclusion. This research is focused on time series data from the RBI, IMF, and World Bank databases. The research, which spans the Quarterly data 2006 to 2020, employs multidimensional inclusion index and Pre and Post-NDA status of financial inclusion on twin Dummy regression models and also to investigate the relationship between economic growth and financial inclusion, as well as its various dimensions (accessibility, penetration, and usage). The findings that India's financial status is performing at lower stage as per the multidimensional index criteria , The situation in Post-NDA is also showing insignificant improvement to financial inclusion from 2014 to 2020. Financial inclusion reveal a strong link between India's economic growth and financial inclusion. The financial inclusion index, showed is insignificant contribution towards economic development

सिद्धिमुलं प्रबन्धनम्  
भा. प्र. स. इन्दौर  
IIM INDORE



## **A Novel Boolean Variables Modelling Approach in Excel for the Machine Scheduling Problem and its Comparison with Evolutionary and GRG Non-linear Solver Engines**

*Dr. Madhukar Dayal (Indian Institute of Management Indore)*

*Ms. Swati Vijayvergiya (Indian Institute of Management Indore)*

Interest in Boolean modelling is rising as is evident from the large number of papers being published with the term “Boolean” in their title since 2015 (in Google scholar search results: allintitle: boolean). We develop two novel hybrid approaches deploying Boolean variables modelling integrated with Evolutionary Solver engine to solve the machine scheduling problem. We present the comparison of its results with the solutions obtained using the pure Evolutionary and GRG Non-linear engines available in Solver. Our results show that our approach enhances the performance of Evolutionary engine in being able to compute a better (either optimal or near optimal) solution, as well as, reducing the runtime taken. We also discuss further possible enhancements to the presented approaches.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Looking back to proceed further: A bibliometric analysis on Innovative Work Behaviour**

*Ms. Shailja (Gurukula Kangri Vishwavidyalaya, Haridwar)*

*Prof. Patiraj Kumari (Gurukula Kangri Vishwavidyalaya, Haridwar)*

This paper presents an in-depth bibliometric overview in conjunction with network analysis reviewing the research on innovative work behaviour based on 385 publications published over the past 20 years indexed in Scopus database. Using stringent bibliometric tools, the prolific authors, organizations and innovative work behaviour keywords are identified. The top publications and key clusters of innovative work behaviour are analyzed to find out the key research topics based upon reference co-citation and citation analysis. It has been found that this domain has obtained popularity among researchers around the globe such as Pakistan publishing the most articles. Other countries in Asia also hold a notable position and European countries are also engaged in conducting the researches in this domain, which suggest that this research field is developing in significance all around the world. Unlike the other literature reviews, the present study provides the ongoing trends on the topic and presents the global research agenda.

सिद्धिमूल प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Intern's Satisfaction in a Remote Working Environment? Effect of Pandemic**

*Ms. Tatavarti Lalitha Nyna (Amrita School of Business)*

*Ms. KJ Bavadharani (Amrita School of Business)*

*Dr. K. Kabyanasundaram (Kalvi World Solutions Pvt Ltd)*

With the adverse effect of pandemic, there is a need for organizations to revisit the policies of work environment. This has impacted not only the staff but also the interns who are forced to work from a remote environment. There has been few research in the area of job satisfaction in the context of remote working environment. This study aims to understand the factors influencing the satisfaction of Interns in a remote working environment. 75 MBA Interns were randomly chosen for this study. The factors considered were Work-space, People, Process, Technology and Performance Management. A self-administered questionnaire through Google forms was used to investigate the significance of the factors on the overall satisfaction of the interns. Regression analysis identified People, Process, and Performance Management as the factors that had significant positive influence on the overall satisfaction of the Interns. Further, analysis with 2 samples T- test and ANOVA indicates that difference between ages, gender, areas of work, or interruption from outside sources has no significant effect on the interns' overall satisfaction.

सिद्धिंमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Adoption of Digital Technology to Sustain Economic Activity during Covid-19 Pandemic: A Study of Rural Women Entrepreneurs from Western Maharashtra**

*Mr. Ashish Desai (Indian Institute of Management, Kozhikode)*

*Mr. Chiranjivi GVS (Indian Institute of Management, Kozhikode)*

Micro, small and medium-sized enterprises (MSMEs) in India have been affected by Covid -19 pandemic, facing multiple challenges due to supply side shocks and delayed cashflows. An estimated 20% of micro-enterprises are on the brink of closure. To address the situation, it is imperative for MSMEs to leverage the potential of digital technology. However, while some entrepreneurs choose to adopt technology, others refrain from doing so. In this study, we test if adoption of technology is impacted by technology readiness, financial literacy and age. The analysis is performed by using cross-sectional data collected through primary survey of rural women micro entrepreneurs in Maharashtra. The paper utilizes ordinary least squares method and addresses the problem of endogeneity by using an Instrument Variable approach to delineate endogenous relationship between technology readiness and adoption of technology. We observe that among rural women micro entrepreneurs, technology readiness and financial literacy have a significant and positive influence on adoption of technology, while age has a significant but negative influence. Since the study was conducted in only one district of Maharashtra, there could be regional influences impacting the findings. Also, longitudinal design of research would enhance the robustness of findings. This paper is the first of its kind to measure technology readiness of women micro entrepreneurs in India through primary survey, to study their propensity to adopt digital technology for business to manage the crisis arising due to pandemic.

## **Disability Inclusion and organizational changes in Covid 19 new normal – Telework as a boon for People with disabilities**

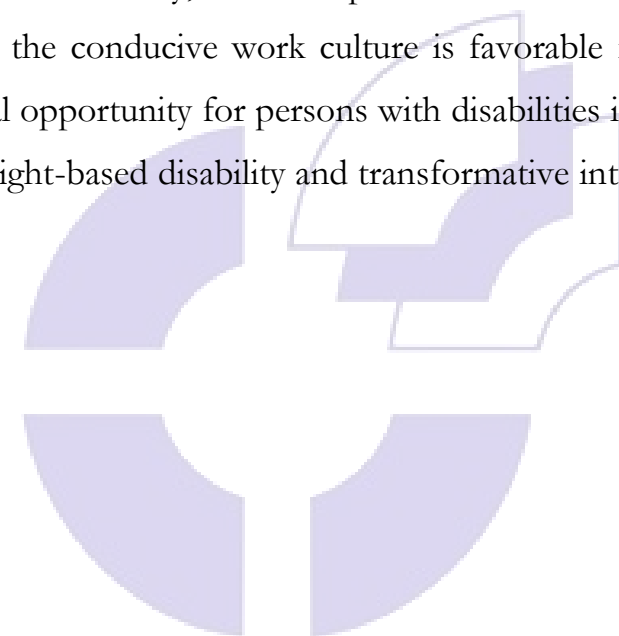
*Ms. Nebha Kumari (Indian Institute of Technology, Roorkee)*

*Prof. Usha Lenka (Indian Institute of Technology, Roorkee)*

Telework as a boon for People with disabilities "COVID-19 hit the entire world very badly, whether in terms of human lives and economic activities. Almost in all sectors, people are affected due to this pandemic, which results in loss of employment. This COVID-19 has differently affected the lives of people. Persons with disabilities got the most brutal hit, and their conditions worsened because of this coronavirus pandemic. COVID-19 has hampered the organization's commitment to diverse, inclusive, and equitable workplaces. During this coronavirus pandemic, how organizations adapt and move to work from home or virtual working is positive for disability inclusion. The success of Telework during COVID-19 can drive more hiring from under-tapped persons with disabilities. Employees with disabilities reported to be more punctual, reliable, and conscientious in their work, resulting in increased productivity; they can be good teleworkers. Flexibility and work modification are essential for disability inclusion in organizations.

Virtual communication increases flexibility, hiring, and Inclusion of persons with disabilities positively connected to the flexibility. Telework used the untapped skills and competencies of "persons with disabilities"; it is suitable for persons with disabilities to work from (WFH) who find difficulty in mobility. Organizations adapted quickly to the new normal; flexibility in the work arrangement is positive for disability inclusion. "Persons with disabilities" better work in flexible organizations, and how this coronavirus pandemic makes organizations flexible shown encouraging signs for the "Inclusion of persons with disabilities in the workplace." Organizational culture, top management leadership, and Infrastructure delete obstacles of people with disabilities, which gives them psychological safety and a positive attitude, which results in increased self-efficacy and employee

engagement which finally results in disability inclusion. Disability inclusive response required by organizations that include disability awareness, availability of assistive know-how, capacity to provide workplace modifications, and supervision on physical and digital accessibility carrying out training and workshops and retaining employees, and shift to remote work. Disability Inclusion during and after this pandemic only be successful if everyone believes that they have the right to get employment, economic security, and independence like others. Empathic and directive leadership, the conducive work culture is favorable for Inclusion in the workplace. For equal opportunity for persons with disabilities in society and to live a dignified life, the right-based disability and transformative intervention model are required.



सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **An application of lean methodology in manufacturing industry**

*Mr. Raturaj H Bokil (College of Engineering, Pune)*

*Dr. Rajiv B (College of Engineering, Pune)*

*Mr. Somil Shrivastava (Magna Automotive India Pvt Ltd)*

*Mr. Sagar Patil (Magna Automotive India Pvt Ltd)*

In today's scenario automobile manufacturing firms, the fluctuations in customer demands affects the material flow in the plant. This material flow directly proportional to the production targets. To address the challenge Lean manufacturing removes wastes in the manufacturing process by identifying and removing or streamlining the processes. The value stream mapping reflects the current state of processes in the warehouse. The value added, Non-value added & waste activities are identified in process flow. Process is analysed to reduce waste activities in the system proportion to the value-added time increases. Waste activities were classified and used to decrease inventory inaccuracy by cycle counting method, transportation by process flow mapping, overproduction & over processing as well as space optimization addressed by string diagram mapping with statistical analysis. Waiting & motion wastes were reduced by Fast moving, slow moving and non-moving inventory analysis for material flow mapping & line feeding systems are implemented to streamline production line systems to reduce the downtime at production line due to logistics convenience material shortage. Reengineered process is flow in the future state with process steps and information flow redesigned, simplified and streamlined with reduction in cycle time by 93 mins, reduction in downtime by 96% due to inventory and reducing non-value-added activities by 24% in process flow.

## **Shifting travel preferences of Indian middle class in the post COVID-world**

*Mr. Akshay Aggarwal (Indian Institute of Management, Sirmaur)*

*Dr. Shashi Kant Srivastava (Indian Institute of Management, Sirmaur)*

Covid outbreak in the world has changed the way people work, travel and live. Behavior of the people towards travelling have changed and this has shifted the travel preferences. In this study changes in preferences in the travelling decisions is studied. For this, 9 people were identified and unstructured online interviews were undertaken to know their preferences before and after covid. The responses were analyzed and 13 themes were derived which include health safety concerns, minimum contact, distance between the source and destination, etc. This study discusses each theme and try to explain the impact on the decision making during and after covid. Majorly, this study will help professionals and policy makers to formulate the policies and decisions which would be inline with the aspirations of Indian middle class. Limitations and future work are also discussed.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE



## **Business Development of Digital Healthcare Ecosystem using Dynamic Capabilities: Reflections on the new paradigm in healthcare.**

*Ms. Madhurima Basu (Indian Institute of Management, Kozhikode)*

The digital healthcare industry had witnessed unforeseen growth in the last financial year after the outbreak of the pandemic. The forecasted market growth for the coming decade also seems very promising for the e-healthcare sector. However, there has been found to be a serious paucity of literature regarding the management aspect of e-healthcare. This paper had explored the theoretical landscape pertaining to the digital healthcare sector using the theoretical lens of Dynamic Capability. Also, the industry happens to be operating in a very uncertain and changing business environment which makes the usage of Dynamic Capability theory all the more appropriate to navigate the boundaries of the e-healthcare ecosystem. We develop a conceptual framework that closely maps the digital healthcare ecosystem to the different tenets of the Dynamic Capability literature. Following that, stepwise guidance had been provided to managers to develop sustained ecosystem-specific advantage. The model will direct managers and entrepreneurs to gain a competitive advantage in the market. The model had been elaborated using the Dynamic Capability theory as a lens which will further clarify the understanding of managers and entrepreneurs. The paper contributes to the Business Ecosystem literature and specifically to the emerging domain of e-healthcare business context.

## **A conceptual study of trust, work-hybrid, and neuro-counselling: Carving the new dynamic normal**

*Ms. Deepika Swain (School of Human Resource Management, XIM University, Bhubaneswar)*

*Dr. Lalatendu Kesari Jena (School of Human Resource Management, XIM University, Bhubaneswar)*

The purpose of this paper is to highlight the salient features of progressive organizational moulting, while establishing the synergistic correlation of the triad - sustainable-trust management, flexi-work-hybrids, and neuro-counselled emotional wellbeing, during the catastrophic times of COVID-19 pandemic. Grounded on review of literature and practitioner centric conceptual analysis of the three focal constructs, this paper presented several possible models that might help to focus and organize the process of metamorphosis of management to adapt and adopt to the new dynamic normal? To bring in better clarity to the constructs, a list of behavioral characteristics and its possible changes as a result of neurological intervention via neuro-counselling are proposed. The creative compulsion of the proposed triad is expected to help the organizational decision-makers to mitigate the pandemic-related business challenges, arising out of psycho-physio-sociological concerns.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Online Learning through Video Streaming Platforms: Opportunities and Challenges**

*Mr. Arvin Subramanian (SP Jain School of Global Management)*

*Dr. A Seetharaman (SP Jain School of Global Management)*

*Dr. Bhanu Ranjan (SP Jain School of Global Management)*

Covid 19 Pandemic made the world to come to a standstill, forcing millions to stay indoors. Essential activities like going to schools, colleges to learn were affected because of it. In such adverse situations, we look up to technology to reinvent and help us cope with the new challenges. In this paper, we look at Video Streaming Platforms as a tool to transfer knowledge. OTT Video content is distributed more conveniently and efficiently than physical forms, making it easier for users to access it anytime, from anywhere. Videos can transmit even complex concepts easily to users. In this study, the critical factors impacting information attainment through online Video streaming will be analyzed. The results of this study is critical as the lives of students and teachers are impacted adversely by Covid 19 and the process of knowledge sharing is altered because of the pandemic.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

**In looking into the volatility comparison between the 2008 Financial Crisis  
and the 2020 Stock Market Crash: The Indian stock market experience**

*Prof. Sovik Mukherjee (Department of Commerce - Morning Section, St. Xavier's University,  
Kolkata)*

With the world markets on fire, its tempting to draw parallels between these tumultuous days and the last time so many asset prices plummeted, i.e. during the 2008 financial crisis. The outbreak of COVID-19 has had an extraordinary effect on the global financial system. Due to the global market disturbances, the Indian financial market also responded to the pandemic and experienced significant volatility. There is a rich literature available on the impact of COVID-19 on different sectors such as health, agriculture, industry, trade, and commerce but no study till date has been conducted on the comparison of two stock market crashes viz. the 2008 financial crisis and the 2020 stock market crash in the Indian context based on indices in the financial services, IT, Oil and Gas and FMCG sectors. The paper tries to fill in this gap. Our model predicts that the overall volatility fluctuations for the four sectors used in the analysis during the period under consideration for the COVID-19 crash is only 23.2% while for the 2008 financial crisis it is 56.4%. The findings in the paper imply that the sub-prime crisis has resulted in higher volatility as compared to COVID-19 stock market crash in the context of the Indian stock market.

भा. प्र. सं. इन्दौर  
IIM INDORE

## **Depletion of socio-psychological reservoir after the outbreak of covid-19**

*Mr. Basit Abas (Shri Mata Vaishno Devi University, Katra)*

*Dr. Syeda Shazia Bukhari (Shri Mata Vaishno Devi University, Katra)*

*Mr. Sobail Gupta (Shri Mata Vaishno Devi University, Katra)*

This study examines the socio-psychological behaviour among perceived risk of unemployment, loneliness, social support, depression, and interpersonal deviance of hotel employees during Covid-19 era. The data were collected through a questionnaire method from the hotel industry employees and estimated with SEM. The results showed that risk of unemployment heads to loneliness, perceived loneliness gives rise to depression, and further depression leads to interpersonal deviance. The results also showed that perceived social support decreases depression in hotel industry employees.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Significance of Personal Attributes and Job Resources for Employee Wellbeing under Work from Home**

*Ms. Navya Kumar (Birla Institute of Technology and Science, Pilani - Hyderabad Campus)*

*Dr. Swati Alok (Birla Institute of Technology and Science, Pilani Hyderabad Campus)*

*Dr. Sudatta Banerjee (Birla Institute of Technology and Science, Pilani Hyderabad Campus)*

Employers adopted work from home (WFH) due to COVID. Now some contemplate permanent WFH for sections of employees even post-pandemic for productivity benefits. But employee wellbeing is critical for productivity. In this context, this paper uniquely examines perceived psychological wellbeing under WFH of 301 Indian employees from a unique viewpoint of personal and job attributes in terms of Self-Determination Theory's psychological needs and Job Demands-Resources Model's personal and job resources. Hierarchical linear regression analysis showed that demographically, presence of elders at home and employment in manufacturing sector were negatively associated with wellbeing. Among personal attributes, need for structure was negatively associated with wellbeing, while need for autonomy and personal resource of job crafting to increase structural resources were positively associated with wellbeing. Wellbeing was also positively associated with job resources of technology and supervisor support. The findings could inform customization of and interventions under organizations' WFH approaches.

## **IPO Underpricing in Family Firms? Literature Review**

*Mr. Rahul Viswajith Nambiar (Amrita School of Business)*

*Mr. Sanjay Krishna VS (Amrita School of business)*

*Dr Bhawana Jain (Amrita School of Business)*

In recent years, the concept of IPO underpricing has been discussed by various authors to understand how it affects family businesses. This study aims to review the different factors like the socio-emotional wealth, family involvement, and retention of ownership present in the extant literature and examine how they influence the family businesses engaged in IPO underpricing. The paper also reviews if these factors eventually create a positive or negative impact in the family businesses by studying the different IPO underpricing models discussed in the review literature. The study's findings finally showcase that IPO underpricing has positively impacted the family business in many ways.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

**From value creation to organizational performance: Role of competitive advantage, cross-disciplinary communication and diversity in the Post-Covid-19 World**

*Mr. Saurabh Wadhawan (S P Jain School of Global Management, India)*

*Dr. CJ Meadows (S P Jain School of Global Management, Singapore)*

*Dr. Christopher Abraham (S P Jain School of Global Management, Dubai)*

**Purpose** - The purpose of this study is to identify the variables that drive value creation in the Information Technology (IT) industry specifically, in the post-Covid-19 world.

**Design/methodology/approach** - This study has synthesized existing literature related to value creation from design thinking, in the context of information technology (IT), and further on, how to manage design thinking effectively through which it identifies the variables driving value creation in IT industry.

**Findings** - The results of the study show that competitive advantage, cross-disciplinary communication, and diversity drive value creation in the IT industry. Furthermore, the discussion extends organizations' absorptive capacity through organizational learning platforms, enabling service innovation practices outcome, driving enterprise agility, and yielding the higher organization value by the extent of social-network heterogeneity (SNH) are the abilities of an organization to react to a crisis.

**Research limitations/implications** - This study proposes that this article should help the IT industry and the organizations underneath to achieve greater agility, stability through the extent of IT infrastructure, IT human resource, and IT knowledge management, and embracing design thinking (DT) by encompassing emotional intelligence, integral intelligence, and experiential intelligence approaches, in these post-Covid-19 times more effectively and confidently. Additionally, it integrates the



elements of value creation with dynamic capabilities, promoting entrepreneurial behavior and diversity management capabilities.

Originality/value - This study offers a theoretical platform for the study of the impact of value creation in the IT industry. The present study is the first step towards integrating the elements of IT organizations with dynamic capabilities leveraging through strategic targeting of resources through the resource-based view, employing strategic human resource management (HRM) and the role of resilience-enhancing diversity management (REDM) as implementation models for the variables identified.



## **Online Shopping through Pandemic: A Text Analytical Approach**

*Mr. Manoj Raj P A (Amrita School of Business, Amrita Vishwa Vidyapeetham University, Coimbatore, India)*

*Dr. Sangeetha Gunasekar (Amrita School of Business, Amrita Vishwa Vidyapeetham University, Coimbatore, India)*

The study endeavors to determine customer satisfaction through online shopping; In particular, identifying the factors which influence the decision-making process while buying laptops and smartphones online during the Covid 19 pandemic in comparison with the pre-pandemic scenario. The existing literature was reviewed to gauge the importance of this study in the current pandemic context. The study uses genuine customer reviews and ratings at Amazon from October 2018 to February 2021. We performed Sentimental Analysis using the R program to study the customer's textual emotions and gain subjective information on the Brand Perception, Value, and Product Sentiments. The hypothesis is tested empirically using the impact of review informativeness, which is determined by the number of attributes emphasized in a review. We used Leximancer to perform a word-level unigram analysis to extract product attributes from review text, and then analyzed the impact of these attributes on the Sentimental scores obtained using the Logistic Regression and the results are observed significant. Thereby the difference in the factors which influenced the decision-making process pre-pandemic and during the pandemic was identified. This research adds to the body of knowledge about how consumers process information and provides guidelines for online retailers in developing a better decision support system.

## **Responding Customer Satisfaction through Logistics Service Qualities: A Study in Pharmaceutical Industry**

*Dr. Sopnamayee Acharya (Prestige Institute of Management & Research, Indore)*

*Dr. Satnam Ubeja (Prestige Institute of Management & Research, Indore)*

Now a days companies are struggling to react to the difficulties of customer satisfaction through the development of logistics service qualities. In this study, the purpose is to measure the quality of logistical service as a intervene factor in the relationship between logistics capabilities (LC) and customer satisfaction (CS). We used mixed method of research with 8 companies in the pharmaceutical industry. The collected data were analyzed by structural equation modelling and results shown that logistic services totally mediates the customer satisfaction and logistic capabilities of the company. As per the research problem we use mixed method of research to fulfill the objective of our study. Firstly we used a qualitative research design under which in depth interviews of five clients and mangers of one Pharma company (Pithampur, M.P) has been taken and recorded for further analysis. Secondly by using questionnaire the survey has been carried out with 87 respondents of Pharma sector of Pithampur region. Structural Equation Modelling was used to analyze the collected data. The result of this study clearly indicates the mediation of logistics service quality among customer satisfaction and logistical capabilities of the companies. Number of respondents obtained (87 respondents) and the number of variables (31 measures) used in this study can be the major limitations. Further new research can be suggested in order to increase sample size and variables. For customer satisfaction, the managers of pharma companies should focus on logistical capabilities, to empower the company to be dynamic in the search for logistics solutions, integration and provision of reliable information to its customers.

## **The moderating role of Spirituality between Resilience and Work-Life Interface among women professionals in India**

*Dr. Santhosh Manimegalai (Shrimathi Devkunvar Nanalal Bhatt Vaishnav College for Women)*

COVID-19 is an infectious disease caused by a newly discovered coronavirus. As a preventive measure, many countries including India announced a lockdown to contain its spread. Since people are forced to stay inside the house which is not their usual way of living, it generates lots of threat on people mental health. This new environment has created enormous challenges upon everyone, especially women to juggle with various functions. The role of resilience is very crucial in women's life. In the current scenario, due to the overburdened lifestyle of working women to balance between the professional and personal commitments, many undergo the path of stressful life and fail to come out of the same as it prolongs. Ample studies found that work-life interface promotes healthy family life which in turn builds positive work outcomes. Some of the outcomes are job satisfaction, family satisfaction, family performance, mental stability, etc. Considering the positive outcomes of work-life interface, the current study proposes that resilience among women enhances their work-life interface. The above said relationship between resilience and work-life interface is likely to be enhanced by the role of spirituality. Spirituality serves as a significant contributor for both psychological and physical well-being. Thus, the current study intends to understand the moderating role of spirituality in the relationship between resilience and work-life interface.

IIM INDORE

## **A Reviews of Impact of Stock Market News on Investors' Decision Making: A Prospective of Neurofinance**

*Mr. Anubhav Srivastava (Indian Institute of Information Technology, Allahabad)*

*Dr. Shailendra Kumar (Indian Institute of Information Technology, Allahabad)*

*Dr Utkarsh Goel (Indian Institute of Information Technology, Allahabad)*

The ubiquity of stock market news influences the investors' decision making and often recommendation in news articles followed by investors. This paper reviews literatures on effect of stock market news on investors' sentiments and brain activities. A relatively new research area Neurofinance discusses about the financial decisions making and brain activities. The finding of the literature survey shows that there are significant impacts of stock market news on investor's brain and financial decision making. The literature survey throws light on many research gaps that may give directions for future research. The study advances the existing research literature as it suggested a relatively new area for dealing with news effects on the investors' trading behaviour. The survey revealed that there are no known comprehensive pieces of literature using neural experiments is available and therefore this article fills the research gap as well.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **An Empirical Study on The Effect of Website Feature Dimension on Customer E- Satisfaction And E- Loyalty**

*Ms. Archana Prakash (Gautam Buddha University, Greater Noida, Uttar Pradesh)*

*Dr. Naveen Kumar (Gautam Buddha University, Greater Noida, Uttar Pradesh)*

Purpose -The aim of the study is to explore and validate website feature dimension and its impact on customer e-satisfaction and its outcome.

Design/methodology- In first part of data analysis we have used SSPSS 25 to calculate basic descriptive statistics such as mean and standard deviation and (EFA) Exploratory factor analysis. In the second part we have used AMOSS 22.0 for further data analysis which included Construct purification and validity and hypothesis testing

Findings- The results of the study validated Website Design and Information quality as one of the critical factor for formation of e-loyalty are e-satisfaction.

Research limitations/implications- The finding of the study would help e- retailer and marketers to attract and retain customers for further purchase

Originality/value ? Website as a platform has significant impact on customer and intention to purchase from same website. This study fills the gap of the understanding and identifying website elements in the creation of loyal consumers. The findings of the study will support both researchers and marketers to optimize website features for better customer experience.

## **The Multifaceted Function of Websites in Business World: Communication, Marketing, Advertisement and Persuasion**

*Mrs. Swati Singh (English and Foreign Languages University, Hyderabad)*

Advertising is a way of communication and a medium to share information with masses of people. The development of technologies has brought radical changes in the history of advertising and marketing field. In present scenario, with the rise of technological advancement digital marketing has taken the place over traditional way of advertising. People spend increasing part of their lives on internet today than other media such as television, newspaper, radio, etc. As a result digital marketing has risen as enormous means for brand promotion and product endorsement. Digital marketing is an umbrella term that covers a variety of marketing techniques. Nowadays companies invest all efforts and money in online advertisement. There are a number of tools available that supports companies to achieve their marketing aspirations proficiently.

The present study accounts for persuasive techniques used in the web-content of commercial organization Hero MotoCorp Ltd. principally in two categories, About the company and About the Products. The paper applies the models of Discourse Historical Approach (DHA) and Stylistics studies to find the discourse structures, linguistics devices, and grammatical- lexical cohesion in the data. The multifaceted utility of Websites in business world helps companies to attain tremendous success.

IIM INDORE

## **Impact of Covid-19 on Indian Jaggery Supply Chain**

*Mr. Sathya M (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore)*

*Mr. Vembu Raj T (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore)*

India is the largest sugarcane producer in the world and more than 25% of the sugarcane is used for the production of jaggery. Indian jaggery industry is a cottage industry which provides jobs to rural people with minimum capital investment and produces more than 60% of world jaggery. Jaggery supply chain majorly have five players farmers, millers, wholesalers, retailers and customers. This study focuses on finding the supply chain hindrances faced by each player due to the impact of covid lockdown. With lack of labours at each stage and demand and supply mismatch due to several factors, the regular operations in the sector have been affected. The result from consecutive stages is compared to giving collective knowledge on the changes occurring in Jaggery supply chain due to the pandemic lockdown.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE



## **Competitive Advantage of Assam Silk: An Empirical Study**

*Ms. Dimpal Bharali (Research Scholar, Department of Management, North Eastern Hill University (NEHU), Tura Campus, Meghalaya)*

*Mr. Sunil Kumar (Research Scholar, School of Management, H.N.B. Garhwal Central University, Srinagar)*

*Dr. Sunildro L.S. Akoijam (Assistant Professor, Department of Management, North Eastern Hill University (NEHU), Tura Campus, Meghalaya)*

Assam silk is well-known and most popular across India and World. Some of significant and indigenous silk of Assam are; wild silk, warm Eri silk, white pat and golden Muga and these days industry is focusing on Sualkuchi, a famous silk destination, also known as Manchester of Assam. Over the period of time, because of high demand and competitiveness, Competitive advantage has become the key to business success that enables high profit margins, more sales, greater focus and customer retention. It also plays a significant role in the formulation and implementation of a successful competitive strategy for the industry. Therefore, the present study has investigated and identified the core competitive advantages of Assam silk industry through qualitative and quantitative competitive analysis with the help of five forces framework (Porter's 1985). In order to conduct the present research, Sample of 200 (100 each buyers and sellers) has been collected through self-constructed standardized tools or questionnaires; Seller's perception and Satisfaction Measurement Scale (SPSMS) and Buyer's perception and Satisfaction Measurement Scale (BPSMS). Both tools contains 19 distinct and specific items related to competitive advantage of Assam silk and also significantly reliable and valid under Z-score, cronbach alpha and KMO acceptance range, & at 0.01 level of significance. Collected data has been analysis through both descriptive (central tendency, frequency distribution, skewness and kurtosis) and inferential statistic (One sample t-test & Gap analysis). Findings of the study suggested that Assam silk industry both have different level of competitive advantages mainly related to

quality, designs, durability, ease of use and innovation. Moreover, on the basis of research findings, appropriate discussions, conclusions and recommendations were also made for the sellers, buyers and other associated stakeholders of the industry related to competitive advantages and strategies for addressing the challenges being faced by them.



सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Does environmental disclosure impact CEO compensation? The Indian Evidence**

*Ms. Chetna Rath (Pondicherry University)*

*Prof. Malabika Deo (Pondicherry University)*

The onset of pandemic and its lasting repercussions have shifted the attention of corporate leaders towards establishing a more holistic base concerning the Environmental, social, and governance (ESG) aspects of the stakeholders. With over 60% of Indian CEOs taking pay cuts in this Covid-19 times (KPMG Report), it has become inevitable for the firms to carry out transparent disclosure mechanisms for their long-run survival. The purpose of this paper is to explore the moderating role of ESG disclosure score between firm performance and remuneration paid to the CEOs in socially responsible firms. Further, we also test whether the negative effect of GHG emissions and Energy-use is alleviated or exacerbated in the presence of ESG disclosure i.e. an interaction effect is established between both the constructs. Data used in the current study is derived from secondary sources collected from annual reports, Bloomberg, and CMIE Prowess databases. The final sample lists of companies include 67 firms of NSE Nifty 100 ESG Index for six years spanning from 2014 to 2019. Prais-Winsten regression model using Panel corrected standard Errors (PCSE) has been used as a core methodology for analysis in the current study. Final results show that ESG disclosure scores show a significant positive relationship with CEO compensation while its interaction with emissions index and energy-use index (both of which are constructed from Bloomberg-extracted data) gives a significant negative relationship with the pay variable. Added to it, ownership structure and policies relating to climate change also show high positive associations with CEO pay as compared to other controls used in the study. The results imply that managers must consider the negative impact of emissions & excessive energy consumption while determining CEO pay; thereby stressing the importance of ESG disclosure and transparency in the corporate decision-making process.

## **A Theoretical Overview on Green Human Resource Management Practices for Environment Friendly Organization in Context of COVID-19 Pandemic**

*Mr. Vikash Mandal (Department of Management Studies, National Institute of Technology Durgapur)*

*Dr. Durba Pal (Department of Management Studies, National Institute of Technology Durgapur)*

The pandemic along with its consequences due to COVID-19 has become an issue of critical concern for a business firm, society, environment, and specially, an Environment-Friendly Organization. The different dimensions of Green Human Resource Management (GHRM) along with its practices and the effective implementation of the same, by the Human Resource (HR) Department of any organization are witnessing a plethora of changes in the prevalent pandemic scenario. The present paper, thus, has attempted to focus on a theoretical and subjective overview of the relationship between different dimensions of Green Human Resource Management functions by reviewing different empirical research studies belonging to the Indian as well as non-Indian context. GHRM aspect of research work is still in a pioneering stage in India. This article has tried to delineate that in COVID-19 situation how GHRM and HR professionals can develop key GHRM practices that can enhance employee's motivation, employee engagement, and green work culture by broadening the knowledge, skill, awareness levels regarding the COVID-19 situation and environmental aspects that can help in developing the environment-friendly organization.

## **Validation of brief 'Need for Cognition' scale in Consumer Decision Making**

*Ms. Sonia Arora (Panjab University, Chandigarh)*

The present research validated brief scale on Need for Cognition with the help of two studies. Pilot study data of 139 responses was collected and analyzed with the help of cronbach alpha, exploratory factor analysis and confirmatory factor analysis. This pilot study was followed by final study. In the final study, a PAN India online survey of 1004 responses was conducted and the data was analyzed with the help of cronbach alpha, exploratory factor analysis, confirmatory factor analysis, item to total correlation, and t-test. Robust results were found for the brief scale. The implications and future research directions are discussed.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Cost Effectiveness Analysis of The Community and Facility-Based Management of Acute Malnutrition in Jharkhand, India**

*Dr. Rajesh Kumar Sinha (National Centre of Excellence for SAM Management, Lady Hardinge Medical College and assoc. Kalawati Saran Children's Hospital, New Delhi)*

Research Problem: Severe acute malnutrition (SAM) among children remains unacceptably in high West Singhbhum district of Jharkhand. In 2017-18, a community-based management of severe acute malnutrition (CSAM) intervention was conducted in Khuntpani block of West Singhbhum district to identify and treat children with SAM, complementing existing inpatient services. The CSAM intervention was conducted by the community health workers (Anganwadi Workers (AWWs) and Auxiliary Nurse Midwives (ANMs)) under the stewardship of Department of Health, Government of Jharkhand with technical support from Kalawati Saran Children's Hospital, New Delhi. A monitoring system was instituted to monitor the outcomes of the children enrolled in the program.

Program Design: This study assessed the cost-effectiveness of the full continuum of care provided by the CSAM intervention from inpatient treatment for complicated cases to outpatient treatment for uncomplicated cases. As a large proportion of uncomplicated SAM children are being treated as inpatients in Malnutrition Treatment Centres (MTC, known as FSAM, facility-based management of SAM), which are designed to treat only medically complicated cases of SAM, the cost effectiveness of FSAM treatment of both complicated and uncomplicated cases was also assessed for comparison with the community-based model.

Methodology Adopted: Costs of treating a case of uncomplicated SAM in the community (CSAM intervention) were estimated from the provider perspective. Similarly, costs of the FSAM intervention were estimated from the provider's perspective for comparison. With the purpose of informing policy makers in Jharkhand of the cost of implementing a CSAM program and guiding their budget development in the future, cost and cost effectiveness of the CSAM intervention

was assessed for the government setting. Costs of the FSAM intervention were collected from MTC-Hazaribagh. Costs of CSAM intervention were collected from state health system, MTC-Chaibasa, community health workers and caregivers. Costs were estimated at 2018 prices and converted to US dollar (USD). Outcomes were also collected from both FSAM and CSAM components. The cost-effectiveness ratios were calculated using the primary outcome indicator of the number of cases treated. The cost effectiveness ratio of the CSAM intervention was compared with (a) other CMAM interventions conducted in India and other countries and (b) with FSAM.

**Empirical Results:** The cost of the FSAM intervention alone was Rs. 17,890 (US\$ 262) per child treated. The costs to the provider of the CSAM intervention in the government setting was Rs. 7,137 (US\$ 104) per child treated. The robustness of the findings to assumptions was tested using a series of one-way sensitivity analyses.

**Conclusion and Policy Implications:** The CSAM intervention was highly cost-effective to treat children with SAM in rural tribal settings with a high prevalence of malnutrition. The intervention is also more cost effective than the FSAM intervention. CSAM can effectively complement FSAM in India and be scaled up to address the high burden of SAM.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Digital Learning: Factors affecting e-Learning Persistence**

*Mr. Puram Praveen (Indian Institute of Management, Kozhikode)*

*Mr. Soumyadeep Kundu (Indian Institute of Management, Kozhikode)*

The e-learning market has grown exponentially over the past couple of years with a number of entrants. With this relatively new approach to learning come new problems, participant persistence being a major one where they fail to finish their enrolled courses. We apply Tinto's model developed primarily for offline contexts like college education to the online context of e-learning to unearth new findings. We used a survey methodology with 203 respondent and proposed eight hypotheses most of which hold in this study. Our findings with respect to participant persistence help shed some new light to content developers for e-learning platforms to better design their courses and engage their participants in completing their enrolled courses.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE



**Is the acceptance of disruptive methods during an unprecedented event, just temporary? An exploratory study on the perception of e-wallet usage among vendors during COVID-19 times**

*Ms. Nikitha Akula (Amrita School of Business)*

*Ms. Kavya Vedula (Amrita School of Business)*

*Prof. Gopakumar V (Amrita School of Business)*

In the recent past the country has gone through several situations that demanded changes in many spheres of our lives. The events like demonetization and COVID-19 pandemic have changed the way we approach consumption, and even the way we shop. New technology adoption is always disruptive for small-scale vendors unlike big firms in the market. This study investigates the perception of small-scale vendors on the use of e-wallets in India during the COVID-19 pandemic. It also explores how far the small vendors had tried to cope with the bandwagon of cashless payment. The study is based on qualitative research by conducting semi-structured interviews with roadside vendors who run kirana stores, pan shops, medical shops and stationary shops. It was found that the vendors experience both benefits and risks associated with fintech usage. Ease of transaction, customer satisfaction, and convenience to save money are the perceived benefits while financial and operational risks emerged as the limitations of using e-wallet. The study revealed that the vendors are more comfortable with physical money in their hands than adapt to cashless payment system. Future research could be done to validate this exploratory study using quantitative methods.

## **A Three-Way Interaction Model of Research Output: Investigating the Role of Age, Technological Aids and Knowledge Sharing**

*Ms. Aparna S M (Indian Institute of Technology, Kharagpur)*

*Prof. Sangeeta Sabney (Indian Institute of Technology, Kharagpur)*

The purpose of the study is to analyze the impact of three-way interaction of Age, Knowledge sharing, and Technological aids on the Research output of the faculties in Indian higher education institutions. The study used SPSS PROCESS 3.3 MACRO to conduct the hypothesis testing. Contrary to the general notion the analysis of the data collected from 385 faculties from Indian premier institutions revealed that there exists a positive interaction of age, technological aids, and knowledge sharing on the research output. Further, by proving that the use of technological aids does not depend upon the age of the person, the study gives an inclination towards the growing usage of technology in education, which may be dictated due to the pandemic.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **HR Analytics: Scanning Organization Readiness**

*Ms. Jyoti Motwani Malaviya (National Institute of Technology, Jaipur)*

*Dr. Aakanksha Kataria (National Institute of Technology, Jaipur)*

As they say, a great vision without great people is irrelevant; the world of business revolves around the human resources of the organization. Since its emergence, there has been a continual upward shift in the position the human resource department holds. The major shift has occurred with the dawn of strategic roles, the department of human resources is performing. Gone are the days when the unit was only meant for engaging and recreational activities for the employees. With vertical integration of the division with business vision and strategies, we now have strategic human resource management (SHRM) and the department is mounting up to a strategic business partner. Along with authority, responsibility and accountability also knock on the door, and the human resource department is no exception. It requires proving its worthiness, its contribution towards the bottom line. Speaking numbers becoming the new fashion in the business world there has been a lot of buzz regarding HR Analytics, People Analytics, and Workforce Analytics. The clamouring for analytics or magic numbers demonstrating the performance of the human resource department is still at its introductory phase. The paper is designed with the prime objective of understanding the concept of HR Analytics and the degree of organizational readiness for adoption of HR Analytics in the working system. Adoption of HR Analytics is considered to be an organizational change and thus for understanding the change management process we refer to Kurt Lewin's change management model. Paper also refers to Innovation Diffusion Theory (IDT) and Unified Theory of Acceptance and Use of Technology to understand the employee readiness towards successful adoption and implementation of HR Analytics.

Methodology: Methodology stated by Tranfield et al. (2003) on how to conduct systematic review was adopted. It is a three staged process including planning stage followed by action and lastly the reporting stage.

Key Findings: Literature review allows us to conclude with three major findings on the subject. First, HR is considered to be the enabler for desired organizational performance and thus it has become the need of the hour to align HR strategies with that of organization to have long term success. SHRM is relatively a newer and modern concept of handling people resource. If utilized properly, the congruence between HR and organization would profitably affect the bottom line. Second, Human Resource Analytics is the new speaking language for the HR Department. Though usage and adoption is still at its infancy, it is predicted that in future it's going to be an established practice within organization, adding more and more value and generating credibility of the department. Third, Readiness factors of the organization at managerial level as well as at individual level act as antecedents to adoption of HRA and are required to be critically analysed and worked upon to have the desired results.



सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Changing Paradigm of Theoretical Foundations of Corporate Social Responsibility**

*Dr. Nitin Gupta (Lovely Professional University)*

*Dr. Dheeraj Nim (Oriental University)*

*Ms. Chetna Sharma (Lovely Professional University)*

Theoretical foundations are the pillar stones for the conceptual development of a model. In the research arena, researchers keep on tapping novel and innovative ideas but the potentiality of such ideas, is strongly backed by the theory. Research always substantiate itself on a valid fact and proof. Whenever an argument is put forward by the researchers, it always has a literature support. This solidifies the fact that theory is significantly important for the research. Different theories have been developed in different arenas. In context of corporate world, many theories are there. These theories reflect the ideas and perceptions of different pioneers. Development of theory is the result of interaction of different opinions, ideas, needs of the situation and circumstances. Looking at the trends, a very impressive area of research seems to be Corporate Social responsibility. During pandemic Covid-19, this corporate association i.e., Corporate Social Responsibility seems to have major role to play globally. Many giant leaders like Ratan tata, Bill Gates etc. gave their contribution in a bout against Covid-19 and played the role of a corporate citizen. In corporate world, leaders lead strategically, using different corporate associations like Corporate ability and corporate social responsibility. Different communications of the corporate world for its different stakeholders are done through these corporate associations. Mission and vision are the two core areas in any company. Corporate associations help to achieve these already set customized mission and vision for the companies. It has always stated that the company runs on the ideology of its immediate leaders. The best way to understand the ideology of the corporate leaders is through corporate social responsibility. With the passage of time, there is a transit of ideologies among the corporate leaders. Tracing the past, it was captured

that with the change in the ideology of the corporate leaders, there is a birth of a new theory. This claim has motivated us to carry a research to describe and explore the process of shift of theoretical foundations in corporate social responsibility with the evolution of ethics and ideologies among the corporate leaders. It is a conceptual paper. It is descriptive and exploratory in nature. Several search engines like Google scholar, Scinapse had been searched to gather relevant literature support for the paper. It is a study of approximately six decades i.e., from 1960-2021. From the above discussion it is concluded that CSR is a vast research area which has been explored but still it is a mystery. Several research interests can be developed from this single construct. Some quoted it as multidimensional and some understood it as a synonym for corporate sustainability but actually the two terms are different and have their own existence. A change in leadership style brought a change in ideology and hence the theoretical arena faced the change and lead to development of new theories. So, organizations should be very choosy while selecting the leaders as their perception and ideology will then be reflected as the perception of the corporates. . Managers should think in terms of organizational goals, setting aside their personal goals. This would help to bring success and sustainability for the business. As change is always needed so the managers should change their style with a change in the business environment. They should be flexible in their approach and this flexibility will welcome more benefits for the organizations in terms of profits, sustainability and prosperity. Organizations should focus more on sustainability dimension as the global changes are more complex to understand. There is a requirement of more work to be done in the sustainability zone as it would open a venue for innovation and research and development and would satisfy the stakeholders also.

**Work from home during COVID-19? Identifying the role of demographic factors in shaping the attitude of working female academicians in Delhi/NCR area**

*Ms. Sapna Yadav (KIET Group of Institutions Delhi-NCR, Ghaziabad)*

*Ms. Himani Grewal (Dr. A.P.J. Abdul Kalam Technical University, Uttar Pradesh, Lucknow)*

As per Indian Government guidelines about lockdown since Janta Curfew on 22nd March 2020 there is a great impact on different sectors of our Country. This study emphasis on Engineering & Professional colleges with special focus on females who are working athome to impart sound knowledge to student fraternity during this COVID-19. This study is based on primary data and the sample size is 111 female faculties from different colleges of Delhi, NCR. During work at home there are lots of challenges like non availability of maids, children responsibility and other daily routine activities are being faced by the female faculties. Majority of the female faculty feels more comfortable at their workplace rather than at home.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **HR as a Custodian of Culture Management in Post Pandemic World**

*Ms. Astha Singh (Indian Institute of Information Technology, Allahabad)*

*Mr. Aman Chadha (Indian Institute of Information Technology, Allahabad)*

*Dr. Vijaysbri Tiwari (Indian Institute of Information Technology, Allahabad)*

With the spread of Covid-19 virus all over the globe, countries-imposed lockdowns with so many restrictions that completely stopped the daily operations of the organizations, which made it difficult for them to survive. To keep the organization in place, the instant solution was to shift the business online by adopting Digitalization through Work from Home (WFH) mode. Later on, this became a new business trend and the majority of business activities are now being performed online with the use of various types of digital platforms. This has completely changed the way organizations used to function or run its business. This study is focusing on the major issues that organizations are facing due to the change in work culture because of the Covid-19 pandemic, and the role that HR can play with the help of HRM functions in effectively dealing with those issues in order to manage the existing culture of the organizations. The collection of data has been done through the telephonic interviews of the HR personnel from different industries. The interpretation of results was discussed on the basis of information provided by the HRs. The results shows that pandemic has greatly affected the working of the HRs as well as the daily operations of the organizations. The steps taken by the HRs are contingent in nature as they were not prepared for anything of this magnitude. And there is still a lot of work that needs to be done in their ongoing ways of functioning to properly maintain and manage the culture of the organizations.



## **Work-Life Balance: A Cross-Sectional Study among Indian Nurses during Covid-19 Pandemic**

*Mrs. Kumari Rashmi (Malaviya National Institute of Technology (MNIT), Jaipur, Rajasthan)*

*Dr. Aakanksha Kataria (Malaviya National Institute of Technology (MNIT), Jaipur, Rajasthan)*

In this catastrophic crisis of COVID-19 pandemic, Indian healthcare professionals such as nurses are facing overwhelming workload and psychosocial stress which suggests that their work-life balance (WLB) aspects have undergone tremendous changes. The main objective of this empirical research study is to test a theory-based model to explain if organizational resources (such as supervisor support and work-life balance policies) and family support could help Indian nurses to balance their work and other areas of life during this ongoing crisis. Both online and offline questionnaire survey has been used to get the responses from nurses working in public and private hospitals in India during this pandemic. To carry out research analysis structural equation modeling (SEM) has been incorporated. The findings reveal a strong association and influence of supervisor support, WLBP and support of family on WLB. Moreover, WLB mediated the association only between WLBP and job satisfaction, and for family support and job satisfaction. The study summarizes that supervisor support, WLBP, and family support are critical resources for Indian nurses to overcome work challenges, and strict schedules even during critical time of ongoing pandemic. It would enable them to enhance their WLB aspects which in turn would facilitate them to attain job satisfaction.

## **Changing Landscape of Women Entrepreneurship: Deconstructing The Challenges, Impact, And Response of Women Entrepreneurs to Evolving Business Models During Covid-19 Pandemic**

*Dr. Preeti Mehra Associate Professor (Mittal School of Business, Lovely Professional University)*

*Ms. Pragya Mondal (Research Scholar, Mittal School of Business, Lovely Professional University)*

With many women considering entrepreneurship as a career for the fulfilment of their desires and a way to give themselves ownership and control of their lives, the upcoming changes in the entrepreneurship landscape due to the COVID-19 pandemic will test their determination, willingness to learn and change, and to take bold step in their domains. The current paper explores COVID-19's impact on business models and women entrepreneurs. It also studies the challenges faced by women entrepreneurs and the crisis response of women entrepreneurs towards the changes in the business environment. Secondary data has been compiled from websites, newspapers, journals, textbooks, and various magazines. Opportunities and limitations for the Indian women entrepreneurs have been suggested.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **The New Normal for Workforce Management**

*Ms. Akanksha Joshi (Malaviya National Institute of Technology, Jaipur)*

*Dr. Akanksha Kataria (Malaviya National Institute of Technology, Jaipur)*

COVID 19 has created new challenges for professionals all around the world in every industry, because several professionals are expected to function in virtual space perhaps for the first time. The term "the new normal" has been bandied around to explain how the climate has changed since the outbreak of the COVID-19 pandemic. Both leaders and their teams have been stressed as a result of the upheaval caused by this drastic shift. This is a review study that is based on secondary information. The majority of the information came from scholarly publications, forums, websites, and internet publications during the investigation offered insights into the principles and behaviors of employee engagement in relation and their well-being to difficult COVID19 times. This paper aims at exploring how organizations are managing employees virtually and keeping a track of the mental wellbeing in COVID-19 times. And also how is technology assisting companies in managing employee satisfaction and experience.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

**Study on the demographic characteristics that affect the work-life-balance  
of Citizens with the spreading pandemic: An empirical research**

*Ms. Jisha J. (SCMS Cochin School of Business)*

With the surge in covid-19 virus pandemic, many of the organisations introduced the system of work from home, which led to the induced work pressure among the employees working in the organisations. The introduction of online classes for children, non-availability of essential items at home, migrancy of the migrant workers, the emotional concerns of the rise in the number of corona cases, job insecurity etc. demanded a change in the life style of most of the families in urban India. Pressure caused due to the unexpected change of life style demanded an imbalance in the work life of most of the employees. The research paper accentuates the demographic characteristics of the employees of the various organisations who are working from home and emphasises the various factors that affects the life of employees. A total of 169 responses were analysed to conduct the study. The study concocts some thought-provoking facts.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Impact of Entrepreneurial characteristics among Business Management Students on their Propensity to Build Self Reliant India (Aatman Nirbhar Bharat)**

*Dr. Charu Saxena (Chandigarh University, Mohali, Punjab)*

*Dr. Pardeep Kumar (Chandigarh University, Mohali, Punjab)*

Entrepreneurship is important economic activity not only for individual but for providing employment opportunities to others also. Among youth it is becoming more interesting opportunity for their career and employment. In addition to the development of innovative business start-ups, entrepreneurs have also developed skills and behavior to perform their societal roles. In developing countries like India, it is the need of hour to promote entrepreneurial activities and highlighting the factors that helps in the entrepreneurial development. The motivation behind the research was to check whether the under-graduate and post-graduate students are ready or not for building self-reliant India by showcasing their entrepreneurial characteristics. Also, an attempt has been made to find out the impact of entrepreneurial characteristics among students on their propensity to build Self-Reliant India. For understanding the relationship a conceptual model framework has been proposed and the data are collected through a structured questionnaire five-point Likert scales, obtaining responses of 380 university graduates and under-graduate students. The results have found that internal locus of control, risk taking propensity, innovation, initiatives and need for achievement has a positive relationship with entrepreneurial intention, using WarpPLS70. Further a positive relationship was also found between entrepreneurial intention and propensity to make self-reliant India.

## **Electronic Word of Mouth- A Trending Tool In Modern World**

*Ms. Isha Bakshi (Lovely Professional University, Phagwara, Punjab)*

*Dr. Lokesh Jasrai (Lovely Professional University, Phagwara)*

Electronic Word of Mouth has been considered as one of the most influential resources of information transmission and a critical factor in building marketing strategies. Advancement in technology has brought a sea change in the way customers used to seek information and has added a new dimension of electronic, to traditional word of mouth. The concept of e-WoM is based on old concepts and theories and with time different theories have been used to understand market and consumers in a better way. e-WoM messages helps marketing agencies to advertise their products in accordance with the characteristics of targeted consumers. Accordingly, this paper aims to provide a systematic literature review on e-WoM which will comprise of theoretical background, difference between wom and e-WoM, determinants of e-WoM, importance of e-WoM in marketing.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Entrepreneurial Intention: the Moderated Mediated effect of Gender and Entrepreneurship Education**

*Mr. Kiefe Heibormi Passah (North-Eastern Hill University)*

*Prof. Nagari Mohan Panda (North-Eastern Hill University)*

This study investigates the role of Entrepreneurship Education (EE) on the formation of Entrepreneurial Intentions (EI) among males and females, in a sample of 642 Post-Graduate Students by extending the Theory of Planned Behavior (TPB). Findings indicate that Gender moderates the mediating role of the indirect EI effect of EE through PA only, where the relationship is stronger for males than for females. The findings suggest several directions for educators, practitioners and researchers, who are equally responsible for encouraging the youth to pursue an entrepreneurial career.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Joining Motives and Binding Factors For Volunteers With A Non-Profit Initiative: An Empirical Study Of Centre For Conflict Management**

*Dr. Parul Sharda (Indore Management Institute and Research Centre)*

*Dr. Pallavi Kapooria (Prestige Institute of Management and Research)*

In a complex and challenging scenario of covid since January 2020, the world is facing a tough time on all fronts. To fight better with this uncertain situation, many organizations especially Non-Profit organizations are coming up with help in various ways; like distributing meals, medical aid, counselling etc. In a democratic country like India, the Non-Profit organizations are established with an objective to serve varied needs and interests of the target community, considering the ethical perspectives which are mostly not covered in other institutions and organisations, these NPO's gives a ray of hope by extending an opportunity for the citizens of the country who wish to join this journey of serving the society voluntarily Ciucescu, Nicoleta. (2009). This research study aims to explore the factors that motivate the volunteers to serve the Non-Profit Organizations with special reference to an NPO-Centre for Conflict Management (CCM), which is working selflessly to resolve the interpersonal and intrapersonal conflicts of different types. Considering uniqueness in this CCM and its volunteer team, a self-designed structured questionnaire framed on a five-point Likert scale has been used to evaluate the motivating factors of the volunteers. The research analysis which covers reliability and validity of the scale, factor analysis and correlation between the factors is performed with the help of IBM SPSS software.



## **Covid-19 Pandemic and Banking Sector Of India**

*Ms. Vanshaj Gupta (Ambedkar University, Delhi)*

COVID-19 pandemic is considered one of the major challenges the world has faced. The disease can be traced back to December 2019, when the first cases were reported in Wuhan, China. The World Health Organisation declared Covid-19 a pandemic in March 2020, meaning the disease was spreading worldwide. The British historian Eric Hobsbawm asserted that 19th century only ended in 1918, after world war I. Centuries do not finish according to the calendar. They end when great crisis challenges consolidated truths. The outbreak of coronavirus is one such crisis that marked the end of 20th century.

The Covid-19 virus that started as a health emergency affected almost all sectors and sections of the society. The global pandemic has emerged as a “black swan event” which is going to require extraordinary measures from governments across the globe to help resume economic stability.

India is the second worst hit country in the world. The series of nationwide lockdowns and stringent curfews in order to ensure social distancing and curb the spread of the virus resulted in shutdown of economic activities and losses. Just like all other counterparts, the Indian financial system also experienced the roadblocks created by the pandemic situation. What makes the whole scenario even worse is the fact that the Indian banking sector was already on a downturn since 2019. The massive shock that hit the country led to greater consequences because of the preconditions that prevailed. GDP growth rate has been on a downward trajectory since 2015-16. Annual growth rate fell from 6.04% in 2018-19 to 3.89% in 2019-20, the lowest since 2002-03. Industry, which accounts for 30% of GDP, shrank by 0.58% in Q4 (fourth quarter), 2019-20. A major driver of growth in any economy is investment by the private corporate sector. In the pre-Covid period, nominal values of private sector investment have been declining. The total outstanding investment projects between 2015-16 and 2019-20 declined by 2.4%,

whereas new projects announced fell by 4%, as per data from the CMIE (Centre for Monitoring Indian Economy). The banking sector and the bond markets have been displaying high levels of risk aversion. The fiscal deficit of the central government in 2019-2020 was 4.6% of GDP – the highest since 2012-13. This paper attempts to study the effect of covid-19 and lockdown on Indian Financial system. The author evaluates the scenario of Banking sector and insurance sector. To accomplish this target a few concentrates have been drawn from the current writing accessible on different locales of web in the structure of highlights of meetings of famous business analysts, subsidize chiefs, monetary and financial advisors, senior authorities of monetary bodies, Chambers of trade and industry, authorities of global organizations like world Bank and IMF etc. The relevant data accessible in different structures and at different sources was checked and understood cautiously while reaching a correct inference for this article. It needs notice that this paper is an exploratory kind of study. On the record of the non-accessibility of quantitative information of post Covid-19 scenario, the utilization of measurable devices was not possible. While the overall impact of Covid- 19 on credit growth is expected to be negative, the degree of impact is likely to vary based on the scenario that unfolds gradually. For banking sector, the short-term disruptions are difficulties in accessing branches for routine operations and services, increased defaults by retail customers. Further, the inability of employees to access the data and infrastructure with ease has led to reduced serviceability. The shareholders and investors have revised down their expected returns. The medium-term scenario has just amplified the short-term problems. There is an increased demand of digital transactions and online services among customers. The small and medium enterprises have increased cases of loan defaults and reduced revenues. The main reason behind these defaults is that the customers of these SMEs are middle class and poor population. The lockdown halted the businesses and also led to job losses. A lot of private sector workers also experienced pay cuts. This resulted in cash crunch for most of the customers and hence loan

defaults. The investors also started accumulating capital due to limited deployment opportunities. The banking sector employees have however accepted the changing scenario and regulations are being formalised to deliver services as well as mitigate the spread of the virus. In future, the banking system definitely seem to possess negative effect on revenues, profit and capital. However, there are high hopes that the functioning and repair delivery systems would smoothen over time. A flight to safety with preference to big banks and asset backed instruments (like gold) is extremely likely.

India is amongst the highest 15 worst hit Covid -19 economies. The outbreak has decreased the worldwide insurance index by 22.6% resulting in a decline in share prices by 25.9%. While the insurance industry did face the negative consequences of the pandemic situation within the short run, the end of the day prospects of the industry seems hopeful. allow us to analyse the challenges and opportunities in various branches of insurance sector. Since General Insurance undertakes the valuation of assets and businesses also as their overall economic activity, it's benchmarked with the GDP of a rustic to live the insurance penetration. Hence, an outsized proportion of the overall Insurance sector depends on the performances of industries and individual businesses. So, with the lockdown causing a hitch within the business, the overall Insurance market has subsequently suffered. India traditionally has been an underinsured country when it involves insurance. However, with Government initiatives like Ayushman Bharat which aims to insure the poor and vulnerable, the gap has somewhat been bridged but the Private Insurance Schemes have reported covering only 18% of the urban population and a touch over 14% of the agricultural population. While the demand for insurance is predicted to extend considerably, underwriting thresholds can also go up and thus the negative movement might not be offset. With the constant increase within the number of cases and therefore the prolonged duration of the crisis, the IRDAI has mandated all general and health insurers to start out offering Corona Kavach – an indemnity-based health plan and Corona Rakshak – a hard and fast benefit insurance – policies

to their customers. These policies are meant for covering hospital and medical expenses of COVID 19 patients. Life insurance primarily protects the livelihoods of individuals and their future financial security. As a result, life assurance features a positive correlation with the earnings of individuals, their business performance, and net worth. Since the onset of the pandemic, there has been a rush to extend one's cover. consistent with the PwC report, pure life covers should see renewed interest, and thus, should see a lift in demand. While long-term guarantees will look attractive, insurers will still face constraints because the interest rates plummet with consumers becoming more cautious about their investments, resulting in a shaky stock exchange. The insurance industry rides on the rear of other industries. Hence, unless the general economy bounces back or the insurance industry finds business in hitherto uncovered areas, the industry is probably going to struggle in maintaining its momentum.

Lastly, the paper discusses the policy decisions implemented by the financial institution to supply some relief to the lending institutions and affect the depression. These include cutting of repo rate by 75bps and reverse repo rate by 90bps. during a massive relief for the center class, the RBI Governor also announced that lenders could provides a moratorium of three months on term loans, outstanding as on 1 March, 2020. The RBI also announced that the Cash Reserve Ratio (CRR) would be reduced by 100 bps. this is able to be applicable from March 28, 2020 and would inject Rs. 1,37,000 crores. The RBI also will undertake future Repo Operations (LTRO); allowing further liquidity with the banks. The impact of all the announcements today shall inject almost 3.2% of GDP, the Governor said in his brief.

## **Gamification and Entrepreneurship Education: Rise of the Entrepreneur (ROTE)- A Serious Game**

*Prof. Gurdeep Singh (UIET, Panjab University Chandigarh)*

*Mr. Ajuni Singh (IIM Indore)*

*Mr. Anhad Singh (University of the Fraser Valley India)*

Gamification in Entrepreneur education is concept building through a game. The game represents an actual business situation with all the parameters but with the player in the centre stage. A concept can be explained through case study, card game, activity game, simulation game or a role playing game. Serious Games (SG) both entertain and teach. The distinctive feature of a SG is that it recreates the situation in all its complexity. The player is an internal part of the plot and can control and manipulate the variables as though they were true. The SG also present the serious learning objectives. The present paper is an attempt to build a serious game in the time of Pandemic. The game is named as Rise of the Entrepreneur (ROTE). The game explores various business options during and after Pandemic and initially there is an involvement of a consultant. The consultant will assist the entrepreneur to set up the business. The game has been so designed that it mimics the actual situation and the least risk option is followed by starting Disinfection services business. The authors have tried to present all business options. Once the Disinfection services business stabilizes after a year of operation, the business of PPE kit making is started in parallel. Thus the authors have also tried to bring out the complexity related to managing two businesses simultaneously. The two businesses are in the same domain and have a mutual synergy. The entire game presents a win-win situation with no hurdles. The currency used is Indian rupees. The game is designed in VBA which is the programming language associated with MS Excel.

## **Green marketing E-Strategies: a fundamental aspect for development of ECG (Economy for common good)**

*Dr. Harvinder Singh (Lovely Professional University)*

*Ms. Anjali Sharma (Lovely professional university)*

The ecological issues that face by the society today are often considered to be the grandest threat and challenge for people of the society. Logicians highlighted and had an emphasis on how important the common good viewpoint is for humanity's well-being and in recent eras this has increasingly been more connected with ecological and communal values present today. Various Companies have an egotistic and self-centred focus on sustainable development of the society for which a new concept named as green marketing has been emerged in their marketing practices. Green marketing is a trending factor in the world as it is the process of developing products and services and promoting them to satisfy the consumers which at the same time do not have a detrimental impact on the environment, where on the other hand ECG main purpose is to achieve a full respect for human rights principles within companies worldwide. It is an emerging initiative in the society as it is closely related with economy for common good principles which leads to ultimate welfare of the society and environment sustainability. This paper aims to provide a systematic literature review on various green marketing e-strategies which leads to ECG (economy for common good). This paper also explain various principles of green marketing and Economy of common good that shows how green marketing plays an important role for common good and sustainable development in the economy.

## **A Competitive Resource - Based Perspective Leveraging Atamnirbhar Bharat Campaign for MSME's in the Pandemic**

*Dr. Geeti Sharma (Institute of Management Studies, Ghaziabad (University Courses Campus))*

*Ms. Aastha Sambney (Institute of Management Studies, Ghaziabad (University Courses Campus))*

COVID-19 has spread to over 200 countries around the world revealing healthcare system fragility, ineffective social security mechanisms, and a lack of economic resilience. Economies all over the world have suffered a major setback and the extent of the effect on MSME exporters can be gauged from a statement by the World Trade Organization (WTO), which predicted that global trade in goods will decline sharply between 13% and 32% in 2020 as countries around the world battle the pandemic. This study investigates the role of Atamnirbhar Bharat initiative in providing MSME's a competitive advantage for sustainable growth opportunities. The framework of this study is grounded on the Competitive Advantage Theory and Resource-Based View Theory. A survey was conducted and responses were taken from more than 100 MSME's across varied sectors in India. This study was conducted when the country was coming out of first wave of Covid and was about to enter in 2nd phase. Multivariate data analysis technique PLS SEM was applied to measure the influence of this Government initiative on sustainable growth opportunities. The results showed Suppliers, New Entrants, Buyers, Substitutes and Value additions as the important parameters influencing the growth opportunities during and post Covid-19 scenario. It is suggested that the Indian Government should provide business companies with subsidies so that they can recover their losses and continue to operate with low-cost measures. Subsidies will help to stimulate economic activity, which helps to improve the economy.

## **Immediate Response of Indian Sector Indices To COVID-19: An Event Study Methodology**

*Ms. Indu (Indira Gandhi University, Meerpur, Rewari)*

*Dr. Mamta (Indira Gandhi University, Meerpur, Rewari)*

The once in a century COVID-19 has put the whole world economy into jeopardy and trajectory situation. Now the global world markets are counting the drastic impact that it has on the humankind as well as on the global economy. Indian stock market has also been destabilized by the pandemic. Sensex and Nifty both have touched their lower circuit just after the announcement of Lockdown (assumed to be Janata Curfew). However, COVID-19 brought opportunity for some sectors while challenges for other sectors. This paper seeks to analyze the response of six Indian sector indices such as Healthcare, Realty, FMCG, Telecommunication, Consumer Goods and Banking to the announcement of Lockdown, a preventive measure taken by Indian Government. To achieve this purpose, this paper has used an event study method to calculate the abnormal returns for the event window comprising of 10 trading days before and after the event date (23 Mar, 2020). The findings suggest that all the sectors responded significantly to the announcement of lockdown except consumer durable sector. Notably, only healthcare and FMCG managed to give significant positive AR for most of the days after event. While banking and Realty has showed significant negative abnormal returns. Hence the FMCG and Healthcare has proved to be safe haven in the period of such devastating pandemic with positive CAR while Banking, Realty and Consumer durable are the worst affected with negative CAR. The results of this study would be useful for the investors, traders, and policymakers. The investors and trader can plan investment strategy based on the results and earn significant returns during the period such heightened uncertainty.



## **Omni Channels: The Future of Banking Sector in India**

*Mrs. Diksha Verma (Chandigarh Group of Colleges Landran, Mohali)*

*Dr. Pooja Kansra (Lovely Professional University, Jalandhar)*

Banking sector nowadays is experiencing fast and extensive changes due to advancement in technology that moves hand in hand with the demands of customers for real time, personalized and seamless banking experience. Along with this development, Omni channel orientation is becoming an inherent feature of banking sector. However, its role has not yet been thoroughly understood, specifically in this context. There is a complete shift from previous banking system which was followed pre nationalization (1969) to a system followed nowadays. Banks have been shifted towards 'Purpose Oriented Lending'. There have been disruptive innovations in the Banking Industry in the new era. Core Banking Solutions, Internet Banking, ATMs, Mobile Banking, Micro Finance Lending, Speed Clearing, Cheque Truncation System, Debit and Credit Cards, etc. are few examples of innovations in banking sector being followed these days. The present study is conducted to examine the role of Omni channels in banking sector and how it has helped the sector in improving its operations. It was found that digitalization of services by the banks has positively aided their customers as well as banking employees. All the services provided under one roof through online mode have advantageously affected the banking sectors and customers in recent times.

IIM INDORE

## **Cigarette distribution network: A Descriptive study in a tobacco company based in Patna, Bihar**

*Mr. Rishabh Jatinder Chhabra (ICFAI Business School, Hyderabad, Telangana)*

*Dr. Niraj Kishore Chimote (ICFAI Business School, Hyderabad, Telangana).*

The main objective of this research paper is to conduct a descriptive study to explore the distribution network of a Cigarette manufacturing company in Patna, Bihar. The paper primarily focuses on apprehending the market and observing critical areas, i.e., how a particular product is pushed in the market using extensive sales & distribution strategies. The objective of the study is to get to the bottom off, how cigarette manufacturing company is seizing the market with their strategies against their competitors and finding ways to increase the numeric distribution (visibility) for their products in the market which will ultimately lead to an increase in sales volume and profits for the cigarette manufacturing company. The mentioned objectives are achieved through daily market readings and unravel the retailer psychology behind selling its own product and competitors' product alongside finding the gap analysis by recommending the same as valuable suggestions to the company and additionally, skimming through the current market situation of cigarette manufacturing company at Patna and apprehending to know the perception of retailers which revolves around the delivery, i.e., the distribution network at cigarette manufacturing company and awareness of the competitor's product. Literature provides evidence that a major proportion of profits for a cigarette manufacturing company is captured through tobacco. The observations from the market and working with cigarette manufacturing company helped in gathering finding valuable insights regarding the various issues raised by the retailers, which tends to remain unresolved from the end of the company. Strategies were well formulated to take care of these unresolved market situations, which had become the primary concern if not taken care of, would result in the retailers shifting from cigarette manufacturing company to their competitor's product. The action plan is to be a proactive member of a live project

named "Task Force," where the concern was to understand the distribution network issues & implementation of MLCS (Market Led Competitive Strategy) to curb the increasing competition in the market—lately following these strategies resulted in various loopholes in the market which turns out to be a win-win situation for their competitive brand. After the study, it was evident that the efficiency of the strategies implemented by cigarette manufacturing company is also affected by the smoker's psyche of smoking an international brand, resulting in cigarette manufacturing company coming up with new strategy all over again on the assumption that smokers can only be converted, not created to smoke a particular brand. The product chosen in this study is cigarettes which are manufactured by the cigarette manufacturing company located in Patna, Bihar. The literature review has confirmed that the tobacco companies help the stores, which offers discounts and store supplies which incentivize the store owners to opt for storefront advertising. The research gap revealed that there is a need to explore the distribution network. Accordingly, the research objective formulated were; to explore the distribution network of cigarette manufacturing company in Patna, Bihar, and to analyze the strategic relevance of the competitive brand of a cigarettes questionnaire was administered to retailers and company employees consisting of the variables covering the aspects of distribution network and strategic relevance of the competitive brand. Responses of 150 retailers and employees resulted into conclusion that problems related to sanitization and credit policy by the company affected the sales and may have subjected the company's image to be jeopardized if not taken care of shortly and high brand resonance and a brand image as an International one to an extent where they have already shaken the foundations of the market share for the cigarette manufacturing company at Patna.

## **CSR, Audit Quality and Firm Performance During COVID-19: An Organizational Legitimacy Perspective**

*Mr. Sandeep Yadav (Indian Institute of Management Kozhikode, Kozhikode, Kerala)*

*Ms. Jagriti Srivastava (Indian Institute of Management Kozhikode, Kozhikode, Kerala)*

COVID-19 induced uncertainty in the firm business transactions, product-market competition and financial market cause severe organizational legitimacy crisis. Using the organizational legitimacy perspective, we examine the relationship between corporate social responsibility (CSR) activities, audit quality, and firm performance. We use Difference-in-Difference (DiD) method on a sample of 89,185 firm-quarter observations (15,955 unique firms) from 131 countries. We find a U-shaped relationship between CSR and firm performance. This relationship is strengthened during COVID-19. In contrast, we find an inverted U-shaped relationship between firm audit quality (audit fee) and firm performance. This relationship is weakened during COVID-19. Our study makes important contributions to theory and practice on maintaining organizational legitimacy during the pandemic.

सिद्धिमूलं प्रबन्धनम्

भा. प्र. सं. इन्दौर

IIM INDORE

## **Exploring Mediation role of Purchase Intention towards Green Consumer Behaviour: A Study of Young Indian Consumers**

*Dr. Robit Bhagat (The Business School, Bhadernwah Campus, University of Jammu)*

*Prof. Vinay Chauhan (The Business School, University of Jammu)*

*Dr. Pallavi Bhagat (GDC, Boys, Udhampur)*

The greater significance of environmental concern across the globe has influenced the business world from both demand and supply perspective. The focus is to improve and contribute towards sustainable solutions through offerings. The role of consumer awareness which affects consumer behaviour has been a major change in recent past towards building a society more favourable towards green products. In today's scenario every individual is concerned about the clean and green aspect of the environment, due to which the organisations are also going for technology which favours green environment. The current study shows that environmental concern backed by green purchase intention strongly influences on moulding the actual purchasing behaviour of consumers to buy green products. The widespread and influence of the phenomenon can be seen in almost all human activities including business activities wherein one of the biggest challenges is to protect and preserve the earth's resources and the environment for the future generations without comprising the ability of the present generations to meet their own needs. Knowledge about environment and environmental issues helps in developing a behaviour which focuses on solving the problem of preserving environment for betterment of future. Consumer having knowledge about environment and its deteriorating condition is more concerned in protecting the environment. The degree of present environment crisis becomes more sensitive especially in ecological settings. The paper tries to examine the factors i.e environmental attitude, subjective norms and perceived behavioural control affecting behavioural intention of consumers with emphasis on Indian green consumers. The Indian subcontinent draws our attention to the fact that it is going to be the third largest consumer

economy to a tone of 1.1 trillion U.S dollars by 2030, with young consumers constituting the major share in terms of consumption as well as purchasing power parity. The study thus has considered Indian young consumers while formulating framework of green purchasing behaviour.



सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Nutrition knowledge and healthy food consumption of working women in India**

*Ms. Gopika B Anil (Amrita School of Business, Coimbatore)*

*Ms. Megha Haridas (Amrita School of Business, Coimbatore)*

According to Indian Journal of public health, one fourth of Indian women have an abnormal nutritional status. Though there is an improvement in the literacy rate and participation in the workforce, the nutritional status of women is still on the downhill. Working women's changing lifestyles and growing unhealthy eating patterns is a huge problem that requires attention. The aim of this study is to understand more about working women's perspective on the significance of consuming healthier foods. Contrary to what has often been assumed, nutrition knowledge doesn't always bring a positive change in the consumption pattern of women. Here we studied the correlation between various other factors like attitude, subjective norms and healthy food consumption.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Corporate Social Responsibility and Financial Performance of Companies: Bibliometric and Social Network Analysis**

*Dr. Sukhpreet Kaur (LPU)*

*Ms. Lipika Dhingra (LPU)*

Bibliometric and social network analysis which is also known as the statistical or citation analysis of the existing literature and is carried out in order to measure the influence of the previous publications of a specific database in a particular area in the form of a citation graphs or networks so that the key performance indicators can be found with the help of networked structures and graphs for the purpose of providing a base to the researchers for further analysis in that area. The purpose of the current study is to measure the most fertile authors as well as institutions and establishing their citation networks on the relationship between Corporate Social Responsibility and Financial Performance of companies by considering WOS database.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE



## **A Study of Online Life Insurance Scenario and its Future Trends in India**

*Ms. Jyoti Yadav (School of Management, Gautam Buddha University)*

*Dr. Naveen Kumar (School of Management, Gautam Buddha University)*

There are 68 insurance companies currently operating in India; of which 24 companies work as life insurers, 27 work as general insurers, 6 are Standalone health insurance companies exclusively doing business in health insurance and 11 companies are re-insurers including foreign re-insurance companies' branches and Lloyd's India (IRDAI, 2018). It is expected that the life insurance industry in India will grow by 12% to 15% annually for the upcoming 3 to 5 years. This growth is further expected to be influenced by the demographic factors like the growing middle class in the country, huge young population with no insurance, educational qualification, risk protection, income, occupation, tax benefit, growing awareness regarding the need for protection of future. The objective of the study is to analyze the present scenario of life insurance at online or digital platform. This study is also an effort to explore the future trends in life insurance sector and the growth potential of online life insurance in Indian market. This objective is achieved using secondary data which is accessed from various online and offline sources including newspaper, research papers, reports etc. Further the data is analyzed to reach the conclusion for the study. In the near future, every domain of human life is going to be affected by technology at a large scale. Every business sector including insurance sector will also be highly affected by the rapid technological changes. Advancements in technological field and new forms of insights driven by data analysis are already transforming the insurance sector around the world while helping the sector to provide their customer with effective insurance services. Insurance companies are also using technology enables social tools for customer engagement, enabling communication directly between customers and service providers. These changes in the sector due to wide upgradation, acceptance and use of technology will only increase as the time goes by

hence, there is a need to understand how these changes are affecting the market and customers.



सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Measuring the Attitudes and Behavioural Dynamics of Consumers towards Online Shopping amidst Covid-19: Insights from Kolkata**

*Mr. Samuel S Mitra (St. Xavier's College (Autonomous) Kolkata)*

*Dr. Shivaji Banerjee (Department of Commerce (Morning), St. Xavier's College (Autonomous),  
Kolkata)*

*Prof. Peter Arockiam (St. Xavier's College (Autonomous), Kolkata)*

*Prof. Joseph K. (St. Xavier's College (Autonomous), Kolkata)*

The past few years has witnessed the phenomena of “internet shopping” grow in leaps and bounds. The term “online shopping” has become a buzzword and an ever growing trend among consumers even in a developing country like India. In fact, the market potential for e-commerce has a huge reservoir as explored through a sneak-peek into the exponential expansion of key players existing in the e-commerce industry. Moreover, online shopping has prodigiously influenced the lives of the modern day consumers, who have been observed to have a penchant towards it. The current research study is attempted at probing into the attitudes and behaviour of consumers towards online shopping by the application of “Technology Acceptance Model” (TAM). For this purpose, a survey among 363 respondents in the metropolitan setting of Kolkata has been conducted and their responses were recorded. “Structural Equation Modeling” (SEM) has been used to examine and analyze the model fits and hypothesis testing. The findings reveal positive perception among the surveyed consumers towards online shopping.

## **Effect of FDI on Unemployment: Time series evidences from India**

*Dr. Lalita Mohan Mohapatra (SRM University)*

*Dr. Sasikanta Tripathi (Entrepreneurship Development Institute of India)*

This study is motivated by the upsurge in unemployment in the current Indian scenario. The effects of Foreign Direct Investment (FDI) inflow and other macro-economic variables on the unemployment were analysed. The theoretical framework of Phillips curve and Okun's law were also examined. Using the time series analysis, it was found that FDI inflow decreases the unemployment in India. In addition, the GDP and inflation have negative but insignificant relationship with unemployment.



## **Talent Crisis: Blended Workforce For Competitive Advantage**

*Dr. D. Sunder Reddy (St. Joseph's Degree & PG College)*

*Dr. Vani.H (St. Joseph's Degree & PG College)*

*Prof. R. Anita (St. Joseph's Degree & PG College)*

90% of the surveyed Business leaders (Harvard Business Review Survey, 2020) mentioned that blended workforce is a strategic advantage in the new normal as it helps the companies to fill the on – demand future skill and experience requirements. Blended workforce which is the combination of humans, gig workers and robots is a powerful tool in an organization's cache to address pressing talent gaps, enhance productivity and reduce the overall cost of talented pool of employees. These agile talents expect to be treated as colleagues rather than subordinates. The agility factors such as organisation responsiveness, recruitment & selection process, coordination & resource flexibility in employee's & contingency worker, technology uncertainties and affective commitment of the blended workforce impact the organisational performance. These variables are considered the part of blended workforce model. However, the intriguing question is: Do all these practices are aimed at blended workforce performance or which is most powerful factor helps in creating an environment where full-time permanent/temporary employees work side-by-side with freelancers and robots. Hence, this research is an attempt to fathom out the major factors that contribute to blended workforce performance in Industry 5.0.

IIM INDORE

## **Weekend Effect during Pandemic Era: Empirical Evidence from Indian Sectoral Indices**

*Ms. Komal (Indira Gandhi University, Meerpur, Rewari)*

*Dr. Meera Bamba (Indira Gandhi University, Meerpur, Rewari)*

*Dr. Mamta (Indira Gandhi University, Meerpur, Rewari)*

This paper empirically investigated the Weekend effect in the Six Sectoral BSE returns in the Indian stock market before and during Covid-19. The sectors taken for the study include Auto, FMCG, IT, Healthcare, Oil & Gas and India Manufacturing. The study period is from 1Jan 2015 to 22 April 2021 which is further divided into two Sub-periods based on the first case of coronavirus originated in India as on 30 Jan 2020. So the Pre Covid period is from 1Jan 2015 to 29 Jan2020 and During Covid period is from 30 Jan 2020 to 22 April 2021. Empirical results shows the presence of weekend effect during corona in Four out of six sectors except IT and Healthcare. Our study also demonstrate positive and significant coefficients for remaining days as compare to Monday in Auto, Manufacturing, Oil & Gas and FMCG sectors during the pandemic. While Tuesday returns is maximum in four sectors except IT and Healthcare industry. As far as the results of IT and Healthcare sector is concerned, these are somewhat different from other sectors with absence of weekend/day of week effect in Pre and during pandemic situation. However, Tuesday and Friday returns are significant as camper to Monday in Healthcare sector.

Overall results indicate the weekend/day of the week effect disappeared from Indian financial market before the pandemic but this crisis again exhibit the inefficient Indian stock market and the presence of anomalies in Sectoral returns.

**Impact of work stressors and resilience on job performance of employees  
with the role of distress and psychological well-being: A study during  
COVID 19 in India**

*Ms. Harleen Kaur (Indian Institute of Management, Sirmaur)*

The COVID-19 pandemic has posed a scenario wherein organizations have to adapt the work from home policy for employees which has increased their distress level and as a result affected their psychological wellbeing and job performance.

Various independent variables like role overload, family distraction, resilience, distress and, psychological wellbeing is used in the study to predict job performance of employees during the COVID-19 pandemic.

The online survey is conducted in India and the data is collected from 206 respondents working in both healthcare as well as non-healthcare sector. The results of the six-factor model of job performance are generated by performing confirmatory factor analysis (CFA) along with path analysis. The CFA results shows  $CMIN/DF=1.752$ ,  $CFI=0.912$ ,  $SRMR=0.070$ ,  $RMSEA=0.061$  which proves the model fitness. The Composite reliability (CR) value of all variables is greater than 0.7 ( $CR>0.7$ ) and Average variance explained (AVE) value of all variables is greater than 0.5 ( $AVE>0.5$ ) which proves the convergent validity. In addition to this,  $CR>AVE$  which proves the discriminant validity. Hence, the overall model validity is proved from the interpretation of results. In addition to this, the test of significance also confirms the results of hypotheses developed.

The findings of the research indicate that the psychological wellbeing of employees must be taken on priority by the organizations because working from home, family distractions, excessive workload, all have increased the stress level of employees which have impacted their performance during the pandemic. For this, the study suggests

that organizations must opt those strategies that can improve the psychological wellbeing and job performance of their employees. This will help the organizations achieve their goals and make their employees feel contented and happy during working in adverse situations.



सिद्धिमूलं प्रबन्धनम्

भा. प्र. सं. इन्दौर

IIM INDORE



## **An Exploratory Study on Impact of COVID 19 on High Skilled Migrants’ Lives and Livelihoods**

*Dr. Ruchi Singh (Prin.L.N.Welingkar Institute of Management Development & Research,  
Bengaluru, India)*

*Dr. Garima Sharma (Prin.L.N.Welingkar Institute of Management Development & Research,  
Mumbai, India)*

With Corona Virus pandemic impacting lives and livelihood of individuals and employees across Scio-economic segments of society, there is a dire need to conduct studies with respect to the unique challenges being faced by each segment. There is no denying the fact –also corroborated by many studies–that unskilled or semi-skilled labour are worst hit sectors owing to the Covid 19 pandemic and the consequent lockdown enforced in adherence to the pandemic controlling protocols but skilled and highly skilled workers as well are not untouched by the turmoil of pandemic. Extant literature pointed to a glaring paucity of studies focusing on the problems faced by high-skilled migrants. The objectives include comprehending the economic & psycho-social impact of Covid-19 on lives and livelihoods of Professional/ High-Skilled workers. Mixed Methods Study design is deployed with Survey component and In-depth qualitative interviews sample size being 43 for Survey and 5 for In-depth Interviews. Combining data from Quantitative Descriptive and Qualitative In-depth, the study concludes that though the reasons for migration varies across Gender as far as psycho-social impacts are concerned respondents across Educational Qualifications, Income Groups and Gender are going through unprecedented trying times. Recommendations include provision of calibrated support and succour to High Skilled Workers/ migrants who suffered financial losses and were impacted emotionally due to the unplanned lockdown.

**Working out from home: The role of health consciousness, technology adoption, and COVID19 invulnerability in the intention to use health & fitness apps and wearable fitness devices**

*Ms. Subhiksha N (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, India)*

*Mr. Abhinav Narayan V (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, India)*

*Dr. Shobhana Madhavan (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, India)*

*Dr. Deepak Gupta (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, India)*

The outbreak of the novel Coronavirus brought about a change in people's fitness behavior. This research aims to identify the antecedents for the intention to adopt fitness apps and wearable fitness devices during the COVID-19 pandemic. It also aims to find how people feel about their invulnerability towards COVID-19 virus, because of their intention to use these apps and wearable devices. Original constructs from UTAUT2 were supplemented with COVID-19 pandemic Psychological Fear and Social Fear in addition to Health Consciousness. A sample consisting of 212 Indian adults filled an online survey. An SEM was conducted to test the research model. Our analysis found that Performance Expectancy, Effort Expectancy, Hedonic Motivation, Price Value, Health Consciousness, and Psychological factors have a statistically significant effect on Behavioral Intention. Behavioral Intention has a significant effect on Invulnerability. This study is one of the first to examine the intention to use fitness apps by using the COVID-19 pandemic fear constructs and examine the effect of Behavioral Intention on COVID-19 Invulnerability.

## **Socially distant servicescape in restaurants: A study of customer preferences in the re-opening phases**

*Mr. Shyam Sundar K (Amrita School of Business)*

*Ms. Deepika A Bhat (Amrita School of Business)*

The pandemic has significantly affected how consumers prioritise their preference for restaurants while dining out. There are multiple factors that affect their preference and intentions and it is useful for the marketers to analyse these. This research aims to find the key concerns that consumers have while dining out during the re-opening phase and helps marketers to understand the key factors with respect to socially distant servicescapes in them. The study used a quantitative survey to find the factors affecting consumer preferences for dining out restaurants from a sample of urban and rural customers from states of India. A regression analysis of the model showed that recommendation variable was the topmost factor that affected their decision to dine in at a restaurant during these times.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **NPA in NBFC in India**

*Prof. Aniket Pundir (Chandigarh University)*

NBFCs are playing a significant role in lending industry in India. Main functions of NBFCs are to borrow the money/funds from other financial institutions/commercial banks and lending the same again to their clients on higher rate of interests. Difference in Rate of Interests are the margins of NBFCs and apart from that they are also getting processing fees and also selling third party products to their clients such as Life Insurance and General Insurance, these are other source of Income of NBFCs. Main source of income are difference in ROI what they getting from customers and what they are paying to their lender. NBFCs are facing slow down in recent years. Main cause which hit their profitability is Non-Performing Loans which are increasing day by day and creating big problem NBFCs. Nonperforming loans/Assets are those loans which does not return on time, or we can say that when a loans is in overdue for more than 90 days are classified as Non Performing Assets/Loans. Here in this paper we will systemically review the literature/articles which are already published on Non-Performing Assets in NBFCs in India and will try to find out the main reasons/determinants of rising NPA in NBFCs in India and will find out scope of further research in this area.

विद्यया ऽमृतमश्नुते  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Meeting Online, Am I Fine: The Influence Of Social Comparison, Self-Consciousness And Self-Efficacy On Online Participation And Teamwork**

*Ms. K Maya Ramesh (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, India)*

*Ms. Karthika Byju (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, India)*

*Dr. Shobhana Madhavan (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, India)*

*Dr. Deepak Gupta (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, India )*

The impact of the Covid19 pandemic has been very severe on the education and working sector. A distinct feature of the pandemic has been an exponential rise in the use of online classes and work from home. The relative newness of the phenomenon has led to the paucity, and the need, for research investigating the always online experience. This study contributes to this gap by investigating the influence of psychological factors on antecedents and outcomes of online classes and meetings. Specifically, we study the impact of that the psychological variables such as self-efficacy, self-consciousness, and social comparison on the participation of individuals in online classes/meetings. We also investigate the influence of these variables on their subjective evaluation of teamwork during online classes and meetings. Using judgmental sampling, an online survey of 240 respondents across India was conducted. The data was analyzed using Structural Equation Modelling. Our analysis shows that Self-Efficacy, Self-Consciousness, and Social Comparison had a direct and positive impact on both online Participation and the subjective experience of Teamwork. This study contributes to the existing literature by examining the impact of psychological variables on online teamwork.

## **Reimagining & Reshaping the Indian Tourism Industry Post Covid-19**

*Mrs. Smruti Rekha Sahoo (Samanta Chandra Sekhar Autonomous College, Puri)*

*Mrs. Alaka Panda (Biju Patnaik Degree College of Science and Education)*

The outbreak of Covid-19 which was closely followed by a nationwide lockdown brought the whole nation to a standstill. The Indian travel and tourism industry saw an early impact since it is linked with movement from one place to other. The year 2020 has been a roller coaster ride for the tourism industry struggling with plunging revenues leading to shrinking profitability. Even after lifting travel ban, the fear of getting infected is likely to deter tourists from planning travel for some time. One has to strike a delicate balance between saving lives and rebooting tourism.

This paper is an explorative study which aims to present the current scenario of tourism in India using primary and secondary sources of data and through simple tools and techniques. It also aims to re-imagine the scope of tourism industry post covid-19, provide suggestive measures in order to revive and reshape the industry and also develop it in a sustainable way.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Implementation Of Material Requirement Planning System To Streamline The Process Flow Of Production Planning And Control**

*Ms. Shruti Devidas Gaikwad (College of Engineering Pune)*

*Dr. B. U. Sonawane (College of Engineering Pune)*

*Mr. Somil Shrivastava (Magna Automotive India Pvt. Ltd.)*

*Mr. Manoj Gurav (Magna Automotive India Pvt. Ltd)*

The whole enterprise will be managed as a complete entity and all the resources have to be planned & executed centrally in order to avail the information with all the stakeholders, within the enterprise to achieve better coordination. A single database is accessed by all the employees within an organization which is combined across departments by the centralized ERP for implementing the integrated production planning and materials management system. With the help of an integrated system we can manage the material in an organization at a single place. There is a need for a central management system which can manage the complete supplies, and the usage of material within an organization. MRP system works on a set of inputs, and then it utilizes the information. Material requirement for the production with the specification of time period is provided by the MRP. This paper comes up with a continuous improvement approach to conquer difficulties which are faced by manufacturing firm without MRP system. It aims to compose a systematic implementation process that comprise the tools of continuous improvement and contemplate the behavioural aspects.

## **Learning from the COVID-19 Pandemic: Developing the Ability to Manage Uncertainty in Today's Entrepreneurs**

*Mr. Siddharth Garg (Indian Institute of Management Bangalore)*

The COVID-19 pandemic has reminded us of how uncertain the future is. According to the World Economic Forum, 70% of startups across the world have to terminate full-time employee contracts, and 40% have only enough cash to survive three months at most (De Cuyper, Kucukkeles & Reuben, 2020). Today's entrepreneurs must face an increasingly VUCA world, while also being adaptive enough to survive exogenous shocks like COVID-19. The question then arises, how can we educate budding entrepreneurs to survive and thrive in crises like COVID-19. The answer may lie in the work of Frank Knight. In this paper, I review the characteristics of the Knightian entrepreneur that made them fit to manage uncertainty, and provide directions on how those characteristics can be developed among students using current literature. I conclude by highlighting new avenues for research in entrepreneurship education and guidelines for teaching entrepreneurship.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE



## **Exploring Factors Affecting the Adoption of MOOC in Generation Z using Extended UTAUT Model**

*Prof. Rakesh Kumar Meert (Doon Business School, Dehradun, India)*

*Dr. Devkant Kala (University of Petroleum and Energy Studies, Dehradun, India)*

The purpose of this paper is to Explore Factors Affecting the Adoption of MOOC in Generation Z using Extended UTAUT Model. Our pilot survey on a sample size of 132 students of higher education in Dehradun, Ghaziabad and Anand confirmed the reliability and validity of the data collection instrument as well as the explanatory power of the extended UTAUT2 model in MOOC adoption among the Generation Z in the Indian settings. The analysis of data also corroborated the positive influence of additional predictor variables viz. Language Competency and Teacher Influence on the Behavioral Intention of MOOC adoption among Generation Z which in turn add to the explanatory power of existing theory of UTAUT2. Research outcomes will help the education policy makers, academicians, MOOC designers and Edtech companies to improve MOOC attractiveness and marketability to Generation Z thereby facilitating them in their learning process and helping them grow personally and professionally. MOOC acceptability will immensely help the nation in improving gross enrolment ratio to the level of developed nations indirectly and positively impacting nation's economy. Future research directions are also discussed.

IIM INDORE

## **Unshared Mobility: The Preference For Shared Mobility In The Covid Era**

*Mr. Aswin G (Amrita School of Business, Coimbatore)*

*Mr. Varadharaju R (Amrita School of Business, Coimbatore)*

*Dr. Deepak Gupta (Amrita School of Business, Coimbatore)*

*Dr. Shobhana madhavan (Amrita School of Business, Coimbatore)*

Shared mobility was one of the most rapidly growing sectors in India pre-COVID19 but has now been negatively impacted by the pandemic. This study examines the intention to use shared mobility in the era of COVID19. We conducted a survey of 244 respondents across India to determine the factors influencing their intention to use shared mobility. Trust in the shared mobility platform, productive use of travel time, value for money, social influence and intention to share were found to have a positive influence on the intention to use shared mobility. Conversely, the anxiety of contracting COVID19 and the need for privacy were found to have a negative influence. The study contributes to the shared mobility literature by being among the first to examine the impact of COVID19 anxiety, privacy concerns and intention to share on the intention to use shared mobility.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Exploring the determinants of consumer buying behaviour in the Pandemic Situation (COVID-19)**

*Mr. Akashdeep Joshi (Lovely Professional University)*

*Ms. Preet Kanwal (Lovely Professional University)*

The Indian Government declared a nationwide lockdown in the country to control the spread of Coronavirus. The lockdown led to the decline of the economic structure of the nation resulting in massive economic losses. Several organizations choose the 'work from home mode to restore their business operations. There were very few research articles and literature available in particular which are based on determinants affecting the consumer buying behaviour during the Pandemic. Therefore, current research work is an attempt to discuss the factors affecting consumer buying behavior in the pandemic era.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Consumer behavior characteristics in fast fashion**

*Mr. Srinath R (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore)*

*Ms. BLS Keerthana (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore).*

Humans are susceptible to changes and often tend to follow trends. Not many things reflect this other than the dynamic nature of consumer behavior. In recent times there is seemingly unstoppable growth of fast fashion and an equally insatiable appetite among consumers. This topic, while it has had some attention, seems to be lacking in-depth studies based on consumer behavior theory.

This study investigates how general consumer behavior theories are applied in fast fashion while exploring the underlying motivation behind the disparity in the buying behavior between general and fast fashion consumers. The study is based on descriptive research through a survey among the relative infant Indian market, and available brands (Zara, H&M, Myntra, Ajo, Trends, etc.) The decision-making process, degree of involvement, alternative evaluation, individual differences, and group influences were investigated. The results indicate that fast fashion consumers exhibit impulsive buying behavior and that the majority have an awareness of their purchase behavior. But their involvement in a purchase is low which is typical but reflecting the importance of branding and scope for customer loyalty in the fast fashion industry in India, which is still in its infancy.

## **To Touch or Not to Touch: Willingness to Adopt Augmented Reality for Purchasing Apparels**

*Ms. Santra Elsa Thomas (Amrita School of Business, Coimbatore, Amrita Vishwa Vidyapeetham, India)*

*Ms. Merin George (Amrita School of Business, Coimbatore, Amrita Vishwa Vidyapeetham, India)*

*Dr. Deepak Gupta (Amrita School of Business, Coimbatore, Amrita Vishwa Vidyapeetham, India)*

*Dr. Shobhana Madhavan (Amrita School of Business, Coimbatore, Amrita Vishwa Vidyapeetham, India)*

This study examines the willingness to adopt augmented reality for purchasing apparel in a low touch environment forced by COVID19 in India. The study combines the UTAUT2 model and the Technology Readiness model to examine the factors influencing the adoption of Augmented Reality in three distinct contexts: (a) In- store; (b) Smartphone Apps and (c) Web browser. Using non-probabilistic judgmental sampling, an online survey was conducted with 243 respondents across India. Ordered Logistic Regressions was used to analyze the data. The adoption of Augmented Reality in apparel stores was found to be positively influenced by performance expectancy, expertise, and optimism towards the application and negatively influenced by the need for autotelic touch. The adoption of Augmented Reality using smartphone apps was positively influenced by security, expertise, optimism, technical support and was impacted by gender, with men less likely to purchase using these apps. Finally, the adoption of Augmented Reality for apparel purchase using web browsers was positively influenced by security, expertise, optimism, age, and influenced by gender, with men less likely to purchase using these apps. This study contributes to a nuanced understanding of how the use of different platforms may influence the adoption of Augmented Reality. These insights have important managerial implications in the Covid19 era where consumers may be

apprehensive about touching clothes and visiting brick and mortar stores and may prefer Augmented Reality.



सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **A paradigm shift towards tech-shaping of HR in post COVID scenario**

*Prof. Thiagarajan R (PSG Institute of Management)*

*Ms. Nikitha V (PSG Institute of Management)*

*Ms. Kaviyappriya M (PSG Institute of Management)*

The COVID-19 pandemic has brought up a lot of transformation in the business environment across the world. This scenario primarily demands social distancing and other safety measures that must be followed, which is quite challenging in crowded workplace. The extended lockdown during covid-19 has forced the employees to work from remote locations, where technology was the only binding factor that connected employees and ensured uninterrupted workflow. This physical gap between employees and the HR executives was filled with technology enabled operations which led to complete tech-shaping of HR activities. So, this paper mainly focuses on complete Tech-shaping i.e., digitalization of HR. The shift here is all about changing from a traditional way of HRM to a digitalized HRM. As the traditional way of HRM consumes lot of time in hiring, training, recruiting, etc, where everything is manually performed using HRM software's. The technological shift of HRM eases the work of HRM employee where each function of HRM is automated where it allows a company to upgrade its key competencies, internal operations, relevant markets, and organizational structure. So, here we conclude that the paradigm shift towards tech-shaping of HR will also help an organization in post COVID-19 scenario by improvising the accuracy and efficiency of HRM.

## **Awareness, Trust and Adoption of Cryptocurrency and Blockchain Technology in India**

*Ms. Sonu Susan Eapen (Amrita School of Business)*

*Ms. S Pavithra (Amrita School of Business)*

Commodities have been used as currencies in the Barter system throughout human history. Fiat currency is the newest development; it was first used about 1000 years ago and is now the most widely used type of currency. The evolution of money did not stop there. The most recent advancement in the monetary system is cryptocurrency. Cryptocurrency is a virtual currency, not a commodity or a fiat currency. Unlike traditional payment systems, it lacks any governance mechanism aside from its underlying software. This has a number of ramifications for the system's operation. To begin with, there is no requirement in this type of transaction. Verify a user's identity or cross-check with watch-lists or embargoed countries through a financial institution, payment processor, or other intermediaries. This article describes what cryptocurrency and blockchain technology is, how cryptocurrency is perceived in the Indian market and the factors that will aid citizens in adopting cryptocurrency.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE



## **We are what we watch: Influence of Videogaming, OTT on Covid19**

### **Prosocial behaviour**

*Ms. Mahaa Sreenithi RA (Amrita School of Business, Coimbatore)*

*Ms. Kalaivani J (Amrita School of Business, Coimbatore)*

*Dr. Shobhana Madhavan (Amrita School of Business, Coimbatore)*

*Dr. Deepak Gupta (Amrita School of Business, Coimbatore)*

The increase in Covid19 has led to an increase in popularity of playing video games and watching content on Over-the-top (OTT) media platforms. This study examines how the type of content that viewer engage with on OTT and video games may influence their prosocial behavior related to Covid19 health precautions. Using judgmental sampling, we conducted an online survey with 219 OTT users of which 132 users also played video games. The data were analyzed using regression. The results showed that greater the duration people spend in playing video games, the less likely they were likely to follow Covid19 precautions. In the case of OTT users, we found that watching action movies has a significant and positive influence on Covid19 prosocial behavior but watching violent movies has a significant and negative impact on prosocial behavior. The study contributes to the literature by showing how the content watched on OTT platforms and the type of video games have a significant influence on Covid19 prosocial behavior.

## **Sustainable Career - Scale Development and Validation**

*Mr. Rajthilak R (BITS Pilani Hyderabad)*

*Dr. Swati Alok (BITS Pilani Hyderabad)*

The aim of the study was to understand and develop a measure for sustainable career. This study tries to understand the theoretical concepts of sustainable career from Temporary Agency Workers (TAWs) perspective and scale was developed accordingly. A proper measure helps in understanding the meaning and its relationship with other variables. Currently, it is important to study sustainable career due to the diversity in employees' generation namely millennials (Generation Y) and post-millennials (Generation Z) in workplace.



सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Online Shopping Intentions of Generation X, Y and Z Consumer's During COVID-19 Pandemic in India**

*Dr. Brijesh Awasthi (Poornima University, Jaipur)*

*Dr. Masuma Mehta (Techno India University, Kolkata)*

Online shopping was growing speedily during COVID-19 pandemic in India. The study investigates the factors affecting online shopping intentions of generation X, Y and Z during COVID-19 pandemic. 912 responses were collected from 18 Metropolitan cities from India and analysed using SPSS version 20. The questionnaire includes socio-demographic questions and consist 20 interest variables related to online shopping intentions during COVID-19 pandemic. All variables of interest including Behavioural Intentions, Perceived Usefulness, Hedonic Motivation, Subjective Norms and Health & Safety were measured using 5-point Likert scale and achieved acceptable Cronbach's alpha levels in this study. The study find that Generation X consumers are least interested in online shopping as comparatively generation Y and Z. but during COVID-19 pandemic they started online shopping more than previous. There is no significance difference is found between generation X, Y and Z consumers' online shopping intentions during pandemic.

The perception of generation X has changed now they perceived usefulness of online shopping, due to health & safety intentions online shopping is best choice and hedonic also.

## **Fashionably Social: Social Media Engagement, Social Comparison and Fashion Brand Purchase**

*Mr. Muhammad Jassim. H (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, India)*

*Ms. Madhumitha. M (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, India)*

*Dr. Shobhana Madhavan (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, India)*

*Dr. Deepak Gupta (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, India)*

Social media is playing an increasingly important role in the marketing of fashion brands. This study examines the influence of social media engagement on purchase intention of fashion brands followed on social media. Using judgmental sampling, an online survey was conducted with 182 respondents. The study found that higher the fashion consciousness, higher the purchase intention. Social media engagement, specifically in terms of commenting, was found to have a positive influence on purchase intention. The study showed interesting results with regards to psychological variables. Respondents high in self-esteem were less likely to purchase fashion brands in social media. Upward physical social comparison, or tendency to compare oneself with better looking people had a negative influence on purchase intention, while downward physical social comparison, or the tendency to compare oneself with less good looking people, had a positive impact on purchase intention. This study contributes to the social media marketing literature by highlighting the importance of social comparison and self-esteem in the purchase of fashion brands.

## **Exploring Organizational Immunity- A case of IT companies in India**

*Mr. Ankit Tiwari (Kumaun University, Nainital)*

*Mr. Vatsal Tripathi (Invesco)*

### **Introduction and Purpose**

The progressive organizations of 21st century are essentially dynamic systems which are striving for efficiency and sustainability in unpredictable economic and market upheavals. The continuously changing, highly dynamic and competitive business environment is challenging and threatening the existing organizational philosophies, doctrines, theories and practices. As a result of which the concept of organizational immunity is gaining a lot of attraction, but it is still in its infant stage. The term Organizational immunity has been loosely defined in standard texts as Organization's resilience represented by its ability to protect and defend itself either by preventing or overcoming vulnerabilities and threats. But in today's hyper information, 5G and Artificial Intelligence age when market trends and the contemporary laws of economics change within a blink of an eye there is a pressing need not only from academic fraternity but from time also to rechristen and ponder into the concept of ORGANIZATIONAL IMMUNITY with enhanced and creative bent of mind.

The present paper tries

1. To explain what Organizational Immunity is all about?
2. To gather insights on how Indian INC's information technology brethren perceives organizational immunity as?
3. What is the concept of Organizational Reaction Time and it's relation with Organizational Immunity? Towards the end of the study the researcher has tried to prescribe what remedies should be taken by IT companies so as to increase their respective organization's Immunity?

Research design and methodology: The study has adopted descriptive research design and a sample of 85 professionals from information technology (IT) industry has been taken by simple random sampling. The employees of IT companies like TCS, HCL, Infosys, Google, Microsoft, HP, Mindtree, Wipro (who are working in India) are taken for the study, using a self constructed test battery including 20-item scale to measure the construct of Organizational Immunity. Collected data has been analyzed through ANOVA, regression & correlation using SPSS 20.

Key Results –

1. The scale reliabilities for the variables in the study is 0.847 (which is greater than 0.5). The model has R square value that is denoted as R value = 0.999 and ANNOVA has F value = 23423.281 ( $p = .000$ ) with degree of freedom ( $df = 5$ ), it reflects that  $H_0$  is rejected and variables i.e. Organizational DNA, Organizational memory, Organizational Development, Crisis Management Mechanism and Financial Health shows a significant impact on Organizational Immunity.

2. Organizational immunity is different from Crisis Management. Crisis management is limited to managing the crisis only. It means it waits for the crisis to happen and hence it is a reactive approach. Organizational Immunity on the other hand is a proactive attitude. It enshrines the quote „ The more you sweat in peace the less you bleed in war “. Organizational Immunity is all about having systems and processes in place to never even experience a crisis and always maintaining a winning streak.

## **Work From Home And See The World: Travel During Covid19 Pandemic**

*Mr. Ajay Kumar K (Amrita School of Business, Amrita Vishwa Vidyapeetam, Coimbatore)*

*Mr. Ganesshb T L (Amrita School of Business, Amrita Vishwa Vidyapeetam, Coimbatore)*

*Dr. Shobhana Madhavan (Amrita School of Business, Amrita Vishwa Vidyapeetam, Coimbatore)*

*Dr. Deepak Gupta (Amrita School of Business, Amrita Vishwa Vidyapeetam, Coimbatore)*

The impact of the Covid19 pandemic on tourism and hospitality has been very severe. This study uses a modified framework of the Theory of Planned Behavior to examine the factors influencing travel intention in the pandemic era. In addition to attitude, subjective norms, and perceived behavioral control the influence of the pandemic anxiety, Covid19 social fear, and Covid19 own risk appraisal were examined. The influence of work from home has increased during the pandemic and was also studied. Using judgmental sampling, an online survey of 203 respondents across India was conducted. The regression analysis showed that Prior travel experience, Perceived Behavioral Control and Subjective Norms had a positive influence on travel intentions. Work from Home was found to have a positive influence on travel intention. Surprisingly, concerns related to Covid19 fear were not found to be significant. This study contributes to the travel and tourism literature by examining the impact of new variables such as work from home and pandemic travel anxiety.

IIM INDORE

## **Competing despite covid fear: social media usage and sports participation**

*Mr. Athul Kumar A (Amrita school of business)*

*Mr. Aswin R (Amrita school of business)*

*Dr. Deepak gupta (Amrita school of business)*

*Dr. Shobhana madhavan (Amrita school of business)*

Social media is widely used as a networking tool in the sports industry. The aim of this study is to identify the factors influencing its industry. This aim of this competitive sports participation in the context of the Covid19 pandemic. conducted. Using judgmental sampling, an online survey of 243 respondents was the analysis was done using structural equation modeling (SEM). participation was for Competitive sports and to be positively influenced by social media usage frequency, friends playing competitive sports, Covid19 Fear, competitiveness, as well as functional and emotional usage of social media. The factors relating to the different forms of social media usage were also examined. This study is one of the first to examine social media usage in sports in the Covid19 pandemic era and offers useful insights for promoting competitive sports through social media and understanding the nuances of different types of social media usage.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE



## **A Study on Impact of Covid-19 Pandemic on Individual Investors' Preferences: An Empirical Analysis in Delhi-NCR**

*Payal Rani (K. R Mangalam University, Gurugram)*

*Dr. Rashmi Jain (K. R Mangalam University, Gurugram)*

*Dr. Vibhash Kumar (Department of Commerce, Ramanujan College, Delhi University)*

Financial crisis due to Covid-19 is currently the prime issue not only for an individual or nation but for the whole world. We know that in the year 2020, a lot of people lost their jobs, had cut off in their wages or are facing the problem of financial reallocation for their families. Risk and return are the factors which are required to be adjusted for making financial portfolio. Working class individual generally have fixed income and so they are able to make proper planning of their investments. The overview of the investor has changed due to uncertainty and risk perception changes and they have reallocated their investments. In this paper we aim to find the shift in investment preferences due to Covid-19 pandemic for the salaried individual residing in Delhi NCR.

**OBJECTIVE:** To study the impact of Covid-19 on salaried individual investors' preferences regarding different investment avenues.

**METHODOLOGY:** The research is descriptive in nature. The sample size of 130 salaried individual investors has been taken from which 8 responses were invalid and only 122 responses are valid. SPSS software is used to tabulate and drawing results.

**FINDINGS:** COVID-19 has changed the risk outlook of most of the salaried investors as more than 80% investors are becoming more risk averse. Investors are shifting their investment from more risky assets (Equity shares, derivatives, GDRs, Mutual Funds) to less risky assets (Bank FDs, Bullion and Insurance policies).

**IMPLICATIONS:** This study of investment priority will be very valuable in understanding the salaried investors' behavior and pattern. This study will prove beneficial to the policy makers and investment vehicle designers to design a new

investment vehicle to cater the hourly need of the investors. This study will also be beneficial for financial consultants/advisors.



सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Identification Above Quinquagenarian: A Bibliometric Review of 55 Years of Organizational Identification Research**

*Ms. Swati Chaudhary (Gurukul Kangri Vishwavidyalay, Haridwar)*

*Dr. Patiraj Kumari (Gurukul Kangri Vishwavidyalay, Haridwar)*

*Ms. Aditi Gupta (Gurukul Kangri Vishwavidyalay, Haridwar)*

Organizational Identification (OI) research is rapidly increasing, with 118 papers published in 2019, 168 articles in 2020, and 15 published articles until February 2021. This article aims to look into the five-decadal collaborative network of authors, organizations, and countries, as well as the conceptual and intellectual structure of construct through keywords and co-citation pattern mapping. The Scopus database was used to extract 55 years of studies on OI reported from 1965 to 2021, allowing for performance and visualization mapping of scientific publications. The free bibliometric programs "Biblioshiny" and "Vos's viewer" have been used to analyze 1129 records. The interpretation of performance indicators and network mapping of OI is summarized in the result section. This work is the first network mapping review of previous scientific studies on OI. The research will aid researchers, scholars, and teachers in better comprehension of the domain. It will also inspire social psychologists in comprehending and implementing effective ideas for the development of welfare policies in organizations. Additionally, researchers from countries with the lowest percentage of OI studies, such as Sri Lanka and India, might well be encouraged to work harder on this divisive subject.

IIM INDORE

## **Rapid Response Mechanism of Social Purpose Organizations to Covid-19 like discordant conditions**

*Robit Bhardwaj (Shri Mata Vaishno Devi University, Katra (J&K))*

*Rajni Sanson (School of Business, Shri Mata Vaishno Devi University, Katra (J&K))*

*Dr. Saurabh Srivastava (Faculty of Management, Shri Mata Vaishno Devi University, Katra (J&K))*

The world is experiencing the most terrible economic and social turmoil, which has unfavorably impacted the governments and the society. The economy and lives of people across the globe has been adversely affected and several agencies are seeking to augment the recovery efforts by shaping their entrepreneurship programs and augmenting the ecosystem capacities. The vulnerable populations at the lower strata of the society, due to poverty, unemployment and no education are often prone to the maximum adverse effect due to COVID-19 and hence it needs to be effectively served. The structure and philosophy of social purpose organizations (SPOs), has established its reputation for solving market and governmental failures by positively transforming the vulnerable segments of the society. However, it is interesting to note that the SPOs are also affected due to the supply and demand inefficiencies during these times. However they have the ability to connect, coordinate and communicate with the masses and provide suitable solution with the positive engagement of the stakeholders with its rapid response mechanism. The paper explores how a rapid response mechanism of SPOs can be strengthened to address the crisis situation. Following a case based methodology and based on in-depth study of two SPOs of Indian origin the study provides critical factors that facilitate the development of rapid response mechanism in SPOs for dynamic situations like COVID19.

## **Smart Choices: Factors Influencing Brand Choice in Smartphones**

*Ajay J (Amrita School of Business, Coimbatore, Amrita Vishwa Vidyapeetham, India)*

*Vaisakh P (Amrita School of Business, Coimbatore, Amrita Vishwa Vidyapeetham, India)*

*Dr. Deepak Gupta (Amrita School of Business, Coimbatore, Amrita Vishwa Vidyapeetham, India)*

*Dr. Shobhana Madhavan (Amrita School of Business, Coimbatore, Amrita Vishwa Vidyapeetham, India)*

This study aims at examining the factors that affect the brand choice of smartphones among the Indian consumers. We specifically focus on the influence of privacy concerns and perceptions about China and Chinese products on the smartphone brand choices. Using non-probabilistic judgmental sampling, an online survey of 227 respondents across India was conducted. The data was analysed using Multinomial Logistic Regression using STATA software. The results indicate a salient influence of economic animosity about China and the general perceptions about Chinese products on the choice of Smartphone brands in India. This influence, however, varies by brand. Specifically, economic animosity about China and overall perceptions about Chinese products were seen to have a positive influence on the probability of choosing brands such as Samsung and One Plus over Apple. However, when Xiaomi/Redmi was the comparison brand, it was brand name rather than perceptions about China that drove a relative preference for Samsung and One Plus. Taken together, our results suggest a salient but nuanced role about concerns about China on the choice of Indian smartphone brands. This research contributes to the existing literature by examining the impact of software features, need for privacy concerns, economic animosity about China and perception towards Chinese products in understanding factors affecting brand choice in smartphones.

## **Employee engagement handled by HR Managers, making use of digital platforms to innovate, and strategies to overcome virtually**

*Prof. Asrar Mohamed (ITM Business School, Chennai)*

*Dr. S Ajitha (ITM Business School, Chennai)*

*Tiwari Roopsi Rajesh (ITM Business School, Chennai)*

*Ann Jacob (ITM Business School, Chennai)*

Organizations across the world started strongly believing that employee engagement is a core strategy to improve the productivity and morale of the employees. They have found different ways to increase the engagement level of the employees to reduce the attrition rate. Most of the organizations have invented and re-modified their strategies to adapt to the generation changes and they were successful too. Everything has turned upside down after covid-19 when organizations asked all the employees to operate virtually from their homes. Though the model is cost-effective for employers, they are struggling to find ways to engage virtually with them in the other side. Most of the employees started enjoying the virtual work initially, but it has become a torment later.

Tech-savvy organizations utilized their digital strength to have uninterrupted work & served their customers on time. Digital communication platforms have seen tremendous growth and all business meetings started happening with ease and soft. HR managers, on the other hand, are also striving to bring in some digital engaging tool for employee engagement. They started using social media as an effective engagement tool and it is paying off in a good way. The virtual world has opened new doors for the development of resources as well as business leaders. Employees can allocate time for self-development and new learnings are happening through digital platforms. This paper is attempted to analyze the employee engagement level during the lockdown in a positive as well as negative aspect from an employee end. Also, this paper intends to find out the different engagement strategies to adapt to the virtual world. The primary data is collected using a questionnaire. HR Managers

make use of digital platforms, innovate and invent strategies into all the functions of HR to make the employees more engaged with the organization.



सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **An Analysis of Online Reviews of Customer Satisfaction In Mobile Phone Buyers**

*Mr. Jeevarathinam B (Amrita School of Business, Coimbatore)*

*Mr. Athul Varkey (Amrita School of Business, Coimbatore)*

*Dr. Deepak Gupta (Amrita School of Business, Coimbatore)*

*Dr. Shobhana Palat Madhavan (Amrita School of Business, Coimbatore)*

This study discusses the determinants of customer satisfaction in premium and budget mobile buyers through an analysis of online reviews. Using text mining and content analysis of around 30000 online mobile buyer reviews, the study found that the price, value, technological features, built quality, packaging, looks, brand perception and delivery service quality are the key factors which buyers consider important for their satisfaction. Both Premium and Budget mobile buyers gave high importance and showed high satisfaction with respect to Technological features. Packaging in mobile phones is not considered important so brand owners may show less attention towards packaging. As per the findings, this article concludes by presenting theoretical and managerial implications.

सिद्धिपूर्वकं प्रयत्नम्  
भा. प्र. सं. इन्दौर  
IIM INDORE



## **An Analytical Study on Post Pandemic Emotional Investments of Individual Investors with special reference to Bank and Insurance Sector**

*Ms. Chandni Keswani (Shri Vaishnav Institute of Management)*

*Ms. Teena Saini (Indore Institute of Law)*

COVID 19 pandemic has shaken the world physically, financially and emotionally. It has not spared anyone be it superpowers like USA, UK etc. or the humble developing and underdeveloped like India, Sri Lanka etc. It has affected every sector of economies, especially the financial markets. Individual investors who are the veins of these markets are like handcuffed and restrained from making investments as the salary deductions, hospital bills; medical expenditures have robbed their pockets. Investment for individual investors now has become more of an emotional activity as the objectives of investments in various avenues have changed drastically. In the present paper researchers have attempted to study the changes in the investment behavior/perception of individual investors post pandemic towards the investment and choice of investment avenues and also the impact of emotions on the investment decision making.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

**GREAT CRISIS ARE CRUCIBLE OF GREAT LEADERSHIP: Elements  
of Resilient Leadership and Strategic Communication during Covid-19  
Times that Got Results**

*Ms.Ritu Prasad (INDusAcuity)*

Times of great crisis are profound test of resilient leadership. Leaders who have shown mettle to emerge out on top, all have embraced science as the foundation of their agile coronavirus response and deployed empathetic listening to develop strategic variables. Resilient leaders have consistently used strategic communication that acknowledges fear of people, citizens central part of the response and recovery plan, cultivated gratitude and visibly backed their proclamations with personal action (thereby exhibiting personal leadership) - be it New Zealand's PM Jacinda Arden, Australian PM Scott Morrison, Taiwanese Premier Tsai Ing-wen, South Korean President Moon Jae-in, German Premier Angela Merkel or current US President Joe Biden. In sharp contrast former US President Donald Trump, Brazilian President Jair Bolsonaro, Indian PM Narendra Modi, South- African President Cyril Ramaphosa and Hungarian PM Viktor Orban have exhibited inept leadership and have brought their countries deeper in the morass of Covid -19 negative impact, as brought out by statistics.

सिद्धिमूलं प्रबन्धनम्

भा. प्र. सं. इन्दौर

IIM INDORE

## **E-learning Methodologies for Management Students during Pandemic**

*Dr. Vinita Sharma (New Delhi Institute of Management)*

*Ms. Tanu Manocha (Amity University)*

In academia and higher education, COVID-19 pandemic instigated a digital revolution. During this period, students have also learned not only to complete their personal transition to fully-functional and usable online learning, but also to understand the efficacy and importance of the online securities, online exams, online internships or training and online employment. Due to the pandemic, e-learning has become a mandatory part of students of all academic levels across the globe. This disastrous condition has transformed the mechanism of offline learning into online learning and transformed the learning methodologies from students' perspectives. This study is an attempt to analyse the level of satisfaction of the management students through e-learning methodologies and platforms. The study will help to find solutions to strengthen the students' self-learning skills. It will also help to find out the students' attitudes towards e-learning during a pandemic. Factor analysis is done to find out the factors affecting the attitude of management students of Delhi and NCR region towards e-learning methodologies and e-learning platforms. Further the study also analysed the association of these factors with the demographic profile of the respondents using one-way ANOVA.

सिद्धिपूर्वकं प्रबन्धनम्  
भा. प्र. स. इन्दौर  
IIM INDORE

## **Development of Risk Quantification Model for Railway Construction Projects In India**

*Dr. Ravindra Shrivastava (National Institute of Construction Management and Research)*

*Dr. Sumeet Gupta (University of Petroleum and Energy Studies, Dehradun)*

Transport infrastructure by providing better physical connectivity plays a crucial part in a country's economic growth and is considered to be lifeline of any nation. The existing Indian railway (IR) network is congested and overused, leading to slower train speeds and potential revenue losses. To overcome these shortcomings, IR focuses on building new lines, doubling existing ones and upgrading narrow gauge to broad gauge. The majority of rail projects in India are affected by cost & time overruns, placing the project viability at risk. This leads to increases the final cost of project, tying down client capital due to non-completion of the project. The research shows that inaccurate assessment of project risk is the biggest challenge and constrain in project management of railway projects (A research by FICCI and PMI, 2017). Considering the overrun, losses and inefficiency in the railway projects, It is very important to take effective steps to reduce the overruns by enhancing project management processes, software or technological interventions, re-engineering of the process framework in the project. The purpose of the study is to identify the likelihood of occurrence and impact of risk factors on construction activities in railway construction projects. Also, to develop a risk assessment model in terms of relationship between project risk and project performance in railway construction projects. The research design for the study is exploratory and analytical. The expected value method and earned value analysis used to quantify the risk involves in the railway project. The research establishes the risk and activity relationship affecting the project performance for construction of new railway track project; a model named "Risk Quantification Model" (RQM) developed by considering the perception of industry people. The overall risk quantification model can predict the trends of the performance of the project with reference to the baseline and risk based

Baseline which identified by considering the pessimistic scenario of all the risk factors on the project.



सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Impact of Covid-19 Pandemic on Adoption of Digital Payment in India**

*Dr. Ekta Rokade (School of Economics, DAVV University Indore)*

*Ms. Garima Vyas (Institute of Management Studies, DAVV University Indore)*

Covid -19 coronavirus is putting unprecedented pressure on all including government society, market, business and individual. These pressures can result in long term transformation in the economy and society. Covid 19 crisis started as a global healthcare crisis but it indirectly coupled with many other aspects. Government stringent restriction and lockdown conditions for the benefit of the society cause much financial and economic loss. Despite many financial burdens, the pandemic has opportunities for some sectors. Information and communication technology are one the sectors that play an important role during this pandemic. As the pandemic is communicable, one can use digital financial products and services to satisfy their basic needs with minimal health risk present in any physical mode of payment.

In our study, we provided evidence of digital metamorphosis in the financial sector. To analyze the impact of covid -19 on the adoption of digital finance, we have employed historical and real-time data on digital payments that provide us with a clearer picture to detect such transformation in a short span.

The current study was conducted to understand the impact of the covid-19 crisis on the adoption of digital payments in India. The study also tried to identify the effect is primarily driven by the covid-19 pandemic itself rather than government strict lockdown.

The study was based on secondary data. The source for gathering the same data were the RBI website and various official platforms of the government of India. The time frame for the study was from Dec 2019 to Feb 2021. The present research employed essential statistical tools such as descriptive statistic, trend analysis and multiple regression with help of Statistical Package for the Social Sciences (SPSS) software.

The results of the study revealed that the covid -19 crisis promotes the adoption of digital payments but the effect is primarily driven by covid-19 itself rather than lockdown condition because most of the economic activities were closed at that time.



सिद्धिमूलं प्रबन्धनम्

भा. प्र. सं. इन्दौर

IIM INDORE

## **Social E-Shopping in Facebook Commerce Platform: An Empirical Investigation on Consumer Individual Characteristics And Social E Shopping Intention**

*S. Aswinipriya (Vellore Institute of Technology)*

*Mr. Shaply Abdul Kareem (Vellore Institute of Technology)*

*Mr. Yuvaraj. D (Vellore Institute of Technology)*

*Prof. Pulidindi Venugopal (Vellore Institute of Technology)*

*Dr. S. Anjani Devi (Gandhi Institute of Technology and Management)*

In India, online shopping is becoming increasingly common in a variety of product categories and among individuals. Consumers started to prefer social media as a channel to purchase products where they can search, identify, and evaluate the product performance. Hence the purpose of this study is to investigate whether information-seeking gratification and entertainment value mediate the relation between utilitarian and hedonic consumer decision-making styles in the f-commerce platform. A total of 268 Facebook commerce users provided valid responses. The findings revealed that the information-seeking behavior and entertainment value acted as effective mediators between utilitarian shopping styles, hedonic shopping styles, and social e-shopping intention, continuous intention to social e-shop through Facebook commerce platform. By understanding utilitarian and hedonic shopping styles of consumers, this study benefits the retailers by giving an initial cluster of consumers' profiles who shops through the Facebook commerce platform. Firms should provide unique, reliable, and timely information to their social media followers.



## **Datification-related Meaningfulness Work Experiences: Evidence from India**

*Ms. Moumita Roy (XLRI- Xavier School of Management)*

As organizations are battling with issues like digital trust, work from home, virtual work arrangement etc., the future of work seems fragmented and tensed. Until COVID-19 happened, India was still performing with physical currencies and using papers for documentation instead of digitalizing them. It is in this context that digital transformation of work is making datification inevitable in organizations. Data is collected from hospital personnel using interview method and observation. There is scant literature available to support datification work and its linkages with meaningful work experiences. I advance a theory on meaningful work that explores datification by drawing upon worker's work, highlighting on the boundary conditions of old and new institutional contexts. Furthermore, this study explains how meaningful work as a process is constructed within the confluence of new and traditional systems.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Evaluating the Assets Quality of Selected Public and Private Sector Banks in the Modern Era of India**

*Dr. Vishnu Shankar Agrahari (Department of Commerce, Ganpat Sahay P.G. College,  
Sultanpur (UP))*

*Ms. Surabhi Srivastava (Department of Commerce, M.B. Govt. P.G. College, Haldwani,  
(Uttarakhand))*

*Mr. Mayank Jindal (Department of Commerce, M.B. Govt. P.G. College, Haldwani,  
(Uttarakhand))*

Banks are the strongest pillar of the economy by operating all financial services in the nation. They put the crucial efforts in the flow of funds through providing the loan and advances which are the main source of their income and considered as an asset of banks. Hence, evaluating the Assets Quality of banks is not only important to the depositors and stakeholders but equally significant to the bank. Itself as well as to the entire economy. This paper is an attempt to throw light on the quality of the asset of selected top three public sector banks (SBI, PNB, BOB) and selected top three of private sector banks (HDFC, ICICI, Axis) by using the secondary data extracted from the financial statements of respective banks for the period of (2016-2020). Ultimately, the paper indicates that private sector banks have sound Quality of Assets than Public sector banks.

सिद्धिं मूलं प्रयत्नवत्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Investors' Belief and Investment Decision: A Moderated Mediation Model of Risk Perception and Expected Return**

*Dr. Priyanka Gujrati (MIT-World Peace University)*

*Dr. Amar Kumar Mishra (Graphic Era (Deemed to be) University)*

The decision regarding procurement and investment of funds are the two major financial functions of any entity that strives to maximize its wealth. The decision becomes more complicated and calls for the utmost care when it is related to long term investment as it involves long term consequences, involves substantial opportunity cost and is irreversible in nature. However, an individual's decision making is bounded by his beliefs, perception, personality and attitude. The purpose of the present study is to examine the effect of investors' belief on investment decisions in mutual funds in India. The result of the study indicates that while there is a significant relation between investors' belief and investment decision; the relation is partially mediated by perceived risk, and is also moderated by expected return.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Investor Sentiment and Government Policy Interventions: Evidence from COVID-19**

*Ms. Garima Goel (Indian Institute of Management Indore)*

The paper investigates the moderating role of Government policy interventions amid the spread of novel coronavirus (January – May 2020) on the investor sentiment, and stock returns relationship. This paper uses panel data from a sample of 53 countries to examine the impact of investor sentiment, measured by the FEARS index (Da et al. 2015), on the stock return. The moderating role of government policy response indices with the FEARS index on the global stock returns is further explored. We find that government policy responses have a moderating role in the sentiment and stock returns relationship. The effect holds true even when countries are split based on five classifications, i.e., cultural distance, health standard, government effectiveness, social wellbeing, and financial development.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Financing Friction for MSMEs: Cross - Sectional Evidence from India during Pandemic**

*Ms. Dilpreet Kaur (Piramal Pharma Solutions Limited, Indore)*

*Dr. Robit Kumar Verma (Institute of Management Studies, BHU, Varanasi)*

*Prof. Rajeev P. V. (Institute of Management Studies, BHU, Varanasi)*

India is the second most populous country in the world and Micro, Small & Medium Enterprises (MSME) plays a major role in amplifying the social and economic situation of the country. The magnitude of the pandemic (COVID 19) has been prodigious and it has impacted the world in every way possible. MSMEs were mostly affected during this period because their cash flow dried down immediately, collections were affected due to lockdown in many parts of the country and lastly financial institutions becoming more cautious and laying more stringent rules for providing their support to them. MSMEs are facing many issues in availing finance in India especially during this pandemic and the present study primarily focuses on the identification of factors that endure a significant influence on access to finance. The present study identifies the prominent factors influencing the MSMEs access to finance in Coimbatore, Tamil Nadu, India during the pandemic (COVID 19). The five factors identified are the firm's physiognomies, owner's characteristics, repayment competency, pandemic peril, and information asymmetries. Results of the empirical examination confirmed that all five factors have a significant relationship with the MSMEs access to finance. In addition, the study revealed that three factors i.e. firm's physiognomies, owner's characteristics, and repayment competency have a positive influence on MSMEs access to finance. Pandemic peril and information asymmetries were the two factors that endured negative influence on MSMEs access to finance.

## **Role of perceived risk in trust-reliance-B2B brand image relationships and the influence of COVID-19**

*Mr. Prathamesh Kittur (Indian Institute of Technology, Kharagpur)*

*Prof. Swagato Chatterjee (Indian Institute of Technology, Kharagpur)*

**Purpose-** The study explores the effects of perceived risk dimensions such as time risk, performance risk, and financial risk on trust-reliance-brand image relationship in the context of B2B marketing. Additionally, the study also explores the effects of perceived risk dimensions in pre-covid and post-covid scenarios.  
**Design/Methodology-** A questionnaire-based survey data has been collected from 103 respondents from different industries. Data was analyzed, and the model was validated using PLS-SEM followed by multi-group analysis.

**Findings-** Reliance of the B2B customer on its supplier mediate trust-time risk relationship on brand image of services (BIS). On the other hand, time risk, performance risk, and financial risk with the B2B supplier partially mediate the reliance-BIP relationship. The existence of performance risk and time risk increases the effects of financial risks.

**Research Implications-** The findings of this study highlight the effects of risk dimensions on B2B brand image. Reliance plays an important role in creating the brand image of a supplier for both products and services. In a pre-covid scenario, consideration of a time risk and reliance is important, whereas, in post-covid scenarios, only reliance is important in creating BIS.

**Practical Implications-** Our findings provide managers with key insights for creating a B2B brand image leading to long-term relationship strategies by analyzing the importance of risk dimensions.

**Originality/Value-** This is one of the few papers in B2B marketing, which focuses on the effects of perceived risk dimensions on brand image.

## **Impact of Covid-19 across Sectors—Evidence from Indian Stock Market**

*Ms. Anjali Srivastava (Indian Institute of Management Ranchi)*

*Dr. Kamran Quddus (Indian Institute of Management Ranchi)*

The outbreak of coronavirus disease in 2019 and the arrival of the second and third wave of the pandemic in some countries in 2021 has caused an atmosphere of panic and fear among investors globally due to the impact of the pandemic on health, livelihood, businesses, and economies. This study examines the impact of the pandemic on the Indian stock market and its various sectors. The aim of this study is to find out which sectors are resilient to the pandemic and which sectors have been affected adversely. The study is conducted using daily returns data of market indices and sector indices of the National Stock Exchange of India for a period of one year from January 2020 to March 2021. The findings of the study show that almost all sectors of the Indian stock market were impacted negatively by the pandemic except FMCG and healthcare sectors. The sales of essential products in the FMCG sector helped the industry in maintaining its sales. Few healthcare stocks surged during covid due to increased demand for drugs that were expected to fight coronavirus disease.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Advertisement avoidance and advertisement duration**

*Ms. Sehar Saini (University Business school, Panjab University)*

Since the advent of the pandemic there has been an upsurge in the number of people using internet all around the world. With this, people are spending more and more time on watching videos online, especially on Youtube. People watching Youtube videos come across a large number of online video advertisements. Online advertisement is one of the most important advertising media in terms of its growth and future potential. Having said that, there has been something known as online advertisement avoidance which has surfaced over past few years. Advertisement avoidance has become easier with coming of technologies like advertisement blockers. Advertisement avoidance is an area which is still under researched. Researchers need to understand the reason for avoidance because there is large number of competitors out there who are having neck to neck fight to lure consumers through impressive advertisements. Advertisement duration, though is a very important aspect of any advertisement, has still not been studied in depth in relation to advertisement avoidance. This study was designed to provide insights into why people avoid Youtube advertisements. The avoidance here is categorised into three- cognitive, affective and behavioural. For the advertisement duration we have considered three types- pre roll linear, pre roll interactive and mid roll linear. Linear advertisements are smaller ones that can't be skipped while the interactive are those which are longer and skippable. Pre and mid here infers the placement of these advertisements in the video. Three types of avoidance were studied in relation to the three different advertisements through a survey. The past studies, though minimal in number, have shown both the cases where duration had a positive impact on avoidance as well as negative impact on avoidance. Our empirical study has found that people skip advertisements whenever given an option to avoid (behavioural avoidance). Larger advertisements have more emotional content and thus are more engaging. And finally, that people intentionally ignore the middle-smaller duration advertisements because of the interruption caused during viewing. The longer



advertisements having more emotional content have less affective avoidance and that longer duration advertisements with skip buttons have more behavioural avoidance simply because viewers have an option to skip. This study extends as well as confirms to the previous findings of advertisement avoidance.



सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Factors influencing foods preference of Indian youngsters**

*Mr. Senthil Nathan M (Amrita School of Business)*

*Mr. Hari Bala Krishnan (Amrita school of business)*

Humans' food preferences are impacted by a variety of interconnected factors. The goal of the study was to determine how health, mood, economics, convenience, sensory, natural content, weight control, and familiarity influence food choices, preferences, and eating behavior among young Indian adults.

India is the nation where the variety assumes enormous part among the components of dynamic. There are various states and one association domain in India. The investigation likewise planned to take a gander at the deviation in the inclinations of food decisions of the Indian youths dependent on their area.

The information gathered through online overview utilizing Google shapes that had been spread through different districts in India and caught 181 reactions from the adolescents inside the age gathering of 20 to 45. The examination is centered around the food decisions of the young people dependent on the district and sex, how they change as indicated by the effect of the elements that taken in the investigation.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Application of Simulation Modelling to Optimize Space Utilization and Floor Movement in Warehouse**

*Mr. Kaustubh Radhakrishna Puranik (College of Engineering, Pune)*

*Dr. Neela R. Rajhans (College of Engineering, Pune)*

*Mr. Abhijit R. Chiplunkar (G-TEC, Whirlpool of India Limited Pune)*

*Mr. Aditya A. Deshmukh (G-TEC, Whirlpool of India Limited, Pune)*

Warehouses play a vital role in smooth functioning of the supply chain of any product industry. To have efficient working of a warehouse, it is important to have the warehouse optimized in every dimension. Space utilization in warehouses is always an opportunity to work on. Also, to save time, money and efforts, the floor movement utilization contributes as a key factor. In this study, simulation modelling is used in a multinational company involved in manufacturing of home appliances. Current situation reveals that there are 60 special product types and 2 or more vehicles used in the warehouse for movement of those products as no dedicated vehicle is allotted for them. Live scenario mapping is done with the help of a certain data set, by creating a working simulation model. The model is then analysed and studied to find the opportunities for warehouse space management. To propose the solution for the opportunities, a new warehouse model is built. In the new model, a Mini Warehouse is designed and a specific location is suggested for it.

IIM INDORE

## **Leveraging Artificial Intelligence: The Smart Way to Go during a Crisis**

*Ms. Ronika Bhalla (University School of Management Studies, Guru Gobind Singh  
Indraprastha University)*

*Prof. Meenakshi Handa (University School of Management Studies, Guru Gobind Singh  
Indraprastha University)*

Technology is providing answers to many of the problems, ranging from those related to health and safety to economic survival, posed by the Covid-19 pandemic. The present study examines the state-of-the-art applications of Artificial Intelligence (AI) in the context of the pandemic and on the ways in which the world is learning to leverage this rapidly evolving technology. While the study highlights the multi-faceted applications of AI, it also seeks to draw attention to the various challenges and concerns thrown up by the human-technology interface. Based on a study of extant secondary sources, the study attempts to synthesize the developments in AI application. Themes related to AI capabilities and the solutions provided by it have been identified and further elaborated upon. AI's contribution in identifying and tracking the virus, contact tracing, forecasting outbreaks, interfacing with and monitoring the treatment and recovery of patients, sanitization of facilities, information-sharing as well as its employment in the development of vaccines and treatment drugs have been discussed. The study further highlights the need to address the concerns that accompany the application of AI in solving human problems.

IIM INDORE

## **A Bibliometric Overview of Barriers and Enablers to Women's Academic Careers**

*Mrs. Mansi Maheshwari (IIT Roorkee)*

*Prof. Usha Lenka (IIT Roorkee)*

Despite being a female dominated profession, academic world suffers from a lack of women in higher academic levels and administrative positions. Hence it becomes imperative to understand the barriers that hinder women from rising in the academic world. To achieve these objectives, the paper identifies barriers to women's academic careers through bibliometric analysis. The paper also highlights the factors that could help them rise to top.



## **Effects And Impact Of Technostress On Students: An Exploratory Analysis**

*Ms. Parvathy J Anil (Amrita School of Business, Coimbatore)*

Technology is growing day by day and it is the root cause for all the development across the universe. But it has it also has the other side. Increased advancement in ICT has bought Technostress. It was mostly seen in the IT industry. But the Covid 19 has put us in a virtual model where the students are forced to sit and study in front of a digital gadget. It has created technostress in students. This study is to know how the technostress is affecting the academic productivity of students and how role overload intensifies the inverse relationship among the variables of technostress with productivity. The technostress covers techno overload, techno complexity, and techno uncertainty. Data is collected from the students who are pursuing graduation and post-graduation(N=246) by circulating the questionnaire developed by Raghunathan (2007). From the multiple regression and SEM analysis, it is found that the factors like techno overload and techno complexity have a negative relation with productivity. The moderating variable role overload intensifies the negative relation between the factors of technostress and academic productivity. Most of the respondents were from South India and the responses were biased as it depends on the behaviour or thoughts of respondents. Many studies have been done in the field of technostress but most are among the IT employees. Increased use of ICT has put students also in the same condition as IT workers. It bought a dozen of health hazards to students. Many physical, psychological, emotional hazards are dangerous to the students. Here technology is like a double-sided sword that helps the students to achieve success it kills the productivity of the students. This paper is an insight into the technostress faced by students and how they should balance the academic and non-academic life to maintain good physical, mental and emotional health.

**An analytical review of antecedent factors affecting Work-Life Balance and its impact on Psychological Wellbeing – A study in the Healthcare sector post Covid-19 in the United Arab Emirates (UAE)**

*Ms. Emeema Joe Teresa (Amity Global Business School, Kochi - Amity University)*

The primary objective of this research is to analyze the Work-Life Balance of Healthcare Professionals in the UAE post Covid-19 pandemic and to identify the antecedent factors/components affecting Work-Life Balance. The study aims to identify the components i.e. personal or professional that contributes significantly to Work-Life Balance and to study the relationship between Work-Life Balance and Psychological Wellbeing. Considering the restrictions imposed by Covid-19 pandemic, the sampling technique used in this study is convenience sampling. The population was the healthcare professionals and the sample included nurses in the UAE. The study uses a combination of descriptive statistics, t-Test, Regression and Factor Analysis through the SPSS to derive meaningful insights. Based on the final results, it is understood that Work-Life Balance is an interesting combination of both professional and personal components. The major professional factors were company policy, flexible working hours and remuneration. The major personal factors were emotional support, shared responsibilities and interpersonal communication. It is also revealed that the professional factors are a major determinant of Work-Life Balance of an individual. The study henceforth provides evidence to a positive correlation between Work-Life Balance and Psychological Wellbeing.

## **IT for Good Governance: An Empirical Analysis on the Applicability of IT for Good Governance**

*Dr. Ajay Malpani (Prestige Institute of Management and Research, Indore)*

*Mr. Jitendra Patel (Prestige Institute of Management and Research, Indore)*

The extensive review the literature on the effects of IT on good governance have revealed that there is significant lack of empirical research on the subject particularly in context to the developing country like India. In country like India there are major project which are successful in providing good governance through IT but lot is needed to be done to make the change reach to grass root level. The research gaps are found in theoretical concepts and practical implementation of the E- governance. To address this gap the researchers have conducted an empirical study on how IT can contribute in good governance of a country by working on aspect like citizen's welfare, Trust and Accountability, Democracy, Nations Economic Growth, Citizens Awareness etc. In this present exploratory study the researchers' have tried to explore the applicability of IT for Good Governance. The study was based on primary data in which a self structured questionnaire based on extensive literature review was prepared and factors effecting Good Governance and applicability (impact) of information technology on good governance were explored on 5 point likert scale. The data of sample was collected from professionals, students, farmers and housewives from Malwa Region. An appropriate statistical analysis was done using SPSS to come to the conclusion.



## **Did Pandemic Alter the Causality Between Stock Market and Economy?**

*Dr. A.Senthil Kumar (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, India)*

*Mr. Girinath.N (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, India)*

*Mr. Kannan.S.R (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, India)*

Our research examined the causal relationships between the stock market returns and macro-economic variables in India before and during the covid19 pandemic lockdown. We use Nifty50 index price return to proxy stock market, while macro-economic variables are interest rate, Inflation rate, industrial production, forex rate, and foreign portfolio investment. The period June 2016-March 2020 is treated before lockdown and April 2020-March 2021 is treated during the lockdown. Monthly observations of the stationary time series data were used for analysis. The causal relationship hypotheses were tested under linear assumption (Granger causality test) and non-linear assumption (Diks and Panchenko non-linear Granger causality test). We conclude that there exists uni-directional linear granger causality between nifty50 returns; CPI inflation, and Net FPI. Industrial production has non-linear causality over nifty50 returns in the shorter lags and linear causality in the longer lags. The causal relationships that existed before the pandemic have diminished during the pandemic period. Thereby, the covid19 pandemic has strongly altered the causal relationships between the stock market and macro economy. Our findings have implications for the stock market investors.

## **Understanding the factors influencing consumers consumption of OTT platforms**

*Mr. Mukunda Warriar Akarsh Madhav (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore)*

*Mr. Sreekesb Namboodiri (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore)*

Online streaming platforms have been rising in adoption for a long time now. The rise in internet technology available for affordable prices have given a huge growth to streaming platforms. Even though the consumer base for streaming platforms were substantial before the pandemic, the lock down restrictions have added to the cause of more consumers for these services. In this research, we explore the different reasons that are responsible for the consumption of these kinds of entertainment services. This study is anchored with an existing research that has been conducted in Chile, from which a proposal for a new or modified model based on an already modified UTAUT2 model. We have taken this proposal forward for study among consumers primarily present in India.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **The Dilemma of Non-Performing Assets in Selected Leading Indian Banks**

*Dr. Ajay Jain (Faculty of Management, SRM Institute of Science and Technology, Delhi-NCR Campus, Modinagar, Ghaziabad)*

*Ms. Shruti Bansal (Faculty of Management, SRM Institute of Science and Technology, Delhi-NCR Campus, Modinagar, Ghaziabad)*

*Mrs. Shobha Bhardwaj (Faculty of Management, SRM Institute of Science and Technology, Delhi-NCR Campus, Modinagar, Ghaziabad)*

Nowadays, the increasing number of Non-Performing Assets (NPAs) has shaken the financial condition of the entire banking industry. This situation choked off the supply chain at Macro stage by negatively impacting the formation of resources. All these circumstances helped the researcher to frame their study objectives and these objectives are- to discuss the trends of NPA in leading Public and Privates sector Banks, to identify the best NPAs recovery tool like Lok Adalat, Debt Recovery Tribunals (DRTs) and Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 (SARFAESI Act). Total six private and public sector banks have been used for collecting the secondary data by the researcher for this descriptive nature study. The hypothetical assumptions have been tested by using One-Way ANOVA, Tukey's HSD Test. The final results of this study showed that there is a difference in the trends of the selected variables between Public and Private Banks and SARFAESI act is a powerful tool for recovering the NPAs in India, but this act is not enough to manage all. So, to minimize NPAs, banks should do proper credit assessment.

## **Agriculture Conducive Index: a sub-national analysis of India**

*Prof. Simrit Kaur (Shri Ram College of Commerce, University of Delhi)*

*Ms. Shilpi Chhabra (Faculty of Management Studies, University of Delhi)*

Despite being an agrarian economy, India faces vast differences in agricultural productivity at a sub-national level, wherein only few states perform well, while others face a serious predicament in enhancing agricultural productivity. An inquest into identifying factors that makes some states productive in agriculture becomes imperative. The aim of the study is to construct an “Agricultural Conducive Index”, to assess the readiness of the states for providing an enabling environment for agricultural growth. The study employs a quantitative method on secondary data and ranks 30 Indian states and UTs on 22 dimensions of agricultural productivity such as land use, human capital, financial and physical infrastructure, agricultural inputs, and climate change and education expenditure for the years 2004-2018. Factor analysis has been applied to analyze weights for different dimensions to arrive at a composite measure to rank states. Results highlight that the states of Maharashtra and Tamil Nadu provide the most enabling environment for the agricultural sector. In contrast, Nagaland and Manipur are laggards as they score the least since they do not provide an enabling environment for the agricultural sector. Agricultural Conducive Index will help the government and policymakers in analyzing the comparative status of state-specific agricultural environment, guiding them to make informed decisions regarding agriculture-specific arrangements. The index will further help the state government improve productivity by taking lessons from the leading states. Provision of enabling environment for agriculture by the states would boost higher productivity in agriculture. Increasing productivity would lead to higher income, better standard of living and overall economic growth.

## **Religiosity, Spirituality and Green Consumption**

*Mr. Rahul Goswami (VGSOM, IIT Kharagpur)*

*Prof. Swagato Chatterjee (VGSOM, IIT Kharagpur)*

*Prof. Mototaka Sakashita (Keio Business School, Graduate School of Business Administration, Japan)*

Few studies in the past have investigated the influence of religious affiliation and religiosity on consumer behavior and out of those few some have examined the influence of religiosity and religious affiliation on green or sustainable consumption. Therefore this study builds on the previous literature on religiosity, spirituality, consumer behaviour and more specifically on green or sustainable consumption. It examines the impact of religiosity and spirituality on green purchase intention in the context of abrahamic and non-abrahamic religions in eastern context by using theory of planned behaviour along with the self and social identity. Data is collected using survey questionnaire, conducted both online and offline, with distinct set of population belonging to different religious affiliations. Results show the impact of both religiosity and spirituality on green purchase attitude, which thus impact green purchase intention. Thus, the study significantly extends the previous research on the influence of religiosity and spirituality on consumer behaviour and more specifically green consumption. The study also does meaningfully contributions for marketers, who are focusing on increasing the consumption of green products in eastern countries.

## **What Determines the Bank Credit Risk In A Pandemic-Hit Economy?**

*Dr. A Senthil Kumar (Amrita School of Business, Amrita Vishwa Vidyapeetham,  
Coimbatore, India)*

*Gayathri S (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, India)*

*Varun Menon C (Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore,  
India)*

A strong and stable banking system can assure a stable financial system. For a bank to survive and flourish, it needs assets that are performing free from credit risk. In India, the public sector banks have risky exposure to bad loans and thus challenging their very survival. Thereby, we found motivation to study the determinants of credit risk of scheduled commercial banks in India in the covid19 pandemic hit scenario. We examined a panel of 2,772 firm year observations that cover 18 public sector banks over 11 year period from 2010-2020 with 14 macro-level and bank-specific variables. The stationarity of panel data is tested using ADF unit root test. With Pooled OLS regression, we found that at the macroeconomic level, GDP growth, Real interest rate negatively affects the Gross Non-performing assets (GNPA); Unemployment rate positively affects the GNPA. The bank-specific variables like ROA, Capital Adequacy Ratio negatively influence the GNPA, while Concentration ratio positively influence the GNPA. Our findings have significant implications for the banking industry.

सिद्धिमेव प्रयत्नमम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Pathway to Women's Entrepreneurial Intention in Emerging Market: A fuzzy DEMATEL Approach**

*Ms. Arpita Ghatak (Indian Institute of Technology Kharagpur)*

*Dr. Bhaskar Bhowmick (Indian Institute of Technology Kharagpur)*

Women's entrepreneurial intention (WEI), despite getting a great deal of importance in the last few decades, has remained a research area focusing majorly on cross-gender comparisons of antecedents. However, the relative importance, interrelationships and dependencies of such antecedents in various contexts such as commercial vs social entrepreneurship has not been explored. In this study, using fuzzy DEMATEL and interviews with 20 women entrepreneurs (10 commercial and 10 social entrepreneurs), we found the characteristic difference between the relative importance of the factors of WEI and their Interrelationships. The results contribute towards the literature of WEI by providing a contextual differentiation of the antecedents. It also helps policymakers and entrepreneurial ecosystem providers to understand and strategize for women entrepreneurship better.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Relationship Between Shareholder Ownership and Board Governance In Indian Information Technology Industry**

*Dr. A. Senthil Kumar (Amrita School of Business, Amrita Vishwa Vidyapeetham,  
Coimbatore, India)*

*Ms. Pradeepa Parthipan (Amrita School of Business, Amrita Vishwa Vidyapeetham,  
Coimbatore, India)*

*Ms. Tanvi P Raichura (Amrita School of Business, Amrita Vishwa Vidyapeetham,  
Coimbatore, India)*

Our research examines the relationship between board governance and shareholder ownership in the NIFTY50-listed information technology (IT) companies in India. Drawing motivation from the myopic institutions theory, we set our dependent variable as Board Governance measured by the proportion of independent directors over the total directors. The independent variables are promoters holding, non-promoter institutional holdings, market share of the firm, concentration ratio of the top 5 IT firms in sales, firms' age since inception, log of the total asset size of the firm, free cash flows to the firm and remuneration to the board. We examined a panel with 450 firm year observations that cover five companies over ten year period from 2011-2020 with nine variables. Our study period also covers the covid19 pandemic period. Using the Pooled ordinary least squares regression, we analyse and conclude that firm size, market share and remuneration of the board have significant influence over the board governance of the Indian IT companies. Our findings have significant implications for the Indian IT industry and corporate governance literature



## **Are Bitcoin Poles Apart From Gold? A Comparative Appraisal Of The Receptiveness In Volatility Persistence And Hedge Behavior**

*Ms. Jagruti Mahanta (Pondicherry University)*

*Prof. Malabika Deo (Pondicherry University)*

The popularity of bitcoin has increased rapidly over the years. Many media houses have labelled it as the “New Gold”. The purpose of these paper is to identify whether bitcoin can be the new gold or not. In this study the weekly data of bitcoin and six different assets (currency, equity, bond, commodity, crude oil, gold) are considered from the year 2014 to 2020. The study is divided into two parts, where at first the behavior of each assets is noted in terms of volatility using the GARCH model. Then the later part of the study investigates whether relation of bitcoin with other assets shows similar characteristics when compared with gold focusing the hedge behaviour by applying conditional correlation from BEKK GARCH model. A prime focus has been given to the behaviour between the assets during the pandemic. At last the findings showed that the behaviour of bitcoin is different from gold. And hence it cannot be a new gold in upcoming future years.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Impact of Different Forms of Print and Online Advertisement on High End Purchase Decisions: A Study on Indian Automobile Sector**

*Mr. Arijit Adbikary (Maulana Abul Kalam Azad University of Technology, West Bengal)*

*Ms. Sucharita Debnath (Maulana Abul Kalam Azad University of Technology, West Bengal)*

Creating awareness through different forms of advertisement is an age old tool. One primitive form of advertising campaign is print form of advertisement which circulates daily and covers vast geographical area physically creating awareness and giving proper information on a service or product. Online advertising is a modern kind of advertising that, in any case, has a wider geographical reach than print media. This paper will try to find out the difference keeping in mind that both type of advertisement is in use presently. It is very interesting to find out both the advertisement has an effect on the society in present days. Different advertising companies produce and distribute advertising to different businesses based on the requirements they have. Same advertisement has been circulated through different media forms in the society depending on its target audience or reach. Purchase of a car is termed as high end purchase in our society. Type of dependent factor is online advertisement. The independent factors are reaching to target audience, presentation process and interactive facility and cost effectiveness of online advertisement. Data was collected from people having car or willing to purchase a car. However, the current pandemic age, which is caused by the COVID-19 virus, has had a wide range of effects on consumer's high-end automotive purchase selections.

## **Dependency Analysis and Parallel Planning of Projects in Project Portfolio Management**

*Mr. Prashant Harne (College of Engineering Pune)*

*Dr. Neela Rajbans (College of Engineering Pune)*

*Mr. Amod Ponkshe (Whirlpool GTEC)*

*Mr. Nukul Sugandhi (Whirlpool GTEC)*

Project Portfolio Management is at core to many organizations' strategic processes and considers multiple aspects to ideate alternative future consequences to brace strategic portfolio decision making. Generally, portfolio possess complex nature with multiple project interdependencies. There are less tools and techniques available which will show the clear picture about the project interdependencies. A clear understanding of project interdependencies will help in strategic decision making as well as improved success of project portfolio. This lead-in study is aimed at providing the clear view of interdependencies among the projects and generating more value out of the projects through effective project portfolio planning and management. It begins with listing the different types of dependencies and their attributes to lay the foundation of this analysis. The mathematical modelling facilitates the quantified form to the context. Then mapping these dependencies in diagrammatic view to convey the results and support strategic decision making. Finally, implementing the parallel planning technique for optimization of resources and minimizing the risks.

## **Learning Styles of Gen Y and Effectively Teaching Them**

*Mr. Rajesh NVC (IIM Indore)*

Generation Y refers to the group of individuals who are born between the 1980s to the mid 2000s. Generation Y is also called by several other names which include “Millennials”, “The Net Generation”, the “Dot-Coms”, the “Echo-Boomers”, the “iGeneration”, the “Me Generation”, “Generation–D” (digital), and the “Nexters”. (Shaw, & Fairhurst, 2008). This generation has seen several important events like the end of the cold war, the rise of personal computers, laptops and tablets, the rapid increase of internet connectivity and wifi, the increasing use of mobile phones and later smart phones, telecom boom just to name a few. Each of these events has had an impact on the education sector and how learning and teaching take place. This paper aims to study the learning styles of this generation and also the teaching styles which must be used to most effectively transfer knowledge and skills to the same.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

**Service Quality Model: An Empirical study of selected aspects of service quality related to Traditional Money back insurance policy through the perception-expectation gap of existing policy holders of the select cities of India**

*Ms. Shyamoli Soumitra Bose (ICFAI Business School, Hyderabad, Telangana)*

*Mr. Ashay Dilip Sinha (ICFAI Business School, Hyderabad, Telangana)*

*Ms. Bhaveshri Praful Shah (ICFAI Business School, Hyderabad, Telangana)*

*Dr. Niraj Kishore Chimote (ICFAI Business School, Hyderabad, Telangana)*

The primary intention of the study is to find out the quality of service of the insurance industry in India and the satisfaction of the sector's customers. Because of daily increasing industry competition and the focus of the company on attributes like sales, furnishing quality services to the customers has evolved as an integral component for success. When sustainability and survival come into the picture, only outstanding service quality can boost the profitability of the industry and consumer retention.

In today's intensely dynamic climate, almost all corporations feel compelled to be the most consumer-focused. It is widely understood that the degree of consumer satisfaction influences repeats orders, the reviews of the existing customers and the customer's loyalty towards that. The quality of the service of superior level has remarkable differentiator in achieving customer's gratification and superior quality management is comprehend as the most important competitive weapon that many dominating service organizations possesses. Thus, the two most critical methods in contemporary marketing philosophy and experience in service industries are service quality and customer loyalty.

This study primarily focuses to investigate the factors and to check the relevancy of the investigated factors determining the quality of the services and customer gratification using the SERVQUAL model. This will be accomplished through a

survey on the money-back policy owned by the respondents. The influential marketing expert A. Parasuraman, Leonard Berry, and Valarie Zeithaml developed and introduced the Service Quality Model, or SERVQUAL Model, in 1988. It is a tool for capturing and measuring customer service efficiency. A much wider variety of issues and considerations were considered early in the formulation of SERVQUAL's 22 questions. Communication, courtesy, reputation, knowing clients, and connectivity was among the additional considerations adopted. During the testing and validation phase, a limited range of five dimensions was observed to be a more precise analysis tool and consequently, a SERVQUAL model was established containing 22 questions. The disposition of about half of the questions was negative. When the designing and validating of the scales are concerned, the above method was found out to be a better testing tool. Accordingly, the questionnaire was prepared and was further classified into two sections; where the first part of the questionnaire was about the level of service quality expected by consumers and the next part was about the service qualities experienced by the consumer of their particular company.

The product whose nature has been taken in consideration for conducting this study is the traditional money back life insurance policy.

The literature review has provided an evidence on existence of SERVQUAL model designed by Parasuraman et. al. for analysing the service quality aspects. A few relevant aspects of this model (22 items) had been considered in this study while administering the questionnaire survey.

Since, the research gap has indicated a lack of substantial research in money back plan, the research objective formulated were to find the customers' perceptions and expectations towards the insurance companies regarding the service quality. And to compare the customers' perception with regard to service quality in life insurance companies of India specific to money back policy.

The data was collected from the existing money back policy customers of selected cities of India. Accordingly, the SERVQUAL gap score was calculated. Between the perception and expectation of the costumers of the life insurance money back product

A response of 250 existing customers revealed that overall service quality received is low compare to expected service quality.

Also, the maximum gap found is for the responsiveness dimension while lowest is for assurance factor. The gap analysis provides the areas of improvement for the organization and provides the direction for implementing changes to enhance service quality. This gives an idea where company should focus to provide better services to the customer.

It is also evident from the result that customer gives maximum importance to the responsiveness factor, it clearly shows that customer wants companies to provide prompt services.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Creativity in Newer Forms of Organization at Times of Covid-19: An Institutional Perspective**

*Ms. Priyam Kukreja (Indian Institute of Management, Indore)*

The outbreak of Covid-19 posed unprecedented challenges to organizations around the world. Management theories can be applied through how the pandemic situation has been and is still being handled by organizations worldwide. Various authors have used institutional theory to support their work on new practices in an organization as well as multiple studies on increased attention towards sustainable development (Grob & Benn, 2014). In a similar way, this conceptual paper examines the newer forms of organization that grew significant at the times of Covid-19 and sustaining creativity in such new forms, through the lens of neo-institutional theory.

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE



## **Role of Strategic Communications in Building Brand during Covid**

*Dr. Mahul Brabma (Mjunction)*

We are living in very interesting times, just the way stated in the traditional curse. The crisis that we are facing currently is something unprecedented and so all the age-old crisis management and crisis communication guidelines have become obsolete. This is an ever-evolving time with adaptive strategy in communications. This paper looks into how during this crisis a brand can establish itself and create goodwill through strategic communications. It gives a step by step approach as to how to communicate during COVID crisis and build your brand. In these tough times every bit of positive brand-building story, which usually gets lost in a crowded news space, gets prominence. So leaders need to make the best use of COVID crisis using the right mix of empathy and sensitivity.



सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

## **Covid-19 And Entrepreneurship: Reshaping The Lifestyle And Adaptation Of New Working Environment**

*Ms. Yashasvi Batwe (Guru Ghasidas Vishwavidyalaya)*

The global outbreak of severely contagious COVID-19 with an alarming speed, has left the present day scenario in a serious devastating state and is at urge for economic as well as health aid. First time in the world history, there was a global lockdown and all the economic activities were brought to rest. This affected not only big businesses, industries but also MSME, new startups, cottage industries and entrepreneurs. It was observed that the effect of pandemic has resulted in huge loss of life as well as economy which eventually led entrepreneurs, their ventures and society as a whole to face challenges. Many got unemployed, faced financial loss in their businesses and were mentally devastated due to the global lockdown which closed every door of cash inflows. The most affected in all were the entrepreneurs in every different field because they are not the class who are aided by Indian Government; neither have they got any fixed amount of salary or financial assistance. The reason behind this was lack of incorporation between crisis management, concept of entrepreneurship and Covid-19 (Jones, March 2021). During the time of Demonetization in the year 2016 the businessmen and entrepreneurs faced tough times and at the present situation the condition is even worse. Although, the aftermath has somewhat positive effects on the entrepreneur world which has awoken the need of entrepreneurship among many jobless and hopeless people. With the adaptation of the pandemic affected world the entrepreneurs have evolved greatly in every sector converting the prevailing market weaknesses to opportunities, taking advantages of new techniques, adoption of new way of conducting business, expanding business through the effective marketing strategies. This research focuses on the newest mindset on the coronavirus outbreak, the twin threats to lives and livelihoods, and how entrepreneurs can prepare for the next normal. This study also identifies why COVID-19 can be a metamorphic and transformational opportunity creator for the entrepreneurs due to the new contemplation hoist by the disease outbreak. This

research work also suggests several speculations that have changed and evolved as an outcome of COVID-19 and how entrepreneurship education is awareness is very necessary. This also entitles a path to see the COVID-19 crisis as an opportunity for reshaping and building the blocks for entrepreneurship and creating it a successful career option in the coming future. This paper will also help in further researches and studies in the area of entrepreneurship and will be a key to bring awareness among the youth.



सिद्धिमूलं प्रबन्धनम्

भा. प्र. सं. इन्दौर

IIM INDORE

## **An Analysis into the Insinuating Abnormal Returns through Acquisitions**

*Dr. Abdul Wajid (Aditi Mahavidyalaya (NCWEB))*

*Dr. Anjim Sabiha (Christ University)*

*Dr. Vinnarasi B (Christ University)*

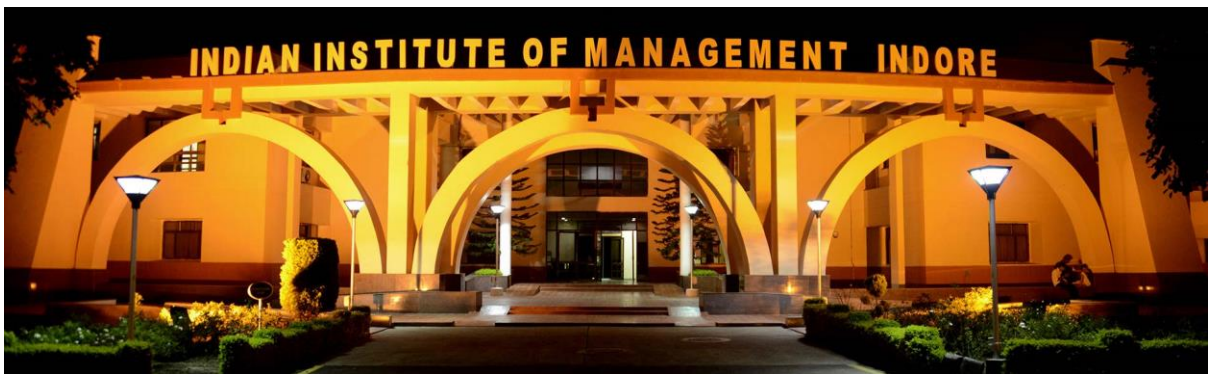
In the last two decades a tremendous growth has been noticed in merger and acquisition (M&A) deals across the world. Although it has long been seen that globalization for several decades fuelled by multinational firms from advanced markets, lately the firms from emerging market have reported huge investments in developed markets by acquiring firms. Cross border acquisitions by Indian companies have increased tremendously, especially during the last two decades, and the pharmaceutical industry is one of the top acquiring industries. The acquisition activity in the Indian pharmaceutical industry shows an unprecedented growth from 2005 to 2019. It is also important to note that most of the acquisitions by Indian pharmaceutical firms are done in the U.S followed by the U.K during the period of the study. Many studies in India analysed short-term abnormal return to shareholders. However, an in-depth study related to acquisitions by pharmaceutical firms has not received much attention in Indian cross-border acquisition literature. Therefore, the present study is an attempt to fill this gap in existing literature. The objective of this study is to analyse short-run abnormal returns to shareholders of Indian acquiring pharmaceutical firms engaged in cross-border acquisitions. More specifically, the study is an attempt to answer two questions. First, do acquirers of Indian pharmaceutical firms experience positive abnormal returns surrounding the announcement of cross border acquisitions? Second, do shareholders get more returns when targets are located in developed countries, especially in the U.S. and U.K?

Event study methodology is used to analyse short-run abnormal returns surrounding announcement of acquisitions considering event window of (-10, 10) days. Only 100% acquisition stake and transactions involving cash payments are

considered for the study. For the purpose of this study acquisitions by Indian pharmaceutical companies during 2005–2019 are analyzed. The results indicate positive abnormal returns to the Indian pharmaceutical acquirers on the announcement of cross-border acquisitions and also suggest that shareholders achieve statistically positive abnormal returns in the short-run when the targets are based in the U.S and U.K. The results of the study are important for the shareholders and general investors. Based on the analysis of the results, shareholders may use this study to earn substantial returns if they act proactively surrounding cross border acquisitions by Indian pharmaceutical firms. The results revealed that Indian pharmaceuticals experience positive abnormal returns surrounding announcement of foreign acquisitions, further, there is evidence of higher and significant abnormal returns when acquired firms are based in the U.S and U.K. Therefore, the investors can earn short term gains utilizing the information provided in this research.



सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE



**Indian Institute of Management Indore**  
Prabandh Shikhar, Rau-Pithampur Road  
Indore - 453556, Madhya Pradesh, India