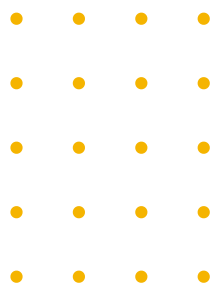


**Indian Institute of Management  
Bodh Gaya**

# **GLOGIFT 24**

## **BOOK OF ABSTRACTS**

**Theme: Flexible Strategies and Management  
Practices for a Sustainable Future**

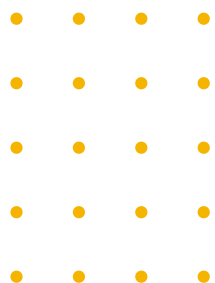


**ISBN No.: 978-93-83893-13-3**



GIFT Publishing Global Institute of Flexible Systems Management  
B-51 (Basement), Sarvodaya Enclave,  
(Near Mother International School), New Delhi - 110017

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## About The Conference

Indian Institute of Management Bodh Gaya organized GLOGIFT 24, the 24th conference of Global Institute of Flexible Systems Management (GIFT) from 4th to 6th April 2024. The theme of the conference was "Flexible Strategies and Management Practices for a Sustainable Future,". This conference was an effort to provide a global platform for policymakers, practitioners, researchers, teachers, and students to share their valuable experiences and insights regarding sustainable and flexible business strategies. Through this conference, our goal was to establish an international platform for sharing research outcomes and practical insights derived from empirical research, qualitative modeling, case studies, and innovative concepts.

GLOGIFT 24 welcomed researchers, students, and practitioners to contribute research-oriented and practical papers aligned with the conference's focus. The conference emphasizes several broad areas and sub-themes to provide a platform for researchers and practitioners to showcase their ideas grounded in proper research in order to promote and integrate ideas like sustainability in a business environment.

# GLOGIFT 2024

## ORGANISING TEAM

### Patrons



**Prof. Sushil,**  
Founder President, GIFT society



**Prof. Vinita S. Sahay,**  
Director, IIM Bodh Gaya



**Prof. V K Gupta,**  
President, GIFT society

### Conveners



**Dr. Amit Kumar Srivastava,**  
IIM Bodh Gaya



**Dr. Suresh K. G.,**  
IIM Bodh Gaya

## Director's message



**Hon'ble Director  
Prof. Vinita S. Sahay**

It's a matter of immense pride and honor that the Indian Institute of Management Bodhgaya (IIM Bodh Gaya) hosted the prestigious GLOGIFT conference from April 4th to 6th 2024 organized in collaboration with the Global Institute of Flexible Systems Management (GIFT). This significant event, centered around the theme of "Flexible Strategies and Management Practices for a Sustainable Future," proved to be a platform for insightful discussions, scholarly exchange, and collaborative learning.

As we embark on this intellectual journey, we recognize the weight of our responsibility—to uphold the rich legacy and tradition that defines IIM Bodh Gaya. Our institution thrives in an environment where knowledge is revered, curiosity fuels our pursuits, and mindfulness permeates our endeavors. We firmly believe that the pursuit of wisdom transcends mere action; it is more about "To Be" than "To Do".

At IIM Bodh Gaya, our educational ethos rests on nurturing socially responsible mindful citizens. It heartens me to witness how seamlessly the conference themes aligned with our institutional core philosophy. The convergence of minds, ideas, and research during the GLOGIFT 2024 conference enriched our collective understanding of flexible systems management.

I extend my sincere gratitude to all participants, delegates, scholars, and students who contributed to the academic discourse through their research paper presentations. Their engagement in thought-provoking workshops and multi-dimensional interactions had undoubtedly elevated the intellectual vibrancy of this event.

Moreover, I am delighted to note that a distinguished cohort of researchers from esteemed institutes across India and abroad had shared their insights together, playing a vital role in fostering knowledge dissemination, encouraging healthy deliberations, and cultivating long lasting connections. The conference was marked a huge success through rigorous scholarly foresights, collegial camaraderie, and meaningful exchanges. Let us collectively chart a course toward a sustainable future—one where flexibility, adaptability, and innovation thrive.

## Founder's message



**Founder, GIFT Society -  
Prof. Sushil**

It is with immense pleasure that I reflect upon the recently concluded GLOGIFT Conference , held at the Indian Institute of Management Bodhgaya (IIM Bodh Gaya) from April 4th to 6th, 2024 . This prestigious event was organized in collaboration with the esteemed Global Institute of Flexible Systems Management (GIFT). The conference theme, aptly titled "Flexible Strategies and Management Practices for a Sustainable Future," resonated deeply with the challenges faced by organizations in our ever-evolving business landscape.

As we navigate the complexities of the global economy, the imperatives of sustainability and flexibility remain at the forefront of scholarly discourse.

During the conference, we witnessed spirited discussions, insightful presentations, and the exchange of cutting-edge research. Scholars, industry leaders, and academicians from diverse corners of the world converged to deliberate on flexible strategies that result in excellence while upholding optimal utilization of resources for a sustainable future for upcoming generations.

I extend my heartfelt gratitude to the organizing committee, the dedicated team at IIM Bodh Gaya, and all stakeholders who contributed to the success of this academic endeavor. Your unwavering commitment to knowledge dissemination and collaborative learning is commendable. May the insights gained during the conference continue to shape our collective understanding and drive positive change in the world of management.

## President's message



**President, GIFT Society -  
Prof. V K Gupta**

In an era marked by global economic complexities, the imperatives of sustainability and flexibility have become paramount. Organizations grapple with dynamic markets, technological disruptions, and environmental concerns. The GLOGIFT Conference provided a platform for spirited discussions, insightful presentations, and the exchange of cutting-edge research. As we navigate this landscape, flexible strategies emerge as essential tools for achieving excellence while ensuring optimal resource utilization.

The conference witnessed a convergence of minds—scholars, practitioners, and visionaries—each contributing to the discourse on sustainable futures. From the hallowed halls of IIM Bodh Gaya, participants engaged in rigorous dialogues, exploring innovative approaches to address pressing challenges. The exchange of ideas transcended geographical boundaries, emphasizing the universality of our quest for knowledge.

As one of India's most prestigious B-schools, IIM Bodh Gaya has consistently championed excellence. Hosting GLOGIFT 2024 was not merely an organizational feat; it was a testament to the institution's fundamental role in transforming societies. Through knowledge creation, dissemination, research, education, and outreach, IIM Bodh Gaya leads the path toward sustainable development. The conference, which invited leading academic scientists, researchers, faculty, and research scholars, exemplified the institution's commitment to fostering interdisciplinary dialogue on flexibility and sustainability.



## Convenors' message



**Prof. Amit Srivastava**



**Prof. Suresh K. G.**

It is an honor to organize the GLOGIFT 24, the annual conference of GIFT society at IIM Bodh Gaya. We thank Prof. Vinita S. Sahay, Director of the Indian Institute of Management Bodh Gaya, Professor V. K. Gupta, President of the GIFT Society, and Professor Sushil, Founder of the GIFT Society, for giving us this opportunity. The theme of GLOGIFT 24 was "Flexible Strategies and Management Practices for a Sustainable Future." We have had an extraordinary response, with 309 papers coming from reputable universities in India and other countries. A total of 240 papers were chosen for presentation at the conference, and 177 participants were registered to attend the conference; this included both virtual and actual attendees. We thank the conference patrons for guiding us throughout the conference. We also thank IIM Bodh Gaya's faculty members for their support and chairing sessions during the conference. We thank the IIM Bodh Gaya administration/IPM office/PGP Office/MDP office for supporting the conference.

We thank the IPM students, especially Mr. Keshav Agarwal and Mr. D Shiv Supratik Reddy, and the core team members for their active participation, exceptional organizational abilities, and persistent enthusiasm. Their remarkable ability to arrange and coordinate all facets of the event has proven priceless. Their enthusiasm and passion were contagious, and we are really appreciative for your tremendous donations.

We also express our profound gratitude to Ph.D. Scholar Mr. Harsh Sinha and other scholars for their significant contributions to GLOGIFT 24, enhancing the academic discourse and enriching our collective learning experience.

Furthermore, our gratitude extends to the Global Journal of Flexible Systems Management and Cogent Journal of Economics and Finance for publishing selected articles from our conference. Additionally, our thanks go to Springer for agreeing to publish the Edited book resulting from this conference.

Thank you all again for your support!



# Keynote Speakers



**Mr. Damodar Mall**  
CEO, Reliance Retail



**Mr. Rituraj Sinha**  
Group Managing Director,  
SIS Group Enterprises

**Mr. Nidhin Kurian John**  
Sustainability -  
Head, Aditya Birla FRL



**Prof. Jagdish Sheth**

Padma Bhushan Awardee  
Professor of Marketing, Emory University

**Dr. Swaminathan  
Mani**

Vice President  
Tech Mahindra



**Prof. Narendra M. Agrawal**

Adjunct Professor  
IIM Bangalore



**Dr. Arnab Mitra**  
Executive Director PWC



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# ACCOUNTING AND FINANCE

# A systematic literature review study on Green Banking in India

Priyanka Oza, Dr Neeraj Dixit, IES's Management College & Research Centre

In today's world of globalization, one buzz word which has been trending is sustainability. Sustainability has taken a front seat for a lot of organizations worldwide and companies are focusing on implementing sustainable practices in business. One of the sustainable practice that has taken momentum is green banking. Green banking is a relatively new trend wherein banks shift their investment strategies to focus on sustainable technologies and environment friendly initiatives. In general, there is a notion that banking as an industry does not contribute to pollution but they do impact the environment in terms of energy consumption, paper consumption, etc. This paper covers the green banking concept in detail with help of systematic literature review using VoS Viewer and Bibliometrix (R Studio). It also analyses major problems faced in implementation of green banking. A total of 564 articles were explored and it was observed that there has been an increase in green banking related studies in India in 2020-2022. Also, over the last 10 years, there is a constant rise in the number of research conducted in this field i.e. from 22 publications in 2012 to around 200 publications in 2022. The keywords analysis suggested that there are four areas that the researchers find interesting which is green banking, green finance, sustainable development and environment. Finally, this study provides valuable inputs on the trend of research in green banking which can act as a reference point for researchers, investors and policymakers.

**Keywords:** green banking, sustainable banking, banking, sustainability, green finance

# **Exploring the factors enabling rural women's empowerment through microfinance for a sustainable future**

**Dr. Meenakshi Gupta, Meenu Sharma**  
**Shri Mata Vaishno Devi University**

Women are the most marginalized category of individuals in our society. Numerous government-initiated programs designed to promote their well-being are inaccessible to them as they are not empowered. Without women's empowerment, for an economy, achieving social justice and an inclusiveness is difficult. The achievement of gender equality and women's empowerment is essential for the attainment of all seventeen SDGs, both directly and indirectly. So, it is vital to empower them. Microfinance through self-help groups is a crucial instrument for strengthening them economically, socially, and politically. The goal of this study is to identify the variables that contribute to women's empowerment in the Jammu region through microfinance. The objective was achieved through primary data collected from women who received self-help group benefits using a structured questionnaire. Utilizing SPSS and AMOS, exploratory and confirmatory factor analysis were used to evaluate the data. The findings demonstrate how microfinance has a positive economic impact on women by increasing their economic opportunities and level of independence.

# A Comprehensive Bibliometric Analysis of the Financial Dynamics Literature: Evolution and Review

Mona, Dr. Naveen Kumar, University Institute of Applied Management Science,  
Panjab University, Chandigarh

**Purpose** – The purpose of the study is to examine the bibliometric characteristics of previous literature on the topic of financial dynamics, which further aims to identify the most influential and productive contributors (documents, authors, countries, sources, affiliations) and progression of research on financial market dynamics.

**Design/methodology/approach** – The bibliographic data of 234 documents is extracted from Scopus by applying a systematic search strategy with a defined inclusion and exclusion criteria. R software and VOS viewer software were used to analyze and visualize the bibliographic data to gain insights into the key authors, sources, affiliations, research clusters, and influential publications in this particular field. The study employs techniques such as descriptive analysis and network analysis for analysis. For clustering, co-occurrence of keyword analysis and co-citation analysis were used.

**Findings** – The findings of the study show a fluctuating trend in financial dynamics literature, reflecting the dynamic nature and evolving landscape of research in this particular domain. A thorough examination of the extracted papers reveals that co-occurrence of keyword analysis was heading towards three distinct mainstreams “Computational Perspectives on Financial Dynamics: Simulation, Data Processing, and Price Dynamics”, “Modern Trends in Financial Markets: Electronic Trading, Time Series Analysis, and Investment Dynamics” and “Market Forces and Monetary Responses.”

Originality – There are a number of studies on the topic ‘financial market dynamics’ have been conducted globally. However, a noticeable gap exists as there is a lack of bibliometric paper addressing this subject, particularly in systematically analyzing trends, uncover the intellectual structure, research trends, and emerging directions within the field.

Keywords – Financial Market Dynamics, Financial Dynamics, Bibliometric analysis, SCOPUS, VOS viewer, R software – Biblioshiny"



# **Financial literacy: A bibliometric study, review and direction for future research**

**Rachit Dwivedi & Dr. Pragya Singh, Indian Institute Of Information Technology, Allahabad**

In present scenario, the role of financial literacy are increasing day by day and it is essential for individual well being. Financial literacy builds confidence to people for saving, investment and retirement planning. The aim of this study is to analyse, summarize, and identify the extent of research on financial literacy and to reveal the study trends, growth, and evolution. The study comprises a review of 212 articles – published in peer-reviewed journals from 2013 to 2023. These data are taken from the Scopus database. The most prominent journals, authors, countries, themes, and articles have been identified using bibliometric analysis. In this paper citation analysis, citation network, page-rank analysis and co-citation analysis have been employed to identify work and gaps. This bibliometric study will provide determinants, model, training and awareness programme and most recognized theory in this domain. This study will help researchers, policymakers, and regulators to know the current status of financial literacy and identify the relevant areas that need investigation.



# Investigating Investor Sentiment Effect on the Volatility of the Indian Index Futures Market

Lenittamol Abraham, Dr. Vimal George Kurian - CMS College Kottayam

This study examines how investor attitude affects the volatility of the Indian futures market using GARCH models. The sentiment index (SI) is constructed using the first and second principal components of eight sentiment proxies. SI incorporated into the mean and variance equations of GARCH models to evaluate the impact of sentiment on index futures volatility. The findings reveal that shifts in investor sentiments significantly affect futures market volatility, and a leverage effect is present in the Indian futures market. A comparison of GARCH models incorporating and not incorporating investor sentiment shift confirms that incorporating sentiment improves the volatility prediction of models. The Granger Causality test reveals a bidirectional causality between the investor sentiment index and futures price. The results also exhibit a significant bidirectional sentiment return spillover effect and sentiment volatility spillover effect in the Indian Index futures market.



# **Systematic Review on Impact of Green Bonds on sustainable projects**

**Shrey Arora, Pratham Dammani, Bhupendra Hada  
- Christ (Deemed to be University, Delhi/NCR)**

Green bonds are securities which are used to finance projects having environmental benefits. This systematic review presents a comprehensive overview of green bonds state in the market in context of India and China and also examines their impact on sustainable projects. A range of environment friendly initiatives such as energy efficiency, renewable energy and sustainable infrastructure projects have been funded by green bonds. This study also highlights importance of green bonds in developing sustainable societies and solving issues of climate change and navigating the idea of 'greenium' in the financial markets. It also highlights the use of Proceed bonds and different other bonds in different sectors and determines the growth of green bonds in future.

# PORTFOLIO OPTIMIZATION USING WHALE OPTIMIZATION ALGORITHM

Dr. KSHMA KAUSHAL

Portfolio optimization is becoming essential for carrying out strategies effectively as the business environment gets more complex and there is a need for an efficient optimization approach for sustainable economic development. This proposed strategy is robust and dynamic, assisting firms in matching their project portfolios to their overall company goals. Through the strategic prioritization of efforts, resource reallocation, and adaptation to dynamic conditions, portfolio optimization improves the efficacy and efficiency of an organization strategic initiatives. Investment

diversification is essential, and an investors constant objective is to build a portfolio of high-yielding, varied companies. The Whale Optimization Algorithm, a heuristic technique inspired by nature, is used in this study to compute the amount of investment in each stock in a portfolio made up of different equities. The top consumer food companies, all listed on the Bombay Stock Exchange, have been taken into consideration based on market capitalization. Different stock examples have been developed to demonstrate the various levels of diversification.

The result gained demonstrate the effectiveness of this technique and are encouraging.

# MSME Finance in India: Challenges and Opportunities

Praveen Sharma, Dr. Rashmi Sharma-JECRC University, Jaipur

The study intended to discuss the challenges and opportunities in MSME financing and analysing the probable solution for reducing the Financial Gap in MSME sector in India. The study is based on analysis of available literature published in last 15 years. The economic development of our nation is directly linked with the performance and contribution of MSME (Micro, Small, and Medium Enterprises) sector. Despite of such contribution, the sector faces challenges such as lack of skilled manpower, timely supply & cheap raw material, and most crucial is the financial gap i.e. lesser supply of funds. Insistence for collateral security, risk aversion attitude of lenders, hiding of information by MSMEs, traditional approach of assessing the loan proposals are few of the challenges. Considering the modern approach by lenders, involvement of states and other stakeholders is the need of the hour to address the issue of financial gap in MSME sector. Adequate and timely supply of funds will be beneficial to boost the performance of MSME sector and economic growth as well.

Keywords : Financial Gap; Micro, Small, and Medium Enterprises; MSME; Bank Financing; Credit

# Revolutionizing Corporate Decision-Making: Incorporating Dissent through Advanced Voting Mechanisms

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This scholarly discourse rigorously interrogates the entrenched paradigms of majority and plurality voting systems prevalent in the domain of corporate governance. It postulates that these conventional modalities, while adept in facilitating decisive outcomes, are intrinsically flawed in their ability to reflect the full spectrum of stakeholder perspectives, often leading to a systemic marginalization of minority viewpoints. The manuscript advocates for the integration of more inclusive voting methodologies, namely Cumulative Voting, Borda Count, Condorcet Methods, and Rank-Dependent Scoring Rules. These methodologies are lauded for their sophisticated capacity to recognize the significance of each vote and to intricately delineate the intensity and hierarchy of stakeholder preferences. Utilizing a hypothetical case study centered on the election of an auditor, the paper elucidates how these advanced voting mechanisms could engender more representative and equitable outcomes, thereby effectively addressing the imperative to integrate dissenting perspectives within corporate decision-making processes. Furthermore, the treatise delves into the multifaceted challenges - practical, legal, and cultural - inherent in the implementation of these progressive systems. It culminates with a forward-looking perspective, envisioning the assimilation of these mechanisms as a harbinger of a new epoch in corporate governance, characterized by enhanced democratic engagement and stakeholder inclusivity. This research makes a substantial contribution to the ongoing discourse on augmenting corporate democracy and stakeholder inclusivity, providing both practical modalities and theoretical acumen essential for the reformation of existing corporate governance frameworks.

# **Understanding the moderating role of gamification in financial behavior with the effectiveness of behavior attributes**

**Garima Agrawal ,Dr Gunjan Sharma (GLA University, Mathura)**

## **Abstract**

**Purpose** In a developing nation like India, the idea of gamification is in its infancy. The current study aims to fill a knowledge gap by examining how gamification influences an investor's financial attitude, financial self-efficacy, and financial planning, all of which are critical components in establishing financial behavior. However, researchers have not yet thoroughly discussed the effect of gamification on the financial behavior of an investor. Second, to see if gamification may help users of financial applications improve their money management abilities.

**Design/methodology** To validate the model, the study used Smart PIs 4 software and the partial least square structural equation modeling approach, which is supplemented by additional dimensions such as gamification, financial attitude, financial self-efficacy, and financial planning. To evaluate the proposed approach, data were obtained from 557 users of financial applications.

**Finding** The current study's findings underline the fact that gamification greatly moderates the impact of financial planning and financial self-efficacy on individuals' financial behavior. However, the results show that gamification in financial applications does not play a substantial moderating effect in the influence of financial attitude on individual financial behavior. Individuals with financial app expertise also favored additional "social features" such as sharing progress with friends.



## Origin/Value

The current study broadens the scope of gamification in the financial industry, particularly in the stock market and banking sectors, where empirical research is limited. It emphasizes the importance of gamification on behavioral qualities as mediators. To the best of the author's knowledge, the impact of gamification on financial app users has never been studied, thus an examination of many consumer qualities is necessary to meet their desire for financial management.

Keywords Gamification, Financial Attitude, financial self-efficacy, financial planning, Financial Behavior  
Paper type Research paper



# **The Influence of Relationship Lending on Borrower's Intention for Loan Repayment: A Systematic Literature Review**

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A significant portion of the banking sector's loan portfolio and non-performing assets (NPAs) can curtail a bank's lending capacity, as they must allocate provisions to cover potential losses. This, in turn, restricts the availability of credit to other deserving borrowers, impeding overall economic growth. Thus, it is of paramount importance to assess a borrower's intention to repay, a measure that safeguards the interests of both the bank and the broader economy.

In the Indian scenario, banks assess the borrower's debt repayment capabilities primarily by their credit rating, based on the past credit history. This historical data encompasses information about the borrower's previous loans, repayments, and any instances of defaults or late payments. However, this traditional method often does not take into account the borrower's intention to repay the debt. While credit ratings and financial metrics provide valuable insights into a borrower's financial history and capacity, they do not offer insight into the borrower's character, or personal dedication to meeting their financial commitments. This aspect of intention to repay is a critical factor in evaluating a borrower's repayment.

Relationship lending stands out as a crucial approach to fill the gap left by conventional credit assessment methods. It places a stronger emphasis on establishing long-term partnerships between lenders and borrowers, maintaining ongoing communication, and gaining a deep understanding of the borrower's business. This approach allows lenders to gain insights into the borrower's current financial health, future prospects, and the strategies in place to navigate potential challenges.



However, there are limited articles that consolidate the findings of existing literature on individual borrower's characters and relationship lending and its effect on intention to repay the loan.

This study commenced with a comprehensive and systematic literature review to address any gaps in the descriptive knowledge of the field under investigation and to identify areas that could benefit from further research. The Scopus and Web of Science databases were used as references. The review encompasses "articles" and "reviews," while excluding items like "conference proceedings" and "notes." The search spanned from 1995 to 2023. The search process returned the 766 results and then these were checked using inclusion and exclusion process in accordance with the PRISMA Protocol 2009. Hence, we had 37 articles were considered for the review."

Several studies have delved into the dynamics of relationship lending across different countries, shedding light on its varying impacts and effectiveness. The studies on relationship lending have used a variety of research methods, including quantitative and qualitative methods. To decrease non-performing assets and boost bank profitability, relationship lending is now being used in the lending division. Although relationship lending is often stated as a reciprocal and mutual connection between financial institutions and their clients, a few studies have looked at the part that consumer behaviour. Strong connections between banks and borrowers typically offer advantages to borrowers, although the outcomes of lending can vary depending on different aspects of these relationships. Moreover, factors like the level of competition among banks and the state of development in the banking system within a given country can affect the impact of relationship lending when considered in a global context.

This study provides valuable insights into comprehending the individual character and repayment intentions of borrowers, providing a significant advantage to bankers. Understanding the borrower's commitment, integrity, and willingness to meet their financial obligations can significantly enhance the accuracy of risk assessment. As a result, bankers can extend loans to individuals who are more likely to repay successfully, leading to a more robust and profitable lending portfolio. Furthermore, a nuanced understanding of a borrower's intentions can help identify potential warning signs, allowing for timely intervention and the implementation of risk management strategies in cases where repayment difficulties may arise.



# **Study of Financial Inclusion on Successful Implementation of ODOP Scheme with Special Reference to Lucknow Chikankari Industry**

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With a particular emphasis on Lucknow, this study examines the influence of financial inclusion on the One District One Product (ODOP) program's effective execution. Access to a variety of financial services, or financial inclusion, is regarded as a vital component in promoting economic growth and encouraging entrepreneurial endeavours. One of the most distinctive settings for examining the relationship between financial inclusion and economic growth is the ODOP scheme, a government-run initiative designed to support local businesses and promote regional specialisations. Using a mixed-methods approach, the study combines qualitative insights from case studies, interviews, and surveys with quantitative data analysis. The study aims to determine the present state of financial inclusion in Lucknow, comprehend the workings of the ODOP programme in the area, and analyse the relationship between financial inclusion and the effective implementation of the ODOP programme.

The literature review identifies the gaps that this research attempts to fill by offering a thorough overview of financial inclusion, ODOP plans, and related studies. The results show how Lucknow's financial inclusion is now doing, stressing the proportion of the populace having banking service access and the level of involvement in established financial institutions. This study examines the salient characteristics and objectives of the ODOP programme in Lucknow, taking into account the measures implemented to bolster indigenous goods and sectors. The data analysis's findings shed light on the connection between financial inclusion and the ODOP scheme's success, offering practitioners and policymakers insightful information.

In the context of ODOP programmes, a discussion of the findings examines the implications for fostering economic development through enhanced financial inclusion. The study highlights obstacles to financial inclusion and provides suggestions to improve the efficiency of the ODOP programme in Lucknow.

In summary, this study adds to our knowledge of the ways in which financial inclusion affects the results of regional development initiatives such as ODOP and offers useful information to researchers, practitioners, and policymakers who wish to promote equitable economic growth at the district level.

India is home to many famous needlework clusters, such as the Gujarati Kutchi embroidery, the Bengali Kaatha, the Punjabi Phulkari, the Lucknow Chikankari, and the Kashmiri Kashidakari. Each embroidered design is distinct from the others and has intrinsic worth and attraction. Lucknow's creative accomplishments, historical sites, and rich cultural heritage have all contributed to the city's prominence in Indian history. Particularly the Mughals were great admirers of the arts and cultural endeavours like as music, literature, architecture, and handicrafts. In addition to its hot summers and rich history, Lucknow is well-known for its numerous excellent handicrafts. A few of the most well-known names on this list are chikankari, hand-block textile printing, terracotta, ivory or bone carving, and many other crafts that are practiced by various Lucknow artists. The Lucknow region is well-known for its Chikan, or traditional handicrafts. The piece is renowned for its elegance, delicacy, and purity all throughout the world. This study focuses on the evolution of Chikankari in Uttar Pradesh under the auspices of the state's "One District One Product Programme."

**Keywords:** Financial Inclusion on Successful Implementation of ODOP Scheme, Lucknow Chikankari Industry, Employment opportunities, MSME

# **A Study of Corporate Bankruptcy using Discriminant Analysis.**

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The research paper is undertaken to examine the effect of indicators of liquidity, financial, activity, turnover and profitability at the monetary scenario of a company (bankruptcy/non-bankruptcy). The non-failure predictions are used as an empirical case. In particular, many financial and economic indicators of non-failure predictions and prediction of failure are examined using discriminatory statistics. The research is being carried out to help the investors and analyst for better decision making. Also very few researches have been conducted so to put more light on the topic research is being conducted. Ratio's will help in better understanding of the companies bankruptcy and non-bankruptcy.



# **Examining the Relationship: A Systematic Literature Review and Bibliometric Analysis of the Present Situation and Prospects for Fintech and Sustainability**

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Fintech role in sustainability is the use of financial technology to promote environmental, social, and economic sustainability. The ability to fulfil current requirements without compromising the ability of future generations to cover their own requirements is sustainability. It is an idea that takes into account social, cultural, and economic aspects. This bibliometric research explores the dynamic relationship between sustainability and financial technology (fintech), assessing the current situation and projecting future trends. With the world facing more and more urgent environmental and social difficulties, fintech a term referring to technological developments in the financial sector is becoming more and more entwined with sustainability concerns. In order to do a comprehensive bibliometric analysis, this study contains 116 articles published in peer-reviewed journals that are indexed in the SCOPUS database over the period extending from 2017 to 2023. VOSviewer and Biblioshiny software were used to undertake the analysis of the data using the science mapping technique. Numerous significant elements of a literature review, including the most pertinent authors, sources, network of keywords co-occurrence, theme analysis, and others, have been investigated. Subsequent studies in this domain ought to focus more on the themes identified through the examination of keyword co-occurrence and thematic mapping. The study's conclusions should be noted by regulators, policymakers, future researchers, stakeholders, environmentalists, and investors because they provide a workable framework for putting into practise sustainable strategies that support the development of a green

digital environment and the generation of value from green fintech research and practise. The study adds to the corpus of research by offering a thorough summary of the present and potential paths of fintech and sustainability. In the meantime, the research's significant implications for the target audience further enhance its contribution.

**Keywords:** Fintech, Sustainability, Systematic literature review





# **The Adoption of central bank digital currency (CBDC) in India: prospects, global advancements, and regulatory framework impediments.**

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The research analyses the prospective adoption of Digital currency in India backed by the central bank, that is, Central bank digital currency. The study explored the basics of CBDC, like its definitions and concepts, including its various forms, such as wholesale and retail CBDCs, and its architecture, as well as underlying technology like blockchain. In the study, the global scenario of CBDC and its developments have been reviewed through the analysis of episodes and initiatives of countries like Jamaica and Ecuador to gather an understanding pertinent to the Indian context. The study underwent a mixed research methodology in which the combination of qualitative and quantitative approaches has been employed by considering all aspects of the study, like the use of a case study for analyzing global developments of CBDC-enabled or canceled nations, and out of eleven CBDC-enabled nations Jamaica, and from CBDC decommissioned nations, Ecuador was selected; use of a literature review for defining its concepts and potential benefits for India; use of documentary analysis to study the regulatory landscape and various challenges and considerations; and visual representation was employed, in which bar graphs, pie charts, figures, etc. were used to visualize the data of the numbers of CBDC active across the globe in their respective phases.

# Demonetization Financial Inclusion and Bank Efficiency

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Banks have a crucial role in economic development and facilitate the implementation of policy initiatives of the Government . As financial intermediaries they play an important role in the execution of government policies, such as Demonetization, Financial Inclusion (Malik, S et al., 2019), and Priority sector lending in India. These events impact bank operations costs and revenues, and thus performance and efficiency.

Using three efficiency measures, namely, New Profit, New Cost, and New Technical, we examine the impact of Demonetization and Financial Inclusion on bank performance in India. Bank efficiency for the 2011 to 2019 period across Size and Ownership groups is measured using Data Envelopment Analysis (DEA).

In the second stage, differences in impact of the event across bank groups and efficiency types, using Repeated ANOVA is observed.

We find significant effects across size and ownership, albeit not uniform across groups, events, and efficiency types. There was an increase in the number of frontier banks. SBI, the state-owned and largest bank, with the most significant role in those policies had seen a positive impact on cost and profit efficiency.

The PSB and Private Banks have shown remarkable resilience in its operations and activities have adopted to the requirements of government.

Reserve Bank had been proactive through series of measures such as Liquidity Adjustment Facility (LAF), incremental cash reserve ratio (ICRR), a mix of reverse repos and cash management bills (CMBs) under the MSS

(market stabilization scheme). Our study do not lend support to the view that those events have burdened and adversely affected banks.

This study makes the following contributions: - Firstly, this is a pioneering attempt examining the impact of rare events such as Financial Inclusion and Demonetization on the Bank Efficiency of an emerging economy. Secondly, to more fully understand its nuance across bank productivity, efficiency, and profitability this study estimates the three distinct efficiency, namely new profit, new cost and new technical. These frontier-based efficiency measures are more appropriate as they overcome the limitations of traditional accounting measures such as financial ratios in quantifying unobservable features by taking in to account the multiple input and output mix and any non-contemporaneous relationships (Brynjolfsson and Lorin, 2000). Thirdly, we assess the difference in impact across different ownership, size, and age segments. Fourthly, we use Repeated ANOVA to investigate the impact, which is a novel approach in the context of literature in this domain. We combine DEA with repeated ANOVA possibly for the first time in the existing literature in our investigation. Fifthly, India offers a distinctive combination of public, private, and foreign banks, where public banks occupy a prominent position with a share of around 70 percent in deposit and advances of commercial banks and more substantial social responsibility role as they heavily support Government Policy and Initiatives. Therefore, our study does an ownership-based analysis in a unique context.

The study carries important managerial and policy flexibility implications and provides much-needed scientific evidence to the popular debate on the impact of the events. Regulators, bankers and government contemplating drastic policy measures would find our study useful.

# Systematic Review of Financial Flexibility in Corporate Finance

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A systematic review of financial flexibility in corporate finance involves a comprehensive and structured analysis of existing literature on the topic (Krystyniak and Staneva, 2023). Financial flexibility refers to a firm's ability to adapt and respond to financial challenges or opportunities, often through effective management of financial resources ( Arslan et.al., 2014)The aim of this research is to analyze the bibliometric characteristics of prior studies focused on Financial Flexibility, utilizing data sourced from the Scopus database.The primary objective of this research paper is to provide clarity on the fundamental concepts surrounding the inquiry into the capital structure of enterprises. The research process involved an in-depth examination of publications, where the identification of key research papers, countries, authors, citations were conducted within the Scopus database. The search term "financial flexibility" was utilized to focus on scientific research papers published between 2010 and 2024. The final search results, containing comprehensive information, were exported and utilized to generate a bibliometric map using the VOS Viewer program. The findings from the bibliometric analysis reveal that the terms "financial flexibility, capital structure investment and finance" are the most closely associated keywords based on the analysis of commonly cited occurrences.

# Exploring the Factors Affecting Credit Risk of Fintech Firms

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India is a credit-hungry country. Indian Fintech companies have now entered the lending space rather than just sticking to payments or others. They are providing loans easily with fewer formalities and paperwork which attracts people who have poor credit history, don't have any income source, have low credit scores, absent collateral security, etc. The amount of digital lending that has increased in recent years has increased the risk of loan defaults. Finding the variables influencing credit risk has become crucial for fintech companies to thrive in this cutthroat environment. The goal of this study is to investigate the variables influencing Fintech companies' credit risk. Data was gathered from the financial statements and annual reports of 29 fintech companies in India for the year 2022 and evaluated using classical assumption test, goodness of fit, and multiple regression analysis. The findings indicate that business size is the factor most influencing credit risk, followed by the frequency of board meetings and the presence of a risk management committee.



# Performance Determinants of Small Finance Banks: Evidence from India

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The emergence of small finance banks (SFBs) in India represents a crucial step towards enhancing financial inclusion and fostering economic growth. These institutions have rapidly expanded their branch networks and asset bases, successfully catering to underserved segments of the population.

This study investigates the determinants of SFB performance in India using the Ordinary Least Squares (OLS) Regression Method and balanced panel data spanning from 2017 to 2021. The findings highlight several key financial variables that significantly influence SFB performance.

Notably, factors such as total assets, profitability efficiency, leverage, liquidity, advances at risk, and provisions for loan loss emerge as statistically significant drivers. Understanding the impact of these variables on SFB performance provides valuable insights for policymakers, regulators, and industry practitioners alike. It underscores the importance of strategic management of financial resources, risk mitigation strategies, and operational efficiency in sustaining the growth and viability of SFBs. Moreover, these findings can inform targeted interventions aimed at further enhancing the effectiveness and outreach of SFBs in advancing financial inclusion objectives across India.





# ENTREPRENEURSHIP

# Analyzing the Impact of Bihar Start-up Policy 2022 on Entrepreneurial Culture: A Total Interpretative Structural Modeling Approach

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This study explores the complex dynamics of Bihar's entrepreneurial culture, utilizing the framework provided by the Bihar Startup Policy of 2022. We aim to develop a Strategic Framework and understand the interrelationships among key factors influencing the entrepreneurial landscape in Bihar by using a Total Interpretative Structural Modeling (TISM) approach. The study focuses on identifying critical factors within policy implementation that shape entrepreneurial culture and developing their hierarchical framework. The study intends to provide valuable insights into the strategic aspects of fostering entrepreneurship in Bihar through this comprehensive analysis. The findings will serve to inform policymakers, entrepreneurs, and stakeholders, providing an in-depth understanding of how specific factors of the startup policy interact and influence the overall entrepreneurial ecosystem in the state. Furthermore, the study employs case studies of emerging startups in Bihar to assess the practical applicability of the developed TISM framework. This study validates the theoretical framework and provides insights into its effectiveness in understanding and guiding entrepreneurial endeavors in the Bihar context by examining real-world case studies. This study contributes to the literature on entrepreneurship by improving our understanding of the complex interplay of factors influencing entrepreneurial culture, particularly within the context of state policies.

**Keywords:** Entrepreneurial Culture, Bihar Startup Policy, TISM, Strategic Framework

# **Thriving Amidst Change: Self Leadership dynamics and Job Involvement among sales professionals in the Post Covid Landscape**

Vivek Pachauri , Keerti Jain , Satyendra Pratap Singh , Garima Mathur

In today's dynamic global economic landscape, rural enterprises face a critical juncture, compelled to integrate technological advancements to bolster productivity, sustainability, and overall competitiveness. This comprehensive study navigates the intricate relationships among innovation, entrepreneurship, and investment within the context of rural firms and their embrace of innovative technology. The central research inquiry revolves around unraveling the multifaceted dynamics that shape technology adoption in rural settings, aiming to offer valuable insights into fostering technological innovation in these areas.

# **“BREACHING BARRIERS, CREATING OPPORTUNITIES” A STUDY ON CAREER CHOICE INTENTIONS TOWARDS THE GIG ECONOMY AMONG INDIAN STUDENTS**

ALIA ATHAR - ALIGARH MUSLIM UNIVERSITY

**Purpose** – An increasing number of graduates are seeking non-standard employment such as gig economy working. While statistics have revealed multiple aspects regarding the non-standard employment they hold, there is insufficient documentation of what are the driving and restraining factors for them to choose and work in the gig sector. This paper aims to address this gap and reports on sixteen Indian university graduates’ reflections on their career choices.

**Design/methodology/approach** – This study is exploratory and follows the approach of qualitative multi-case studies. The data includes in-depth interviews with sixteen graduates and their responses to a survey. The paper applies a theoretical perspective drawing from social cognitive career choice theory, focusing on the participants’ agency in managing career choices and their meaning-making of career decision-making.

**Findings** – The findings of the current study unearth the constructs of the SCCT that students’ decision to consider a career in gig work is driven by outcome expectations (high earnings/monetary incentives, autonomy, Personal and professional satisfaction associated with the job), as well as self-efficacy belief (possession of skills and ability). Further, the study finds that Outcome expectancy and economic constraints (Lack of security, lack of recognition, precarious work) were the factors restraining students from considering gig work as a career. The results finally show that the students who would choose gig as a career in the future are in one way or the other, preparing for the achievement of their goals.

Practical implications – The study indicates, on the contrary, that gig work is considered negative as a career option; it is considered Precarious and unstable. These misconceptions make it less likely for a student to pursue gig work as a career. Educators can aid students in their decision to pursue a study in the gig economy, the new world of work by displaying and reinforcing the positive outcomes that come with it. The study makes recommendations on university career guidance, organizations hiring gig workers, and government policymakers.

Originality/value – –The findings of this study add to the existing literature by delving deeper into the self-selection factors that influence a student's desire to become a gig worker. Furthermore, the current research is exceptional in that it applies the SCCT to the aim of becoming a gig worker. Although other research studies have looked into factors that may influence a student's decision to pursue this as a profession, these studies have mostly been quantitative, limiting the student's ability to explain why those factors encourage or dissuade them.

# **Design Thinking vs Design Thinking: How can incubators use organizational flexibility to manage conflicts with entrepreneurs?**

**Vidit Mohan, Rohan Chinchwadkar and Sankalp Pratap**  
IIT Bombay

Improvement in the reliability of venture creation is an essential metric for an economy, pursued in large parts by entrepreneurship support organizations (ESOs). Scholars have studied how an ESO provides resources to entrepreneurs but have not yet examined how this may be bundled with constraints. This means looking at various conflicts between an entrepreneur's pursuit of creative autonomy when launching their new ventures and the ESO's systems, designed to provide resources to improve the chances of venture survival and growth. In case of disagreements, the entrepreneur and the ESO could pursue different objectives – one a creative product/service prototype that provides legitimacy and the other various forms of documentation (business model canvas, etc) to guide the creativity. A certain level of organizational flexibility in ESO's system is required to deal with these conflicts. The paper explores the challenges and methods through which a Technology Business Incubator (TBI), an entrepreneurial support organization, adopts a flexible approach incorporating the dimension of design thinking to manage tension with entrepreneurs and enrolls such potential venture founders into its world and systems. Our findings illustrate the dynamic attempts of a TBI to assimilate an entrepreneur into its network while driving product development in technologically complex and regulated environments involving medical devices. The conflicts and enrolment practices were identified through ethnographic observations of everyday work performed by the actors in a TBI, interviews, and archival data.



# **EXPLORING INNOVATION PERFORMANCE IN THE HEALTHCARE STARTUP SECTOR: A CASE STUDY OF PREHEAL AND ITS CRITICAL DETERMINANTS**

**Dr. Kumar Vikrant - Founder and CEO, Preheal Innovations Private Limited**

This study examines the dynamic landscape of innovation performance in the healthcare startup sector, with a focus on the case of Preheal. We intend to explore the critical determinants that influence and shape the innovation path of this healthcare startup by using a detailed case study approach. A comprehensive study of Preheal's operational strategies, technological advancements, organizational culture, and market positioning is part of the study. The study seeks to uncover the key factors influencing Preheal's innovation performance through this research, thereby providing valuable insights for both the academic community and practitioners in the healthcare startup ecosystem. Critical determinants include technological integration, strategic partnerships, leadership commitment, talent and skill acquisition, and market adaptability. This study also used the TISM approach to explore the interconnectedness of the identified determinants. The findings shed light on broader trends and strategies for fostering innovation in the healthcare industry, ultimately assisting in the advancement of entrepreneurial initiatives and the delivery of improved healthcare solutions.

**Keywords:** Collaboration, Healthcare Industry, Bihar Region, Leadership, Preheal

# Growth in Cloud Kitchens in India after COVID-19

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Businesses have begun to focus on ease for consumers and providing it within budget due to a change in consumer preferences. Businessmen are searching for approaches to improve client happiness that they can apply without burdening them financially or charging excessive prices, which would put a hole in the pockets of their consumers and produce effects that might be different from what was anticipated. Given that consumers have a busy schedule and more discretionary income, the food and beverage business seems promising for the future. This is because consumers are more inclined to order dishes and try new flavours. On the other hand, opening a restaurant or enterprise with innovative technology requires a significant financial outlay. The expenses of running the company and preserving quality could potentially drain the funds in addition to the initial charges. This is where the idea of "cloud kitchens" is of use. One segment of the food and beverage sector without a dine-in area is the cloud kitchen. Through online food delivery apps, it provides its clients with food delivery and customer service. Cloud kitchens rely on online food delivery apps to help them with their promotional activities. By using the delivery personnel of online food aggregators, cloud restaurants may broaden their reach and reduce their need for a large promotional spend. Food aggregators serve as an intermediate between consumers and the restaurant business, much like a third party.

**Keywords:** Cloud kitchen, India, Covid-19, Fine dining, Customer, Demands, Genz, Millennials



# IT AND OPERATIONS

# **Managing forces of continuity and change- An empirical study of employees of Indian IT sector**

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Purpose - The purpose of this study is to delve into the complex dynamics within the Indian IT/ITES sector, specifically examining the interplay between managing continuity forces, change forces, and the subjective well-being of employees. In the rapidly evolving landscape of the IT industry, understanding how organizations navigate both the need for continuity and the inevitability of change is crucial for fostering a work environment that nurtures employee well-being. The theoretical framework guiding this research draws from two established models: the Flowing Stream Strategy (Sushil, 2012) and the Job Demands-Resources Model (Bakker and Demerouti, 2007). By integrating these frameworks, the study aims to provide holistic perspective on the forces influencing organizational dynamics and, subsequently, employee well-being. The Flowing Stream Strategy, emphasizing the need for strategic adaptability, aligns with the ever-changing nature of the IT sector, while the Job Demands-Resources Model brings attention to the dual aspects of demands and resources in the workplace. The central inquiry revolves around whether proactively managing specific elements of continuity and change can positively impact employee well-being. The focus is on identifying those facets that, when strategically addressed, contribute to a more positive and fulfilling work experience for employees. This investigation is crucial in guiding organizational leaders in crafting management strategies that not only address the challenges of change but also leverage the stabilizing elements of continuity to enhance the overall well-being of their workforce. Furthermore, the study extends its exploration to

consider the moderating influence of organizational social capital on the relationship between managing forces of continuity and change and employee well-being. This acknowledges the role of social networks, relationships, and shared norms within the organization in shaping how these forces affect individual well-being. By examining the moderating impact of organizational social capital, the study seeks to uncover additional layers of complexity in the relationship between organizational dynamics and employee subjective well-being.

**Design/Methodology/Approach** - In the initial stages of this research endeavor, a meticulous preliminary phase was undertaken to furnish the study with a robust foundation. This preliminary phase served a dual purpose: firstly, to offer an extensive background, contextualizing the intricate relationships between managing continuity forces, change forces, and employee well-being within the Indian IT/ITES sector; and secondly, to lay the groundwork for the formulation of hypotheses and the establishment of a coherent research framework. To ensure the research's credibility and relevance, the empirical phase was meticulously designed, involving a targeted sample drawn from the top 50 IT/ITES companies in India. This selection criterion was based on comprehensive market share data spanning the period from 2017 to 2022, ensuring the inclusion of companies with significant influence and representation within the industry. By focusing on this subset of the sector, the study aimed to capture a diverse range of organizational practices and experiences, contributing to the richness and generalizability of the findings. The primary method employed for data collection was a structured questionnaire survey, strategically directed at top and middle-level managers within the selected companies. This targeted approach ensured that the survey participants possessed the requisite insights and perspectives on the intricacies of managing continuity and change forces within the organizational context.



The use of a questionnaire survey facilitated the systematic collection of quantitative data, allowing for a rigorous analysis of the research variables. The data analysis was performed using the structural equation modelling technique by using AMOS (CB-SEM) software.

**Findings** - The findings of this study yield noteworthy insights into the intricate dynamics shaping the subjective well-being of employees within the Indian IT/ITES sector. In the structural model analysis, the research identifies two paramount change forces—new technology and mergers and acquisitions—as the most influential predictors of employee subjective well-being. This revelation underscores the transformative impact of technological advancements and corporate restructuring on the psychological and emotional states of employees. The accelerated pace of technological change and the complexities associated with mergers and acquisitions evidently play pivotal roles in shaping the overall well-being of the workforce. Conversely, in the realm of continuity forces, organizational culture and organizational performance emerge as standout factors significantly predicting employee well-being. The organizational culture, reflecting shared values, beliefs, and norms, is identified as a crucial determinant of the overall job satisfaction and psychological health of employees. Additionally, the emphasis on organizational performance as a key predictor suggests that employees derive a substantial sense of well-being from being part of an organization that consistently demonstrates excellence and success in its operations. A particularly salient revelation from the study is the moderating role of organizational social capital in the relationship between continuity forces and subjective well-being.



This finding emphasizes the importance of social networks, relationships, and shared norms within the organizational context. Organizational social capital acts as a buffer, influencing how the stabilizing elements of continuity interact with and impact the subjective well-being of employees. The recognition of the moderating influence of social capital adds a layer of complexity to our understanding of the intricate interplay between organizational forces and individual well-being, highlighting the significance of interpersonal relationships and collaborative networks within the workplace. In essence, these results not only contribute empirically to the existing literature but also provide actionable insights for organizations aiming to enhance employee well-being by strategically managing both change and continuity forces, while concurrently fostering a positive organizational culture and emphasizing high performance.

**Originality/Value** - This research makes a significant contribution to the existing scholarly discourse by synthesizing two established frameworks—the Flowing Stream Strategy and the Job Demands-Resources Model—yielding a unique and comprehensive approach to deciphering the intricacies of change management within the specific context of the Indian

IT/ITES sector. The amalgamation of these frameworks allows for a more nuanced examination of how organizations in this dynamic sector can navigate the dual challenges of continuity and change forces. The incorporation of the Flowing Stream Strategy into the analytical lens of the study brings attention to the imperative of strategic adaptability. In the volatile and fast-paced environment of the IT/ITES industry, the Flowing Stream Strategy provides a holistic perspective on the necessity for organizations to be agile and responsive to change. By integrating this strategic approach, the research extends beyond

traditional change management models, offering a more contextualized understanding of how organizations can proactively manage continuity and change forces. Furthermore, the integration of the Job Demands-Resources Model enriches the investigation by emphasizing the dual nature of demands and resources in the workplace. This model provides a framework for assessing how the demands of change and the resources available to employees interact, influencing their well-being. This dual-focus approach acknowledges that managing the challenges associated with change involves not only addressing the demands but also ensuring that employees have the necessary resources to cope and thrive. The study's distinctive contribution is further amplified by the inclusion of organizational social capital as a moderating factor. This addition goes beyond traditional models, recognizing the importance of social networks, shared norms, and collaborative relationships within the organizational context. The nuanced layer introduced by organizational social capital

underscores the significance of interpersonal dynamics in shaping how continuity and change forces impact employee well-being. This not only enhances the theoretical understanding of organizational behavior but also provides practical insights for managers and leaders aiming to foster a positive workplace culture amid dynamic industry landscapes. In essence, this research bridges theoretical gaps, offering a fresh perspective that aligns with the unique challenges faced by organizations in the Indian IT/ITES sector.

**Practical Implications** - The implications drawn from the findings of this study offer valuable guidance for managers and leaders navigating the dynamic landscape of the IT/ITES sector in India. The recognition of the dual importance of managing both continuity and change forces emerges as a pivotal takeaway, signaling to organizational decision-makers the need for a balanced and comprehensive approach to workforce well-being.

Acknowledging the impact of both stabilizing factors and transformative elements on employee subjective well-being allows leaders to craft strategies that address the multifaceted nature of organizational dynamics in the sector. For managers and leaders, this study underscores the importance of creating a work environment that is not only adaptive to change but also rooted in the preservation of organizational continuity. By appreciating the significance of both these facets, organizations can cultivate a more holistic and supportive workplace culture. This, in turn, has the potential to positively influence employee well-being, fostering a sense of stability amid change and facilitating a smoother adaptation to evolving industry demands. Furthermore, the study revelation about the moderating role of organizational social capital provides actionable insights into the power of interpersonal relationships within the workplace. Managers and leaders can leverage this understanding to intentionally build and strengthen social networks within their organizations. Encouraging a culture that values collaboration, communication, and shared norms enhances the overall social capital of the organization, acting as a buffer that mitigates the potential negative impacts of continuity and change forces on employee well-being. In conclusion, this research transcends the realm of theoretical contribution by offering practical guidance for organizational leaders. It underscores the importance of a nuanced and integrated approach to managing organizational dynamics in the IT/ITES sector, with a focus on both continuity and change forces. By recognizing and acting upon these insights, leaders can proactively contribute to the creation of a work environment that not only adapts to industry changes but also prioritizes the well-being and satisfaction of their employees in the dynamic landscape of the Indian IT/ITES sector.

# **Flexibility in digital learning: a strategic framework for overcoming assignment barriers in e-learning**

Somraj Sarkar, Shweta Sharma - XLRI Jamshedpur

In the rapidly evolving domain of digital education, e-learning platforms have emerged as pivotal educational tools, offering unparalleled access to learning worldwide. However, these platforms often grapple with a significant hurdle: low course completion rates. This study delves into a less explored yet critical aspect of this challenge—the impact of rigid assignments on e-learning dropout rates. Employing Expectancy-Value Theory (EVT) and a Contingency Approach, our research investigates how inflexible assignment structures contribute to dropout phenomena and proposes a solution framework to enhance flexibility in e-learning environments. Our methodology encompasses two qualitative studies focusing on negative reviews on Coursera. The first study utilizes Latent Dirichlet Allocation (LDA) topic modelling on over 17,000 reviews to distil dominant themes related to assignments. The second study undertakes a thematic analysis of more than 200 reviews specifically targeting assignment issues, offering a nuanced content analysis. Results indicate that the rigidity of assignments is a critical factor affecting learner engagement and course completion, with recurring themes like course relevance, assignment relevance, and assignment difficulty. To counter these challenges, we introduce an innovative framework based on the Contingency Approach. This model stratifies learners into distinct profiles according to their perceived assignment difficulty, relevance, and course alignment, predicting dropout probabilities and proposing targeted strategies for each profile to bolster course satisfaction and completion.

This framework not only enriches the academic discourse with a theory-driven, evidence-backed methodology to address e-learning system challenges but also provides actionable insights for e-learning platforms to adopt flexible, learner-centric assignment models. This approach aligns with the broader agenda of enhancing information systems flexibility in digital education, positioning our study at the intersection of educational technology and sustainable management practices.





# Simulation games for teaching inventory planning in sales and distribution environment

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In this article, we present three simulation games that we have created to demonstrate the optimal inventory management and ordering rules for a sales and distribution environment. The first game involves a retailer with stochastic demand and perishable stock. The second game involves a retailer placing orders for multiple items with stochastic demand, minimum lot size constraints, and quantity discounts. The third scenario involves a retailer with full kit requirements for multiple items with stochastic demand and varying leadtimes. Collectively, the three games convey the complexities of a distribution network and aid students in comprehending some effective rules for managing inventories in distribution channels.

The first game is known as the “Bread Game”. The objective of this game is to maximize retailer's cash given initial starting cash, the cost of bread, and its selling price. The average daily demand for bread is known, but it is impossible to predict the actual demand on any given day. The retailer places daily bread orders if it has sufficient cash on hand. There is a fixed ordering cost, regardless of the quantity of breads ordered. Bread has a one-day shelf life, and all unsold units must be discarded at the end of the day. What a retailer sells on a given day is contingent on the order quantity and actual demand.



The second game is known as the “Lot Size Game”. It involves a retailer with stochastic demand who maintains inventories of multiple non-perishable items. The retailer places orders with suppliers, but the supplier stipulates a minimum order quantity. The retailer’s facility has a space constraint and limited starting cash. There is also a fixed cost associated with ordering from suppliers that is independent of the quantity ordered. Additionally, the supplier offers a discount if the order quantity for a particular item exceeds a minimum quantity. The goal is to maximize the retailer's cash at the conclusion of play.

The third game is known as the “DDMRP Game”. Here, the retailer only interacts with a single customer. Daily, the customer submits a single order to the retailer consisting of varying quantities for multiple items. As per the contract, a hefty penalty is charged to the retailer even if there is a shortage of even one item in the given order. The retailer’s facility has a space constraint and limited starting cash. The lead times of the various suppliers who supply different products vary. The suppliers also offer the option to expedite orders at exorbitant prices. The objective is to maximize the retailer’s cash at the end of the game.

These three games capture some of the important complexities of material planning and distribution systems and assist students in understanding the problems with traditional SC policies (such as MOQ, bulk discounts, etc.) and learning new ideas to help them improve the availability of items in their supply chains.

# **EXPLORING DETERMINANTS SHAPING THE INTEGRATION OF BLOCKCHAIN IN THE INDIAN HEALTHCARE SECTOR: A FUZZY-DEMATEL ANALYSIS**

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## **Abstract:**

The healthcare supply chain is a complex and critical infrastructure that relies on a high degree of collaboration and trust among its participants. However, traditional supply chain models often suffer from a lack of transparency, traceability, and security, which can lead to inefficiencies, errors, and fraud. Blockchain technology, with its immutable and tamper-proof record of transactions, has the potential to address these challenges and foster greater collaboration and trust within the healthcare supply chain.

This study aims to assess the role of blockchain technology in building a more collaborative and trustworthy healthcare supply chain using the Technology-Organization-Environment (TOE) framework and Fuzzy Decision-Making Trial and Evaluation Laboratory (DEMATEL) analysis. The TOE framework provides a comprehensive framework for analyzing the factors that influence the adoption and implementation of new technologies, such as blockchain, in the healthcare supply chain. Fuzzy DEMATEL is a multi-criteria decision-making (MCDM) technique suitable for handling complex and uncertain relationships among factors.

The research methodology involves a structured questionnaire administered to a panel of experts with diverse backgrounds in healthcare supply chain management, blockchain technology, and supply chain collaboration. The fuzzy DEMATEL method is applied to analyze the collected data and derive meaningful insights.

The research findings indicate that blockchain technology has the potential to significantly enhance collaboration and trust in the healthcare supply chain by addressing the critical factors identified in the study. The conceptual framework provides guidance for healthcare organizations and technology providers in implementing blockchain solutions to foster collaboration and trust within the healthcare supply chain. Recognizing the potential of machine learning models to promote gender inclusivity in India's IT sector, this paper employs analytical tools like factor analysis, multiple linear regression, and multinomial logistic regression to examine data collected on hiring processes, promotion policies, and compensation practices, with the aim of identifying gender biases. Moreover, it explores the path forward to construct a comprehensive policy framework that overcomes these obstacles and ensures the safety and security of women in the IT landscape. The research also highlights the necessary steps and strategies to advance gender inclusivity and support the active participation of women in the IT sector. To establish a robust link between gender inclusivity and women's empowerment, the authors gathered data from 768 female respondents engaged in IT and IT-related professions in India. This data collection process involved sample surveys and personal interviews, focusing on respondents who are currently employed in India. The inclusion of participants with tertiary degrees and substantial IT work experience aimed to capture their personal experiences in the IT landscape. Convenience sampling ensured the selection of experienced and IT-exposed respondents. Their narratives and insights provide a valuable foundation for understanding the challenges and opportunities for women in India's IT sector. The research outcomes indicate that the limited representation of women within India's IT sector is a multifaceted challenge influenced by several factors. These factors encompass deeply ingrained gender stereotypes, limited access to career advancement and training opportunities, unconscious biases in recruitment and promotion procedures, and workplace issues like instances of sexual harassment and a lack of mechanisms for reporting such incidents to management.

These research findings hold significant implications for various stakeholders, including policymakers, IT firms, and women themselves. Policymakers should consider the development and implementation of measures that foster gender inclusivity within the IT sector. IT companies, in turn, should establish and enforce policies and practices that promote gender inclusivity while cultivating a supportive organizational culture. For their part, women working in the IT sector can proactively engage in mentorship and networking programs, offering mutual support and guidance.



# Improving Forecasting Accuracy for Inpatient Admissions in Hospitals Through Feature Engineering

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## 1. Introduction

Patients' arrival in a hospital is a crucial area of concern for any healthcare delivery system. The pattern of arrival of inpatients can be very different during Saturdays and Sundays, holidays, and during festivities. There may be a sudden spike in arrival in the event of a natural calamity. This non-uniform pattern and the dynamic nature of the requirements for medical care create a burden on the overall healthcare delivery at the hospital. Overcrowding leads to requisitioning of doctors and medical staff from the inpatients' departments, overburdening of the medical equipment, and a risk of committing clinical errors (Rocha & Rodrigues, 2021). Thus, the healthcare delivery system of the hospital is put to serious testing. If a proper forecasting mechanism for patient arrival can be put in place, the planning of healthcare delivery as a service and its execution can be made in an effective manner. Keywords : Machine learning, Forecasting, Inpatient, feature engineering

## 2. Research Gap

Advanced machine learning techniques like artificial neural networks (ANN) and support vector machines (SVM) are better suited for predicting non-uniform patient arrival than the traditional statistical models like ARIMA, which are mostly linear and may not capture the stochastic and non-linear nature of time series data in a proper manner (Zhao et al., 2022). Linear Regression (LR) also can handle the large range of data patterns that are typically present in patients' arrival time series (Yucesan & Celik, 2018).

Most of the research focuses on time series forecasting methods, and very little attention is paid to the associative forecasting model. Previous research has not examined the impact of special events, weather data, and calendar variables on inpatient admissions.



The existing body of work mostly focuses on the analysis of patient forecasting in outpatient wards and emergency departments, with comparatively less emphasis on the prediction of inpatient admissions.

### 3. Objective of the Study

Inpatient admission is a critical function of a hospital. The issue becomes critical due to the non-uniform admission pattern. If forecasting of inpatient admission can be done in a near-accurate manner, resources can be used effectively. Also, the hospital can henceforth be better equipped to handle challenges if forecasting is near-accurate. Therefore, the objectives of this study are: (1) to determine the most appropriate model for predicting inpatient admissions in hospitals (2) to determine if the inclusion of additional features enhances the accuracy of the machine learning models, and (3) to identify the features that have the greatest impact on inpatient admissions.

### 4. Overall Methodology

We collect inpatient admission data from a district government hospital in the state of Madhya Pradesh in India. The data is collected on a daily basis, for a period of two-and-half years, leading to around 850 usable data points. Features considered are: weather conditions, local holidays, lag, calendar variables and rolling mean. Upon gathering the data, all the information is consolidated to form a unified dataset. Data cleansing is carried out and missing values eliminated. Following the feature selection procedure, the final dataset is divided into separate training and testing datasets. Hyperparameter optimization (HPO) is used for improving the accuracy of forecasting models.

We use two classical forecasting models - SARIMAX and LR; and three machine learning models - extreme gradient boosting (XGBoost), support vector regression (SVR), and random forest (RF) to forecast daily inpatient admissions; and propose the best-fit model for such forecasting.



Upon determining the ideal hyperparameter value, we predicted the number of inpatient admissions over a duration equivalent to the testing dataset. Following the forecasting process, we employed three error metrics namely Mean Absolute Error (MAE), Mean Absolute Percentage Error (MAPE), and Root Mean Squared Error (RMSE) to assess the effectiveness of the forecasting models.

### 5. Findings & Conclusion

Based on the methods used, we compare machine learning models against classical forecasting models based on three different classes of features: M1: include the calendar and lag variables; M2: calendar, lag, and holiday; and M3: calendar, lag, holiday, and weather variables. The results of the study revealed that the XGBoost model surpasses the performance level among all four models and has the least error metrics (MAE= 7.976, MAPE=7.365, and RMSE= 10.318) for all three categories of feature selection. The SARIMAX model has the highest MAE= 10.480, MAPE=10.066, and RMSE = 13.340 scores, the highest fluctuation along the forecasting value from the actual line, and is the least efficient in all three cases. The comparison of models revealed that all three machine learning models performed better than the two classical forecasting models (SARIAX and LR). All the models are least efficient in M1 features while more efficient in M2 and M3 class features.

The Shapley feature importance score in the XGBoost model shows the relative importance of features in inpatient admissions. The rolling mean with window size 7 has the highest impact on inpatient admission, followed by lag variables and temperature. Month has an almost zero Shapley score, which indicates that it has no effect on inpatient admission.

### 6. Managerial Implications

Managing congestion is a difficult task due to the typically limited resources of public hospitals. The contribution of the study lies in identifying a forecasting mechanism that best fits the pattern of inpatients admissions. Forecasting the number of inpatient admissions can be advantageous in addressing overcrowding to some extent, as it enables more effective utilization of personnel and other resources, such as the allocation of beds in patient wards.

# Flexible Battery Charging Systems for Electric Vehicles

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According to climate watch 2021, The transportation sector at a global level is responsible for around 21% of CO<sub>2</sub> emissions. The adoption of green vehicles or zero-emission vehicles has become a priority agenda of governments all around the world as per World energy outlook analysis 2021.

Electric Vehicles (EVs) are proliferating globally at a rapid pace due to decarbonization policies and the push in improving EV cost for customers. Low-Carbon emitting vehicles that reduce air pollution have become a priority for environment and carbon neutrality. Electric vehicles (EVs) have become a regulatory compulsion or a strategic choice for the transportation system in many countries to sensitise the environmental protection awareness and in total to move towards decarbonized transportation management. India is also fast entering in league of nations that are encouraging development of the EV industry.

Battery charging plays a pivotal role in the adaptability of EVs. For a charging station, the power supply is a key component in correlation with the power supply policy. However, potential customers are still deterred from purchasing EVs due to long battery charging time and associated cost, limited driving ranges, and high battery replacement costs. India being Price sensitive economy may face a trade-off notion between adoption of EV's and the associated operational and maintenance cost and this may result into questioned acceptance in the market. To accelerate the growth and have the widespread of electric vehicle adoption mitigation of charging cost has become a need of the hour.

This study is aimed at exploring the possibility of various battery charging system with cost implications to shift from uncontrolled charging to controlled charging framework. Battery charging cost depends on the level of charging (fast and expensive or slow and inexpensive), the time of the day (Peak or off-peak) and the location of power availability. A slow charging unit that uses AC power (120 V), can be installed at home that recharges a battery from empty to full in 6-8 hours. The charging station provides fast charging at two levels – one that uses AC power (240 V) that recharges a battery to full in 2-4 hours and other that uses DC charging which converts AC power to DC and recharges the battery to full in 10-30 mins. Depending upon the consumers' requirements, the personal or commercial charging flexibility models are analysed. Like wise, the charging stations draw power supply from direct power grid or use solar energy by deploying solar panels to charge the EV's which is even found more cost effective and eco-friendly way. Provision of GRID flexibility on users convenience factors and road traffic data is also studied to evaluate the flexibility span of charging time and cost.

Optimal charging schedules for load reduction may also help to optimize the cost of charging.

In total, the study has analysed the perils of uncontrolled charging and benefits of controlled charging methods using qualitative and quantitative approaches from various secondary data sources and expert's opinion.

The findings of the study propose the model of Time-cost based battery charging of EV's.

Additionally, infrastructure development cost to provide the charging facility is also analysed to check the feasibility to deploy the suggested method. The economic incentives to the battery charging rates may help to persuade consumers to buy EV. Eventually it will help remove the barrier coming in the way to the adoption of EV's at a larger scale to achieve the goal of decarbonized transportation.

# **EMPOWERING WOMEN AND GIRLS THROUGH 5G TECHNOLOGY IN INDIA: A MACHINE LEARNING ENABLED ANALYSIS OF OPPORTUNITIES AND CHALLENGES.**

**Dr Usha Nori, Dr Shaheen  
Institute of Public Enterprise**

India has made significant progress in digitalization, creating new opportunities for education, employment, and access to services. With the introduction of 5G technology, the digital landscape is poised to accelerate this transformation. This transformation is poised to bridge the digital divide, offering remote and underserved communities, including women and girls in rural areas, access to services and opportunities previously beyond their grasp. 5G promises ultra-fast connectivity, low latency, and support for a range of emerging technologies and applications. 5G technology has the potential to revolutionize the way we live and work, but it is important to ensure that it is used equitably and inclusively. One way to do this is to empower women and girls through 5G technology. Empowering women is imperative as it is a catalyst for economic growth and societal development. With women constituting a substantial portion of India's population, their empowerment is central to harnessing untapped potential. Addressing the unique challenges and opportunities women and girls face in the digital age is essential. This research study is dedicated to understanding the profound potential of 5G technology in empowering women and girls across India, leveraging the analytical prowess of machine learning models. The paper begins by reviewing the existing literature on the potential of 5G technology to empower women and girls in India. The primary objective is to identify key indicators that facilitate women's empowerment through the utility of 5G technology while gaining insights into the diverse opportunities and challenges it presents for women and girls.



It identifies several potential opportunities, benefits from 5G technology, and discusses the challenges that need to be addressed to ensure that women and girls have equitable access to 5G technology. This research paper presents a machine learning-enabled analysis of the opportunities and challenges of using 5G technology to empower women and girls in India. This research employs a robust methodology, combining quantitative surveys and qualitative interviews. The data collection targets women across diverse backgrounds in terms of age, education, and location. The data analysis encompasses a variety of statistical techniques, machine learning models, sentiment analysis, after coding the collected data to provide a comprehensive view of the subject. The analysis is based on a dataset of over 600 women and girls in India. The findings of the analysis suggest that 5G technology has the potential to significantly empower women and girls in India. However, the analysis also highlights the importance of addressing the challenges mentioned above to ensure that all women and girls have equitable access to and benefits from 5G technology. The paper concludes by providing a roadmap for policymakers, organizations, and individuals dedicated to women's empowerment. By embracing the opportunities and addressing the challenges of 5G technology, enriched by machine learning models, India can ensure that women and girls not only adapt but thrive in the digital age. The empowerment of women and girls through 5G technology and machine learning is not just a technological imperative but a societal and economic imperative that has the potential to reshape the nation's future.

# **Machine Learning for Gender Inclusivity: Empowering women in India's IT Landscape.**

**Dr Shaheen , Dr Usha Nori  
Institute of Public Enterprise**

The 2030 Sustainable Development Agenda and its 17 Sustainable Development Goals (SDGs) emphasize the importance of science, technology, and innovation (STI) in promoting rapid globalization and encouraging women's participation. Participation of women in the technology sector in India is considerably lower in comparison with other industries. India's IT industry, a major driver of economic growth and innovation, is a male-dominated industry. The involvement of women in IT roles in India has increased in recent years, but they are still underrepresented. In 2022, women made up only 27% of the workforce in India's IT sector, and they are underrepresented in leadership positions. This lack of gender inclusivity has several negative consequences, including a loss of talent, a decrease in innovation, and a perpetuation of gender stereotypes. There are several factors that contribute to the underrepresentation of women in India's IT sector.

This research paper identifies the critical factors that influence women's empowerment in the rapidly growing and lucrative field of IT and delves into the multifaceted challenges women face in India's IT domain. Recognizing the potential of machine learning models to promote gender inclusivity in India's IT sector, this paper employs analytical tools like factor analysis, multiple linear regression, and multinomial logistic regression to examine data collected on hiring processes, promotion policies, and compensation practices, with the aim of identifying gender biases.



Moreover, it explores the path forward to construct a comprehensive policy framework that overcomes these obstacles and ensures the safety and security of women in the IT landscape.

The research also highlights the necessary steps and strategies to advance gender inclusivity and support the active participation of women in the IT sector. To establish a robust link between gender inclusivity and women's empowerment, the authors gathered data from 768 female respondents engaged in IT and IT-related professions in India. This data collection process involved sample surveys and personal interviews, focusing on respondents who are currently employed in India. The inclusion of participants with tertiary degrees and substantial IT work experience aimed to capture their personal experiences in the IT landscape. Convenience sampling ensured the selection of experienced and IT-exposed respondents. Their narratives and insights provide a valuable foundation for understanding the challenges and opportunities for women in India's IT sector.

The research outcomes indicate that the limited representation of women within India's IT sector is a multifaceted challenge influenced by several factors. These factors encompass deeply ingrained gender stereotypes, limited access to career advancement and training opportunities, unconscious biases in recruitment and promotion procedures, and workplace issues like instances of sexual harassment and a lack of mechanisms for reporting such incidents to management. These research findings hold significant implications for various stakeholders, including policymakers, IT firms, and women themselves. Policymakers should consider the development and implementation of measures that foster gender inclusivity within the IT sector. IT companies, in turn, should establish and enforce policies and practices that promote gender inclusivity while cultivating a supportive organizational culture. For their part, women working in the IT sector can proactively engage in mentorship and networking programs, offering mutual support and guidance.

# Achieving Supply Chain Sustainability through Flexible Management and Adaptability

Animesh Tiwari, Rajat Shah, Deepika Dhingra - BML Munjal University

Top-notch producers frequently utilize automation, timely delivery, quality control, and process redesign for gaining a competitive edge. However, these methods seldom assure enduring competitiveness due to unforeseen market changes (Swarnakar & Vinodh, 2016). This study explores how a more adaptable and flexible handling of supply chain operations can promote sustainability throughout supply networks. The flexibility of the supply chain boosts resource efficacy, diminishes carbon emissions, prolongs product longevity, and guarantees ESG compliance. It also safeguards businesses against disruptions and unveils new prospects in service-based products and emerging markets.

This research aims to delve into the intricate dynamics of supply chain flexibility and sustainability, considering obstacles such as diverging stakeholder interests, substantial initial expenses, established organizational norms, and challenges in identifying and tracking sustainability metrics across different sectors. Using both qualitative and quantitative approaches, the study will examine how flexibility strategies in supply chains contribute to sustainability outcomes. The research methods will include interviews, focus groups, surveys, and case studies to evaluate present flexibility abilities and shortcomings in supply networks and link these to key sustainability markers throughout product and operational lifecycles.

This comprehensive analysis offers valuable knowledge for professionals to create adaptable, enduring supply chains and guides policymakers in promoting ethical management. It also broadens the academic discourse on merging flexibility and sustainability in operations management. By employing an interdisciplinary approach, this research facilitates a well-rounded comprehension, aiding businesses in achieving success while maintaining environmental health and social fairness through sustainable strategies.

This study aims to evaluate the balance between adaptability and effectiveness. Over-adaptation can lead to inefficiency, while rigid systems may not cope with sustainability uncertainties. Flexibility will be assessed on strategic, tactical, and operational levels, taking into account costs. Strategic elements involve supplier base flexibility, adaptability of footprint, and product/service variety. Tactical adaptability focuses on allowing variations in workflow and logistics volumes. On an operational level, the research will analyze the ability to adjust process parameters, substitute input materials, and swiftly change plans.

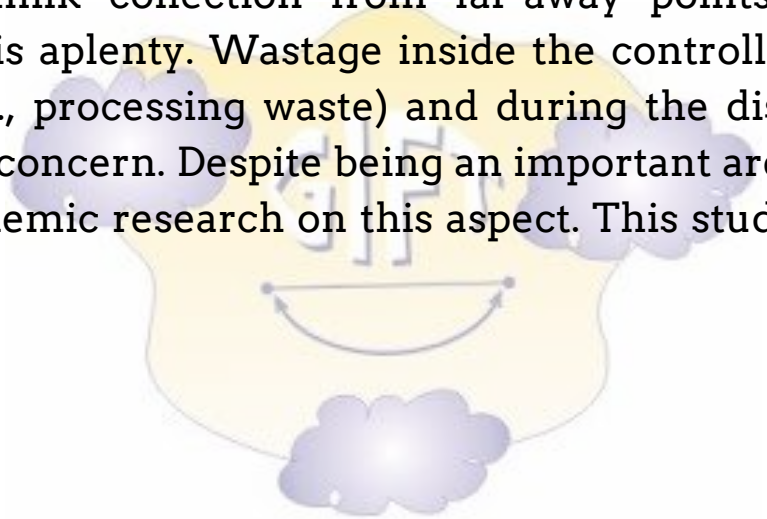
This framework aligns adaptable elements with sustainability goals identified via lifecycle evaluation and circular economy concepts, including eco-design, ethical sourcing, emission reduction, and product management. A cost-benefit analysis balances investments in flexible frameworks with the generated carbon and social value. Cross-industry case studies expose unique challenges, effective strategies, and optimal sustainability-focused flexibility portfolios. Although flexibility brings about sustainability benefits certain barriers hinder its adoption. These include incentives among stakeholders initial investment costs, deeply ingrained organizational culture and the challenges of defining and measuring relevant sustainability metrics across different sectors. Suggestions will outline necessary structural and policy modifications to harmonize economic productivity with environmental and societal resilience, facilitated by improved supply chain adaptability and climate preparedness.

# **Factors leading to wastage in outbound logistics**

## **The case of Indian Dairy Industry**

Ayush Singh, Anupam Ghosh- Indian Institute of Technology, Kharagpur

A significant quantity of milk is wasted in the milk supply chain—during procurement, processing, and distribution to end customers. The problem is aggravated as milk is a perishable product. Because of the sporadic sources of raw milk collection from far-away points, wastage at the collection points is aplenty. Wastage inside the controllable environment of the factory (i.e., processing waste) and during the distribution of milk products is also a concern. Despite being an important area for study, there is little or no academic research on this aspect. This study is an attempt to fill this void.



# **Drivers, Barriers, and Practices of Sustainable Supplier Selection for Enhancing Supply Chain Flexibility: A System Literature Review and Future Research Direction**

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The evolution of supply chain practices from Supply Chain 4.0 ( SC 4.0) to Supply Chain 5.0 (SC 5.0) has resulted in substantial changes in modern business practices. While businesses recognise the potential benefits of implementing SC 5.0, a number of challenges linked to the environment, organisation, and technology prevent widespread use of data-driven decision-making. Using the Technological, Organisational, and Environmental (TOE) framework, this study looks at the factors that affect the adoption of SC5.0 and evaluates its effects on firm performance and competitive advantage. A systematic literature review demonstrates a significant gap in the integration of Industry 5.0 (I5.0) techniques inside the supply chain area. Furthermore, it is the first to thoroughly investigate the TOE framework's use in the context of SC 5.0 adoption determinants and the implications for organisational performance and competitive edge. The TOE framework provides organisations with a comprehensive grasp of the numerous problems and possibilities that come with implementing SC5.0. This thorough understanding enables organisations to make educated decisions and develop successful strategies for attaining sustainability within the framework of Supply Chain 5.0, putting them at the forefront of a fast changing business environment. This in-depth examination delves into the complexities of SC 5.0, highlighting significant areas of research and the revolutionary potential in the progression of supply chain (SC) management towards sustainability. This study presents the emerging idea of I5.0 within the framework of the supply chain, an area that has not yet been thoroughly examined, and gives insightful information for both researchers and practitioners.



# **An UTAUT theoretical approach to investigate drivers of circular economy practices in Agriculture sector of developing economies**

Deepak Kumar Sahu - KIIT School of Management, Bhubaneswar

The current state of our planet indicates that there is a dire need for the adoption of Circular Economy (CE) practices. The exploitation of resources without considering the implications for future generations has put immense pressure on the planet. The agricultural sector, being the largest provider of food and nutrition to humans, is at great risk for its sustainability. CE practices have shown potential for making agriculture and its allied activities sustainable, but their adoption in developing countries is hindered by several barriers. Our research, conducted in an Indian context, proposes a framework that analyses these barriers and provides strategic solutions to overcome them. Additionally, we have included a section that explains how CE adoption can accelerate the achievement of major Sustainable Development Goals (SDGs). This research is relevant not only to India but also to other developing countries that share similar regulatory, economic, technological, and socio-cultural identities.



# Developing a Sustainable Framework for Industry 5.0 for a Flexible Supply Chain

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The global market has seen the rise of sustainability as a critical issue in an era of growing industrialization. Neglecting sustainability concerns within any organization can result in substantial financial losses and loss its reputation in the market. Developed economies, with their robust infrastructure, have made it possible for their industries to be sustainable through the use of new technologies. However, emerging economies remain to have a lack of sustainable practices. The present supply chain shift in Industry 5.0 (I5.0) provides novel essential technologies. The concept of I5.0 is still in its early stages and had not yet been extensively defined or implemented across industries. However, I5.0 is anticipated to build upon the advancements of Industry 4.0(I4.0), emphasizing a more integrated and collaborative relationship between humans and machines. The main goal of the study is to develop a sustainable framework for I5.0 adaptable supply chains in Micro, Small, and Medium-Sized Businesses (MSMEs). An extensive literature review is used in the identification of drivers of sustainability within the domain of I5.0. Also, a case study is conducted in one of India's MSMEs that is working on the adoption of I4.0 techniques. The Decision-Making Trial and Evaluation Laboratory (DEMATEL) and Fuzzy-Analytical Hierarchy Process (F-AHP) approaches were used in the framework's development. The study revealed that the most significant barriers to achieving Industry 5.0 sustainability are related to the environment. The current study provides significant insights for both industry practitioners and academics, serving as a resource for leveraging Industry 5.0 adoption to improve supply chain flexibility.

# Collective data analytics implementation challenges in Indian e-Governance

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With expansion and maturity of e-governance application implementation and understanding about importance of data analytics, Indian government has taken multiple initiatives for use of data analytics within e-governance projects. Majority of these analytics initiatives are form of public and limited access dashboards. The need for collective insight generation has been observed form of collective analytics by integration of information across multiple parameters from distinct ministries or departments. As case, two collective analytics initiatives of Indian e-governance has been discussed in details; dashboard of a specific ministry and project 'Prayas'. This research study identifies the challenging factor of collective analytics applications under e-governance projects in India. The research conducted by identification of variables using literature assessment and informal interviews. A group of experts with experience in information technology, e-governance and data analytics has been interviewed to identify the challenging factors. The prominent identified challenges for collective analytics in Indian e-governance are; Grouping of data sources, selection of parameters, technological capabilities, tools and methodologies, training and capacity building, data visualization and data security. The research output is useful to administrative and technology experts for smooth execution of collective analytics e-governance projects by handling discussed challenges well in advance.

# **Barriers to Supply Chain Analytics Adoption in Indian SMEs: An Espousal Study using AHP and DEMATEL Technique**

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The implementation of supply chain analytics (SCA) has drawn attention from both theoretical and practical areas because of its many benefits. Today's industries want for increased efficiency and smooth supply chain operations goals that can be easily attained by putting SCA techniques into practice. Multinational firms have widely incorporated and implemented Supply Chain Analytics (SCA) into their operations. However, Small and Medium-Sized Enterprises (SMEs) are still in the early phases of implementing this technology. Despite the obvious benefits, SMEs face various barriers to SCA adoption. This study focuses on identifying and categorising these barriers, then using the Analytical Hierarchy Process (AHP) to rank them accordingly. The research findings emphasise that the key impediments to Supply Chain Analytics (SCA) adoption are primarily technological, followed by organisational barriers. The study shows that technological constraints, such as inadequate infrastructure, a lack of expertise, or compatibility concerns, are the most important barriers faced by businesses in adopting SCA. The study has significant implications and provides valuable information to academics and industry professionals globally. It is an essential source of information, offering direction on how supply chain flexibility can be increased through the application of SCA.

# **Tacit knowledge sharing, Organizational learning and Innovative Capability: Assessing the effect of Absorptive Capacity and Dynamic Capability as a key to maintain strategic flexibility: An exploratory evaluation of interrelationships in the Kerala IT sector context**

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The world is changing drastically from an industrialized economy to a knowledge intensive economy and innovation is rapidly emerging as a fundamental solution for firms aiming to enhance their performance and establish sustainable competitive advantage. The success of any organization depend significantly on its innovation capability enabling firms to be highly adaptable and effective in navigating changes. Through innovation, firms can not only meet consumer needs more effectively but also stay ahead of their competitors, align their strengths with market opportunities, and capitalize on strategic openings. To be innovative and maintain strategic competitive advantage organization should be flexible and adaptive to the changes of the environment. Dynamic Capability helps in attaining flexibility in turbulent business environment. A company with strong dynamic capabilities is better equipped to enhance its flexibility. By continuously developing and reconfiguring its resources and processes, an organization can improve its ability to be flexible and responsive. Dynamic capability provides the strategic foundation for organizational flexibility, enabling companies to adapt, innovate, and thrive in dynamic an uncertain business environments. So organization should develop a climate conducive for Tacit knowledge sharing and development of Innovative Capability in the organiation.

# Essence of Pareto Chart For Improving Quality in SMEs

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In the dynamic landscape of small and medium-sized enterprises (SMEs), the pursuit of enhanced quality is a cornerstone of sustainable success. The Pareto Chart emerges as a pivotal tool in this pursuit, offering SMEs a structured approach to identify, prioritize, and address key quality issues. Named after Vilfredo Pareto, the chart embodies the 80/20 principle, where a minority of causes often yields a majority of effects. This abstract provides a concise overview of the essence of the Pareto Chart in the context of quality improvement for SMEs. The Pareto Chart's graphical representation serves as a visual compass, guiding SMEs to focus resources on critical factors that significantly impact product or service quality. By analyzing and addressing the vital few rather than the trivial many, SMEs can streamline processes, optimize resource allocation, and elevate overall quality standards. This paper explores the fundamental principles of the Pareto Chart, its application in identifying key quality issues within SMEs, and the subsequent strategic actions that can be taken to remedy these issues. Through a nuanced understanding of the Pareto Chart, SMEs can embark on a journey of continuous improvement, fostering increased customer satisfaction and ensuring a competitive edge in the market. This abstract sets the stage for a comprehensive exploration of the practical implications and benefits of integrating the Pareto Chart into the quality management framework of SMEs.



# **Application of Value Stream Mapping in a supply chain disruption management: A case study from a process Industry in Kerala**

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Supply chains are complex networks that involve the production, distribution, and delivery of products or services. Supply chain disruption refers to the interruption in the normal flow of goods, services, information within a supply chain. Disruptions in supply chain can have significant consequences, including increased costs, delays in product availability, decreased customer satisfaction, and financial losses for businesses. Based on the occurrence of disruptions, it is classified into supply side events, demand side events, production events and transportation events. Production disruption refers to the interruption or disturbance in the normal flow of manufacturing process. This research explores the production process analysis of a coconut oil extraction firm which comes under MSME sector using Value Stream Mapping (VSM). VSM is a tool that can be used to analyse, understand, and improve the efficiency of production processes, and it can also help organizations address and mitigate the impact of production disruptions.

**Background:** The coconut oil extraction industries may experience disruptions in their supply chain from a variety of sources that impact different stages of the production cycle. These disruptions include: weather and climate-related problems, logistical difficulties, disruptions in production, market swings, labour shortages, problems with quality control, regulatory changes and technological malfunctions. The primary challenge encountered by the majority of MSMEs involved in coconut oil extraction is the disruption of production processes.



It can be mitigated through process improvement by identifying inefficiencies, streamlining workflows, and implementing measures that enhance the overall reliability and efficiency of the production process.

**Methodology:** This research aims to implement the lean methodology of Value Stream Mapping (VSM) in a coconut oil extraction company within the MSME sector to enhance production process. By employing VSM concepts, including current and future state mapping, the objective is to eliminate or minimize wastes throughout the entire process to improve overall efficiency of the selected firm.

**Results and Discussions:** Through the analysis of the present and future maps of the coconut oil extraction company, there is an improvement in daily production rate by 18%. Even though there is an inclusion of two additional assisting workers in the future state, still there is slight improvement in process efficiency. In comparison to the current state, the future state indicates an 18% improvement in daily production and 4.5% increase in profit.

**Conclusion:** The Indian economy greatly benefits from the coconut oil sector, which is mostly driven by MSMEs. The expansion sector has been hampered, nevertheless, by issues with operational effectiveness, waste reduction, and general productivity. In order to overcome these obstacles, the VSM technique is used in this study to enhance the production process of a particular MSME that processes coconut oil.

The study assesses the critical operational components, such as inventory level, lead time reduction, utilizing the capacity and waste elimination, through in-depth interviews, observations, and data analysis to improve the overall performance. The suggested VSM framework makes it easier to take a comprehensive strategy to raising product quality, cutting manufacturing costs, and increasing the operational efficiency. The research also emphasizes how critical it is to incorporate lean manufacturing concepts into the Indian MSME sector in order to promote competitiveness and sustainable growth.

# **OPTIMIZING THE LAST MILE DELIVERY USING BLOCKCHAIN TECHNOLOGY FOR SUPPLY CHAIN FLEXIBILITY: A SYSTEMATIC LITERATURE REVIEW**

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Last-mile deliveries, the final stage of the supply chain, often face complexity and inefficiency due to the increasing urban population, e-commerce boom, and customer demand for speedy delivery services. Blockchain technology is identified to have potential in improving the effectiveness and efficiency of the final phase of the supply chain by providing a secure, transparent, and tamper-resistant platform for managing information and material flows. This paper undertook a systematic review of literature to explore the benefits of blockchain technology in enhancing efficiency in the last-mile delivery and to identify the advantages for the supply chain flexibility that can be achieved. The results of this review show that blockchain technology can enhance traceability and visibility, optimize delivery routes, reduce costs and improve customer satisfaction which leads to robust and flexible supply chains suitable for changing market conditions. Specifically, the review identified the following supply chain advantages that can be achieved through the use of blockchain technology for last mile delivery. Blockchain technology can provide a secure and transparent record of movements throughout the supply chain from manufacturer to consumer. This can help to prevent fraud, improve product recalls, and ensure that consumers receive genuine products. This technology helps to optimize delivery routes and positively impact fuel cost and emission by using live traffic and weather data and customer requirements. It can reduce costs by eliminating paper-based forms and unnecessary intermediaries. This helps to improve efficiency and profitability.

Blockchain technology can also improve customer satisfaction by providing real-time tracking of shipments and allowing customers to communicate directly with suppliers. This can help to build trust and loyalty. This systematic literature review has demonstrated that blockchain technology has the potential to significantly optimize last mile delivery and achieve a number of supply chain advantages. This technology is rapidly developing and widely adopted so in future it will revolutionize supply chain management.



# **Integrated framework for sustainable supply chain network design optimization model: Applying combined grey BWM, TOPSIS, and Lagrangian relaxation methods**

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## 1 Introduction

In the current era, sustainability is the most crucial concept in the global consciousness, which goes beyond economic concerns to include a comprehensive approach that incorporates social, economic, and environmental factors. Governments are globally implementing different policies and stringent rules that emphasize sustainable development, recognizing the importance of achieving a balance between social exploitation, economic growth, and environmental preservation (Sharma et al. 2020). Simultaneously, non-government organizations are also exerting substantial pressure on industries to align with sustainability. Sustainability refers to "fulfilling the current generations' needs without jeopardizing future generations' needs" and was introduced in the Brundtland report (Keeble 1988). To address the sustainability goal, the sustainable supply chain (SC) has been defined (Soleimani et al. 2022). Sustainable SC is a strategic competence that assists companies in staying competitive in the current market (Choi et al. 2013). Sustainable SC not only assists the companies in meeting the regular needs and demands of customers but also increases the firms' reputation and attracts those customers who are environmentally conscious because customers also adopt socially and environmentally sustainable products (Pathak et al. 2020). Implementing sustainability in the SC is crucial because nearly 13% of global emissions are due to industries' SC activities (Das et al. 2020). In SC, applying sustainability is an intricate and multifaceted challenge (Shaw et al. 2023). Numerous strategies have been proposed by researchers to flow of materials across the SCN.

make the sustainable SC (Tsai et al. 2021), such as lot-sizing selection (Vaez et al. 2019; Bushuev et al. 2015), selection of suppliers (Yildizbasi and Arioiz 2022; Rashidi et al. 2020), supply chain network design (SCND) (Lahri et al. 2021; Joshi 2022). Over the past few years, organizations used the SCND concept merely to compute the chain structure and its influence on costs and performance, such as used in tactical decisions to compute the number of facilities, locations of facilities, and size of facilities, and in operational decisions to determine the flow of materials and information across the networks to fulfill the demand of customers (Farahani et al. 2014). Massive investment is required for making the tactical decisions, which have a long-term effect on SC performance, and it is very costly to change these decisions, while Operation decisions have a short-term impact on the SC performance, and these decisions are based on tactical decisions (Yu and Solvang). SCND is the strategic decision used to determine the optimal configuration of SC, such as the optimal location of facilities, size of facilities, number of facilities, and the materials and information flow through the facilities to maximize the performance and achieve the long-term objectives (Autry et al. 2013). Nowadays, researchers and companies both are focusing on sustainable SC, because it not only protects the environment from negative impact but also maximizes social sustainability. Despite the sustainable SCND importance, very limited research has been done which considers all three dimensions of sustainability. Only 17% of SCND models in the literature that have been archived handled sustainability problems (Govindan et al. 2017). Sustainable SCND (SSCND) refers to policies, strategies, and approaches to designing SC that can be articulated simultaneously considering three bottom-line (such as social, economic, and environmental) indicators (Guo et al. 2021). Sustainability in a supply chain network (SCN) can be computed from the three dimensions, like social concern, economic consideration, and economic impact (Piplani et al. 2008), where economic dimensions are computed very commonly either in maximization of profit or minimization of costs, which is presented in the form of the objective function.



Environmental impact can be computed in terms of carbon emissions which are associated with SC activities (Sundarakani et al. 2010), and SC activities are nearly 50-70% responsible for the overall costs, and emissions (Ahmed and Sarkar 2018). Social dimensions are calculated from the social impact that can be measured by SA8000 which is designed to promote social responsibility (Sartor et al. 2016).

Several studies have been done related to SSCND. For examples, Zhen et al. (2019) developed a two-objective model for optimizing the carbon footprint emissions and overall cost of operating under stochastic demand in order to achieve the green and sustainable close-loop SCN. They applied the Lagrangian relaxation technique to optimize and evaluate the optimal solution of the model. Also, to present stochastic demand in the stochastic programming approach, a scenario-based approach has been used. Lahri et al. (2021) developed a MO possibilistic integer linear programming SSCND model to optimize the sustainable dimensions, where economic and environmental dimensions are mitigated while social dimensions are maximized. They applied the integrated methodologies, like the best-worst method (BWM) and technique for order of preference by similarity to ideal solution (TOPSIS) approach to determine the weight of suppliers of green image, and an epsilon constraint approach used to create a pareto-optimal diagram, which displays trade-off between different parameters. Naeeni et al. (2022) suggested a multi-objective (MO) mixed integer programming (MIP) model for an SSCND considering all three social, economic, and environmental sustainability dimensions as the objective functions under strategic and tactical network design decisions. To generate the pareto-frontiers, they used the normalized normal constraint approach. Goodazarian et al. (2023) developed a mathematical model of mixed integer linear programming for sustainable agriculture product SCND considering carbon emissions for addressing the manufacturing-distribution-routing issue. The goal was to mitigate economic and environmental sustainability while maximizing social sustainability.



# MARKETING

# **Consumer Perception of Multi-factor Authentication in Digital Wallet : A user-centric Approach**

**Bhawna Saluja, Dr. Rashi Malik - SRM UNIVERSITY, DELHI NCR**

Digital wallets have become integral to modern financial transactions, offering convenience and efficiency. Nevertheless, users continue to have serious concerns about these platforms' perceived security. This study employs a user-centric methodology to examine how consumers perceive multi-factor authentication (MFA) in digital wallets and how it affects their attitudes and intentions. To fully comprehend consumer viewpoints, the study makes use of quantitative research methodology and Data was gathered from 400 participants through Google Forms using the Smart PLS software 4.0 with cluster sampling technique. The study investigates how consumers' perceptions of security, perceived risk, and integration with the digital wallet user experience affect their trust in MFA using the UTAUT model. Initial results indicate that although consumers appreciate the added protection that multi-factor authentication offers, there might be obstacles in the form of perceived difficulty and complexity. The study also looks at how education and awareness initiatives affect consumers' perceptions of and adoption of multi-factor authentication in digital wallets. Through the adoption of a user-centric lens, this study adds insightful information to the ongoing discussion about the security of digital wallets.

# **Bibliometric Insights into the Convergence of Mass Customization and Sustainability**

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**Purpose-** Businesses are becoming more and more client-centered. Concurrently, green and sustainable firms face consumer pressure. The main purpose of this study is to undertake a detailed bibliometric analysis to unravel trends, seminal works, influential countries, and authors along with emerging themes within this transformative convergence of mass customization and sustainability.

**Design/methodology/approach-** The present study utilized the Scopus database to extract the 263 documents.

The study used bibliometric methods, like co-authorship and keyword co-occurrence, to map the intellectual landscape of this interdisciplinary field. Data was analyzed using VOSviewer and Biblioshiny software.

**Findings-** Key findings revealed that research on mass customization and sustainability has increased in recent years, and the emerging theme on the topic is structured into three clusters: "Sustainable mass customization for Maximizing Competitive Advantage and Profitability", "Revolutionizing Sustainable Manufacturing through Innovative Design and Mass Customization" and "Supply Chain Dynamics for Sustainable Customized Products in the Era of Industry 4.0".

**Implications-** Businesses can revolutionize their product development strategies by emphasizing eco-friendly goals, and efficient production processes fostering a competitive edge in an environmentally conscious market. Policymakers can utilize the findings to inform decision-making and develop policies that promote sustainable practices.

**Keywords:** Mass Customization, Sustainability, Bibliometric Analysis, Scopus, Vosviewer, Biblioshiny

# **Beyond Transactions: Building Customer Relationships with co-creation**

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Customer relationships are more valuable than ever in today's competitive business landscape. Companies are moving beyond the traditional transactional model and focusing on building more profound, more meaningful connections with their consumers. This shift is driven by the understanding that customers are not just passive consumers but active participants in the value-creation process. Co-creation is a powerful strategy that allows companies to engage customers in developing and delivering products and services. This collaborative approach can lead to a number of benefits, including increased customer satisfaction and loyalty, enhanced innovation, Improved operational efficiency, and Stronger brand differentiation.

The traditional concept of relationships with customers has transformed from purely transactional to collaborative in the ever-evolving business world. While it is now easier to create product diversity, it becomes increasingly challenging to compete effectively for value by only focusing on product variation (Prahalad & Ramaswamy, 2003). As customers become more involved in value co-creation, organisations need to focus on their co-creation experiences. Businesses have come to the realisation that they need to be more socially engaged in the current dynamic, global marketplace where consumer power is rising (Kumar & Pansari, 2016). This article explores how co-creation may bring about a drastic change in establishing strong relationships with consumers and how crucial it is to build strong relationships with them. Businesses have realised that the conventional transactional model is insufficient to create long-lasting client connections in the age of dynamic marketplaces and changing consumer preferences.



Innovation is now more vital than ever (Prahalad & Ramaswamy, 2003). This study examines how flexibility can be a game-changer when building strong foundations for long-term customer relationships. It emphasises how indispensable co-creation is to taking these relationships beyond simple transactions.

Achieving a competitive edge in the fast-paced corporate environment necessitates flexibility (Maggon, 2022). Marketing flexibility is the primary tactic for a company that ensures customer satisfaction, success, competitive advantage, and enhanced performance in the face of environmental variations (Gopakumar & Suresh, 2020). An essential element in developing customer relationships, flexibility enables companies to adapt to their customers' shifting demands and expectations. Flexibility refers to the extent to which an organisation possesses a range of managerial capabilities and the speed at which they can be engaged to enhance management's control capacity and controllability. (Sharma et al., 2010).

The capacity to change course and adapt serves as a catalyst for building enduring relationships with clients. Flexibility is not just about transforming according to changing marketplace dynamics; it also encompasses the inherent nature of customer relationships. As a strategic tool, flexibility enables businesses to anticipate and proactively handle the changing needs of their customers in addition to responding to their input and preferences. Personalised interactions with consumers are swiftly replacing a product- and firm-centric outlook regarding what value is and how it is created. Knowledgeable, connected, capable, and engaged, customers are increasingly co-creating value with the organisation. The value creation and extraction processes are increasingly occurring in the relationship between the company and the customer (Prahalad & Ramaswamy, 2004). The market is evolving into a platform for dialogue and exchanges between customers, consumer communities, and businesses, as value is primarily created through experiences. Co-creation becomes essential to encourage participation and collaboration as businesses transition to a more customer-centric paradigm. Through active consumer engagement in the value-generation process, co-

creation converts customers from passive consumers of products or services into engaged consumers. This article discusses how co-creation initiatives transform the fashion industry further and empower businesses to leverage their consumers' collective intellect and creativity through a thorough literature review. The principle of co-creation is a logical extension of customer relationship flexibility. By actively including clients in the design and development phases, co-creation turns them from passive users into involved collaborators.

Innovation converges at the point where co-creation and flexibility intersect. By integrating customer insights and ideas during the product, service, and brand development process, businesses can produce offerings that are not only in line with market trends but also actively shaped by the target audience. The current study aims to investigate and highlight how co-creation as a strategy not only boosts brands and the quality of the offering by the firm but also cultivates a sense of ownership and loyalty among customers. Embracing a co-creative and more adaptable strategy will surely throw in challenges. Firms must traverse several challenges, from organisational changes to technology integration, to fully reap the rewards of this game-changing approach. In the era of customer-centricity and dynamic market movements, co-creation remains an invaluable tool for organisations hoping to succeed as the business landscape grows increasingly complex. This paper explores the concept of co-creation and its potential to transform customer relationships. It discusses the key principles of co-creation, the different ways in which companies can engage customers, and the benefits that can be achieved. The paper will also provide practical examples of companies that have successfully implemented co-creation strategies.

# **Flexibility in green cosmetics: A systematic literature review, bibliometric analysis and future research direction**

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Parallel to the growing recognition of environmental concerns, there has been a significant surge in research dedicated to green cosmetics. The topic of green cosmetics has increased in popularity and it is becoming increasingly relevant to organizations as it helps companies differentiate themselves from their competitors and thereby achieve a sustainable competitive advantage, as well as contribute to meeting environmental needs. A descriptive analysis of the published literature is performed based on a bibliographic approach from 2003 to 2023 in the Scopus database. This study is a comprehensive analysis of research that examines the practical use of green cosmetics. It was utilizing a 48-article sample that was properly determined. The papers aim to find out the most used theories, prominent authors, and differences between green cosmetics, organic, natural, eco-friendly, and sustainable cosmetics, as well as the gap. We address significant concerns about the present condition of green cosmetics and propose potential directions for future investigation.

# **Adaptive Strategies: Exploring Flexibility in Marketing and Sales Interfacing Processes**

**Alok Yadav - Dr.Br Ambedkar National Institute of Technology Jalandhar (NITJ)**

The transition of supply chain strategies from Supply Chain 4.0 (SC 4.0) to Supply Chain 5.0 (SC 5.0) has resulted in significant changes to existing business processes. While businesses recognize the potential benefits of implementing SC 5.0, a number of environmental, organizational, and technological barriers limit the widespread adoption of decision-making based on data. By applying the Technological, Organisational, and Environmental (TOE) framework, this study explores the factors influencing SC 5.0 implementation and analyses its impact on business performance and competitive advantage. A systematic literature study reveals a large gap in implementing Industry 5.0 (I5.0) approaches inside the supply chain. Furthermore, it is the first to extensively study the TOE framework's application to SC 5.0 adoption factors and the consequences for organizational performance and competitive advantage. The TOE framework provides organizations with a full understanding of the many challenges and opportunities associated with SC 5.0 implementation. This comprehensive comprehension enables organizations to make informed decisions and establish successful strategies for achieving sustainability within the framework of Supply Chain 5.0, putting them at the center of a rapidly changing business environment. This in-depth investigation looks into the complexity of SC 5.0, emphasizing important research areas and the revolutionary possibilities for advancing supply chain management towards sustainability. The article provides the emerging concept of I5.0 within the context of the supply chain, an organization that has yet to be substantially investigated, and provides valuable information for practitioners and scholars.



# Building Brand Resilience through Flexible Messaging and Storytelling

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In today's turbulent landscape, brands strive to maintain authenticity while weathering unexpected crises, shifting trends, and seismic cultural changes.

This paper argues that brand resilience hinges on two pillars:

1. **Messaging Agility:** This paper says that strong brands are like chameleons: they can change their tone, words, and even communication channels to fit the situation. A playful launch campaign may transform into somber empathy during a tragedy. This agility builds trust, showcasing the brand's ability to listen and adapt.
2. **Narrative Empathy:** Brands also need to tell stories that connect with people's current feelings and values. This "narrative empathy" helps brands stay relevant and relatable.

But how can we translate these principles into practice? We propose a three-step framework:

1. **Situational Awareness:** Be a social radar, constantly scanning the cultural and political landscape for potential flashpoints.
2. **Narrative Audit:** Analyze existing messaging and stories for adaptability and potential misalignment with current trends. This audit identifies areas for "narrative agility training."
3. **Agile Storytelling Toolset:** Build a toolbox of communication strategies for diverse scenarios. This package could include crisis communication protocols, social media listening tools, and various storytelling formats.

By mastering the interplay of agile messaging and narrative empathy, brands transcend passive observation, becoming proactive agents of change. They weather storms, embrace cultural shifts, and emerge stronger, fostering deeper audience connections. This is not just crisis management; it's about building resilient brands that thrive in the ever-evolving 21st century, where change is the only constant.

**Keywords:** Brand resilience, flexible messaging, narrative empathy, agile storytelling, cultural shift, adaptive communication



# **A BIBLIOMETRIC APPROACH TO QUALITATIVELY ASSESSING THE EFFICACY OF DIGITAL MARKETING**

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Today's linked world requires digital marketing for corporate success. Companies must develop new methods to communicate with consumers online as more consumers make purchases online. To achieve this, organizations must continuously investigate digital marketing trends, technology, and customer preferences. This article will discuss how digital marketing research may improve marketing tactics, consumer engagement, and sales. This paper will show how digital marketing research may help firms of all sizes enhance their online marketing and succeed in the digital marketplace.

This study gives a bibliometric analysis of digital marketing research that sheds light on the development of this discipline from its inception till now. The study aims to analyze the database based on authors, affiliations, countries, and collaboration, and assess the potential reach of future research in the same area. The Scopus database was searched, and 1126 articles were received for further analysis after filtering. R software and bibliometrix package were used for comprehensive science mapping analysis. The study thoroughly reviews the author's analysis and analyses of sources, documents, cluster mapping, co-citations, co-authors, and collaboration. The findings of this study can be helpful for researchers and practitioners interested in digital marketing research.

# Leadership Issues in the Indian Banking Sector: The Ugly Face

Ishani Chakraborty , Dr. Saboohi Nasim  
FMSR, AMU

This proposed research paper would deep dive into the perception of consumers on leadership effectiveness in the Indian banking sector in the present scenario of cut-throat competition to raise retail deposits. The study would involve text mining and text analysis as available in social media, consumer review portals and newspaper portals to understand and evaluate the work environment and leadership effectiveness in the Indian banking sector. The research paper would further extend the discussion of pertinent leadership styles such as servant leadership, transformational leadership and spiritual leadership to establish the need and scope of such leadership styles in the present scenario.

# Unraveling the Digital Marketing Tapestry Insights from Comprehensive Quantitative Analyses

Ravichandran K, SenthilKumar Ilango  
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The coming of digital advancements and the expansion of virtual entertainment have introduced another time in worldwide marketing. This paper investigates the opportunities and challenges that this digital change presents to organizations working on a worldwide scale. The concentrate fundamentally audits the effect of virtual entertainment on marketing, stressing its job in setting out original open doors and upsetting the manner in which organizations can draw in with their interest group. In addition, as organizations adjust to this digital period, it is clear that strategic planning needs to in like manner advance. In order to reflect the evolving landscape of marketing in the digital era, the paper proposes the concept of a "Digital Media Planning" framework. It emphasizes how important it is to incorporate online and digital entertainment into marketing strategy and planning. The article focuses on future investigation themes that emphasize the crucial potential and problems provided by the digital and virtual entertainment marketing scene as the exploration in this sector continues to evolve. It includes the necessary elements for advancement in the digital age, such as dynamic plans, best practices, and the integration of values into marketing initiatives. Global marketing has seen significant changes as a result of the digital era. For organizations seeking to advance in the global economy, it is critical to comprehend and adapt to the possibilities and difficulties it brings.

# **The Influences of Digital Nudging on the Behavior of Consumers with different segments in the Retail E-commerce for groceries in India towards Sustainability**

Dr Shilpa S. Chadichal - Alliance Ascent College, Alliance University

This study aims to examine the effects of digital nudging on behavioral variations among consumer segments in the Indian online grocery sector. The study aims to provide insights into how different consumer segments respond to digital nudging and help retailers develop more effective strategies to influence Consumer Behavior (CB) in the online grocery context. The research follows a quantitative approach, using a questionnaire-based survey to collect data on CB, including purchase history and engagement with Digital Nudging Techniques (DNT). The survey was administered to 300 individuals as participants from India. Data was examined utilising statistical methods, including Analysis of Variance ANOVA, and p-test, to validate hypotheses and identify patterns and trends. Statistical Package for the Social Sciences (SPSS) tool was used for data analysis. The statistical analysis revealed significant findings related to the impact of digital nudging on behavior differences among consumer segments in the online grocery sector in India. The results provided insights into how different consumer segments respond to DNT and identified patterns and trends in CB. The research concludes with recommendations for retailers to optimize their digital nudging strategies

# **PERFORMANCE ASSESSMENT OF INTERNATIONAL AIRPORTS IN KERALA: APPLICATION OF BEST WORST METHOD (BWM) AND MULTI ATTRIBUTIVE BORDER APPROXIMATION AREA COMPARISON (MABAC).**

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## **ABSTRACT**

### **Purpose**

Airports rank among the most crucial transportation-related infrastructures and have a major economic impact on the nation by accommodating millions of travelers annually (Hidayat fahrul, 2023; Tovar & Martín-Cejas, 2010). It connects people and goods worldwide by acting as entry points to various regions and the influence of it on the economy, society, and environment transcends beyond transportation. A well-operating airport is essential component of a thriving community and nation. There has been a recent surge in interest in the evaluation of airports worldwide because of the competitive terrain coupled with the shift of airport ownership (Bezerra & Gomes, 2016; Humphreys & Francis, n.d.; Oum & Yu, 2004). Airports have to regularly evaluate their performance to figure out if goals are being met and how they stack up against comparable standards (Eshtaiwi et al., 2018). Moreover, it assists the airline to select the ideal airports for operation and an up growth in the inbound tourism (Paraschi et al., 2019; Shojaei et al., 2018). Thus, the assessment of an airport in terms of its performance is very important to bring up efficiency, service quality, customer satisfaction, and overall sustainability. Since the present practices for ranking airports adopted by different aviation organizations and private agencies doesn't offer an extensive approach to rank the airports using multiple parameters.



So, the researcher gave attention to this untrodden area. Through this study the researcher trying to assess the performance of the four international airports in Kerala based on certain selected evaluation criteria and to rank them from the best to worst based on the performance evaluation score by the application of Best Worst Method (BWM) and Multi-Attributive Boarder Approximation Area Comparison (MABAC).

#### Design/methodology/approach

The Best Worst Method (BWM) and Multi-Attributive Boarder Approximation Area Comparison (MABAC) used in the current study to evaluate the four international airports in Kerala by utilizing seven assessment criteria. Following the meticulous scrutiny of the literature review, seven crucial criteria are found. After the selection the relevant criteria, the required data related to each criterion were collected from the authorized sources. Then the Best Worst Method is applied in the initial stage in order to determine the weights of the criteria under consideration. Later the MABAC method is applied with an aim to rank and to discern the strength and weakness of the selected international airports in Kerala.

#### Findings

This method results in an improved and well-informed decision-making process by integrating the views of the experts in the field along with numerical data. By this the airports are differentiated as the best, worst and borderline performers in a single frame. And it is found that Cochin International Airport is the best performing airport while evaluating based on the concerned criteria.

#### Practical Implications

The outcome of the research would steer the relevant authorities to elevate the service standards of the poor performing airports and to refurbish into the best.

# Cybersecurity Opportunities and Challenges -With Reference to chatGPT

DR.S.RAJESWARI - TAKSHASHILA UNIVERSITY

The complexity of cybersecurity increases along with the growth of the internet on one side and the evolution of Artificial Intelligence (AI) on the other side. Because, the internet serves as a major source for sharing and communicating huge voluminous data between individuals, business people, and government agencies. This huge data used to train the AI models has brought significant changes in various disciplines of life such as health care, education, transport, e-commerce, robotics, agriculture, automobiles, chatbots, logistics, marketing, etc., Notably openAIs'-chatGPT which obtained more than 1 million users just in 5 days, signifies its wide utilization. This has raised the question in the minds of analysts, is chatGPT a boon or a bane? The ultimate answer lies in how the end user utilizes it. ChatGPT developed with proper security measures and standards couldn't be used for illegal activities directly. Still, if utilized in a tricky way, it generates the text to be used for one of the major cyber threat activities (phishing). This throws immense responsibility on cybersecurity professionals to identify the vulnerable threads and unauthorized access to the system and properly utilize chatGPT. So, the study broadly portrays the need for cyber security, the emergence of various generative AI models, and the pros and cons of chatGPT from an organizational perspective.

Keyword: Cybersecurity, Artificial Intelligence, Cyber Threats, Phishing, ChatGPT.

# **Emotional Marketing Strategies: A Mechanism/Tool for Consumer Behaviour Transformation across Demographic Divides**

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*SHUBHAM SHWET (MBA STUDENT)*

INDIAN INSTITUTE OF MANAGEMENT BODH GAYA

**Purpose:** This research purpose is to understand the role of emotional marketing in shaping consumer behaviour. The research aims exploring many aspects of consumer behaviour including emotional responses, brand perception and purchase intentions influencing emotional marketing strategies such as customization by AI and micro-influencer marketing.

The research seeks developing a conceptual framework which identifies the independent variable which is emotional marketing, dependent variable that is consumer behaviour, mediating variables that are emotional response, attitude towards the brand, purchase intention, demographics and moderating variables are product type, cultural differences, brand loyalty which may impact the relationship between emotional marketing and consumer behaviour.

**Design/methodology/approach:** A structured survey questionnaire is created using Likert scale to gather data from customers engaging in physical and online shopping in selected districts over two months. The questionnaire covers emotional marketing strategies, consumer awareness and demographics. Participants are assured of confidentiality and voluntary participation. The study also formulates hypotheses. Statistical analysis of the data is done using SPSS software to test hypotheses regarding emotional marketing's impact on consumer behaviour, it aims to provide insights about its impact.





# PUBLIC POLICY



# **FLEXIBILITY IN THE TAX POLICY IMPLEMENTATION: A Case Study of Mozambique Revenue Authority**

Marcos Carlos Miguel (PhD Student)

Bijal Zaveri (Dean of Faculty of Management), Parul University

This study was conducted to assess the challenges and strategy adopted by Mozambique Revenue Authority for successful accomplishment of its core business strategic objectives such as revenue mobilization and enlargement of tax base including to bring the tax evaders to the tax system. The study has used both primary and secondary data sources. This paper employs desk review method and through documentary review provide brief analysis the MRA performance. The research paper objective is to assess to what extent change management theory in context of FSM helped to achieve remarkable results.

The major challenges are: MRA was adopted aiming the modernization of the tax administration that ensure efficiency and effectiveness and equity in the application of tax and customs policy, ensure greater convenience to the taxpayer's compliance and great ability to detect tax evasion. The persistent decline in revenue collection was among key concerns.

The major findings are: the use of FSM since the establishment of the MRA enabled it witness a remarkable accomplishment of the key performance indicators such include revenue collection targets, enlargement of tax base, reform of tax laws and regulations, launch of tax management systems (single electronic window and e-taxation) and development of tax awareness campaigns. Despite the success achieved in early stage of MRA further institutional consolidation and integration of tax management systems including provision of online tax services is deemedly required.

**KEY WORDS:** Tax Policy; Strategy; Implementation; Mozambique Revenue Authority"

# Classification of Korean Government Budgets by Social Policy Agenda Applying Big Data and AI Analysis

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In 2023, the South Korean government planned a budget of about 652.5 trillion won (equivalent to 60 billion USD) for 9,074 projects. Since most of these projects were proposed and categorized by different ministries, it was not known how they were spent by actual purpose in the subject of social policy agendas including social welfare, public safety, education etc. This study applies the latest data analysis techniques such as big data and AI to Korean government's open fiscal database for 2020-2023 to classify them by 27 agendas. In addition, it categorizes them by life cycle and examines the possibility whether similar projects were implemented by the different ministries. The analysis finds that the budget for social policy agendas have increased from 2020 to 2023 and that the budget for social security was assessed to account for the majority of the total social policy agenda while that of the topics of such as safety from crime and resolving social conflicts is relatively small. Overall, it is found that government ministries continue to carry out many same projects simply by adjusting the amount of the value of the project for several years and that several ministries took similar projects for years, suggesting that efficiency improvement through inter-ministerial cooperation is needed. By life cycle, the highest proportion of the budget was allocated to the elderly in terms of amount, followed by the young, middle-aged, children, infants, and adolescents. In conclusion, it allows us to figure out how the government budget has been allocated in social policy agendas and to suggest the way to improve its efficiency.

# Role of Flexibility and Analytics in achieving UN Sustainable Development Goals

KAJAL SINGH (PHD SCHOLAR)

Indian Institute of Management Bodh Gaya

In the pursuit of sustainable development, the integration of flexibility and analytics has emerged as a pivotal strategy. This research delves into the multifaceted role played by flexibility and analytics in advancing the United Nations Sustainable Development Goals (SDGs). The study investigates how organizations across various sectors implement UN SDGs with flexibility and analytics. The research employs a quantitative approach, combining integrated approach of Interpretive Structural Modelling (ISM) and Decision-Making Trial and Evaluation Laboratory (DEMATEL). The research examines the impact of flexibility and analytics on specific SDGs, such as poverty alleviation, climate action, and sustainable consumption. Furthermore, the authors intend to create a hierarchical framework that aids policymakers in pinpointing the most critical obstacles, empowering them to make well-informed decisions. The findings contribute to the growing body of knowledge on sustainable development strategies, highlighting the transformative potential of flexibility and analytics in achieving the ambitious targets set forth by the UN SDGs. The insights derived from this research offer valuable guidance for policymakers, businesses, and other stakeholders seeking to accelerate progress towards a more sustainable and equitable future.

**Keywords:** Sustainable Development Goals (SDG), MCDM, Flexibility, Analytics, United Nations



# **Challenge-HindrancelThreat stressors: An Indian knowledge system based approach**

**Arunvel THANGAMANI,Deepavalli ARUMUGANAINAR - Independent Researcher**

**Purpose:** Concurrent research on the Challenge-HindrancelThreat Stressors model has scope to integrate the perspectives coming from eastern mindfulness philosophies and practices. In this direction, to better understand the influence of Indian knowledge system insights on stressors, a conceptual framework has been developed via exploratory research.

**Method:** Stressors, the stimuli lead to the default responses worry and anxiety. In the stimuli-response space, 4 mental states namely endure, resolve, ignore and abeyance expressed within the dimensions 1. action potential, and 2. time are assembled using a four-blocker approach. A subsequent system model devised arrives at 'action-inaction', 'agile-abeyance', and 'ignore-supersede' loops as a function of stressor type.

**Findings:** The stability of operating in one of the loops is attributed to the mindfulness practice steps, namely alpha-theta activity extent, visualization, self-assertion, and self-empathy.

**Research implications:** Based on these findings, the work argues for an extended framework that couples the Challenge-HindrancelThreat Stressors model with the proposed four-blocker.

**Practical implications:** Promoting well-being at individual, occupational, and societal levels can benefit from adopting insights from ancient philosophies, and thus this framework and system model described in this work can pave the way.

**Originality/value:** Combining Indian knowledge system-based insights with established frameworks of psychology can be a leading principle in mental health research. This study thus establishes a link between stressor theory and mindfulness practices.



# Improving Work-Life Balance by Integrating Collaborative Scheduling and Personalized Boundaries into Flexible HR Practices

Hemavati Mattaparti, Dr Chitra Kesavan  
GITAM UNIVERSITY

Flexible HR practices include remote employment, flexible scheduling, and personalized benefits. These strategies enhance work-life balance by offering employees discretion over their work hours and locations, allowing for a more harmonic integration of personal and professional lives. Also, some drawbacks in flexible work settings, which lead to communication breakdowns, overworking, and burnout owing to unclear working hours and disparities in workload distribution. Hence to overcome these problems, an Integrated Collaborative Scheduling and Personalized Boundaries is introduced, which improves the work-life balance in the flexible work environment. Initially, an Integrated Collaborative Scheduling System is utilized, in which Cross-functional team scheduling ensures real-time collaboration during overlapping team members, reduces information gaps, and promotes a cohesive work atmosphere, Scheduled Overlapping Hours establish overlap-specific hours for the availability of team members, promoting synchronous communication and reduce missed updates. Then, a personalized boundary-setting framework is implemented, in which technical solutions and individual empowerment address overworking, burnout, and dissatisfaction in flexible work situations. Smart scheduling tools enable employees to select and receive personalized alerts, increasing awareness and adherence to established boundaries. The proposed approach outperforms existing methods by offering a more effective and extensive solution to the issues raised by flexible scheduling.

Keywords: Work-life balance, Human resource management, job satisfaction, work flexibility, turnover rates,

# Utilizing workplace flexibility to manage inclusion among diverse work groups

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More and more businesses have either adopted or expanded their Flexible working Arrangements post the pandemic era. The purpose of this research is to evaluate the role of Flexible Working Arrangements (FWAs) in driving the Perceived Inclusion (PI) at work. It also attempts to examine differences in perceived inclusion along two major dimensions of diversity, namely age and gender. Study is based on a quantitative study of selected multinational service organizations. To select the sample purposive sampling technique was used. Data was collected from employees across different levels in the organization using an online structured questionnaire and usable responses were filtered out. Findings show a significant and positive relation between FWAs and PI at the workplace. Moreover, this link is moderated by age and gender where younger workers and women exhibited higher PI when FWAs were provided as an option. The research results indicate that for better organizational outcomes it is important to incorporate FWAs as a part of organization's diversity and inclusion imperatives as they can be used as a tool for attracting young and diverse talent. Further, supervisor support plays a key role in effective implementation of such arrangements.

# Ergonomics Impact on Employee Wellbeing

Varala Ashwini

Bhavan's Vivekananda College of Science Humanities and Commerce

Ergonomics the study of workplace design has been gaining momentum in the present era. It is witnessed by many organisations that ergonomics has been acting as one of the influencing factors in enhancing employee productivity, impact on health and improving wellbeing of the employees. Working with systems has become irreplaceable in the lives of many software employees as Majority of them spend the time when they are awake in front of the computers and they are staying for a longer period of times at workplace which are leading to health, productivity and wellbeing issues. To address the same the present study has been devoted to for the betterment of the people working in the software sector. Data for this study has been collected from a sample of 319 employees working in software sector through a questionnaire. The questionnaire analyses the relationship between the Ergonomic factors impact on the wellbeing factors such as career, social, psychological and physical. The loading factor for the above study was found by using the SPSS package. The subfactors used in the study for analysis were grouped under the four main ergonomic factors such as Physical, Environmental, Cognitive, Organizational ergonomics factor. Based on the Rotated component matrix these factors have been ranked as per the principal component analysis. The results revealed Physical and Organisational Ergonomics had a significant positive impact on Career, Social, Psychological and Physical Wellbeing. Whereas the Cognitive ergonomic practice has a positive impact on Physical wellbeing. The Environmental ergonomic practice has a positive impact on Career, Social and Physical Wellbeing. Cognitive ergonomics has less influence on office worker's Wellbeing. Compared to the Cognitive factor, Physical, Environmental and Organisational ergonomics factors have shown more impact on the Employee Wellbeing.

# **A Journey of Leadership in Uncertainty: A Bibliometrics Analysis and Future Research Agenda**

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The field of Leadership in Uncertainty has witnessed significant growth, yet it remains somewhat fragmented. To address this, the present study conducts a bibliometric review of 749 articles from 349 journals, published in the Scopus database between 1979 to 2024. The diverse range of journals where research in this domain has been published underscores the increasing interest in this area. The bibliometric analysis provides insights into the research field, including the most influential authors and affiliation, most contributing countries, leading publishing journals and most cited publications. Additionally, network analysis reveals keyword co-occurrence, co-citation relationships, research clusters, and bibliographic coupling. By synthesizing these findings, the study proposes a future research agenda and highlights limitations, aiming to foster both theoretical and practical implications in the field of leadership in uncertainty.

# **International, Cross-national and Comparative HRM Approach in a VUCA World: A Flexible & Outcome-Based Approach**

John Festus Vandy, Sasmita Mohanty -Siksha O Anusandhan University

This paper attempts to review and re-examine International , Cross-national and Comparative HRM in a world marked by high volatility , Uncertainty , Complexity and Ambiguity (VUCA). While previous extensive academic work has explored the impact of VUCA on organizations, a significant gap exists regarding the understanding of how the VUCA concept and era influence discussions in International, Comparative, and Cross- national HRM. In lieu of this , this paper has critically reviewed the existing literature, conceptual theories and approaches of the International HRM and its sub-variants : comparative and cross-national HRM, in the light and reality of the VUCA Era. We have unveiled the need for re-thinking the traditional approaches to IHRM to a more flexible, demand-based approach and further proposes an Outcome-based Approach to IHRM, Cross-national and Comparative HRM for today's VUCA world. This paper contributes is unique in linking VUCA to international HRM and has introduced a new insight to existing the convergence-divergence discussion in International HRM to further guide practitioners on how to align their HRM practices to sustain , survive and succeed in the the VUCA era.

**Keywords:** Outcome-based Approach, International HRM, Cross-national HRM, Comparative HRM Volatility Uncertainty Complexity Ambiguity (VUCA), Human Resources



# **INVESTIGATING THE IMPACT OF REMOTE WORKING ON EMPLOYEES' PERFORMANCE AND WELL-BEING: A SYSTEMATIC REVIEW**

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SRM UNIVERSITY AP-Andhra Pradesh

This Systematic review explores the transformative landscape of remote working facilitated by technology, enabling employees to extend their tasks beyond conventional organizational boundaries. Diverse assumptions about remote work, emphasizing its substantial flexibility and autonomy for telecommuters, have been identified by researchers. Our primary objective is to assess the impacts of remote work and moonlighting on employee well-being and performance. We systematically reviewed 20 peer-reviewed papers published between 2010 and 2021 using the PRISMA guidelines, revealing findings with varied effects on employee performance and well-being. Employees' perceptions of the workplace are significantly affected by remote working, leading to both physical and mental health outcomes, particularly in terms of work-life balance. Moonlighting outside one's primary job has nuanced effects on employee performance and well-being, and raises concerns about time management and possible conflicts of interest. Finally, our research emphasizes the importance of carefully considering and adapting organizational practices. Remote working and moonlighting emerge as crucial elements in promoting employee well-being along with overall productivity. This research offers valuable insights for success in implementing these approaches, laying out a clear path to fostering an environment that ensures adaptability, innovation, and success over time.

# **An Analysis of the Talent Acquisition Process Using Artificial Intelligence and Machine Learning Tools Among Hiring Professionals in India**

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Sharda University University, Greater Noida

Artificial intelligence is a subset of human intelligence that mimics human thoughts and intelligence, and machine learning is a subset of artificial intelligence. Artificial intelligence and machine learning tools transformed talent acquisition by automating tasks, reducing bias, improving candidate experience, and providing data-driven insights for better decision-making. Implementing technologies can give organizations a competitive edge in attracting and retaining top talent however it's essential to balance automation with human insight to ensure fairness and ethical practices throughout the hiring process. Even though artificial intelligence and machine learning have promise to improve the talent acquisition process, there are several drawbacks and challenges that organizations need to consider and address to ensure fairness, accuracy, and a positive candidate experience. Balancing the benefits of automation with the need for human judgment and ethics is crucial in using technologies effectively. This study is both exploratory and descriptive with the salient purpose of gaining familiarity and portraying accurately the current position of artificial intelligence and machine learning-enabled talent acquisition process in Indian organizations. It explores the significance and utility of artificial intelligence and machine learning in the talent acquisition process, identifies different machine learning algorithms that can be used and their functionality, simultaneously evaluates the impact, and elaborates on the drawbacks and challenges of its application. The present study finds that the application of technology is in the growth stage and there are still doubts and barriers to its adoption, in the end, provides suggestions and recommendations to different stakeholders of the talent acquisition process.

# Flexible HR Practices: Ensuring and Sustaining Smooth Returnship Journeys

Nirbhay Kumar, Dr. Pragyan Pushpanjali,  
Central University of Jharkhand

In India about 50% of working women quit their jobs at around the age of 30 to cater the caregiving responsibilities. This widens the gender gap at work place. Furthermore, out of the returnees (women who return after a career break) a significant numbers quit after just four month of returning as per the Economic Times dated 03rd September, 2023 (The Economic Times, 2023). In recent years some companies in India have taken initiatives and launched “returnship programs” for women to tap this vast pool of talent. The Returnship programs are designed for women who have been out of the workforce to care for family members, usually children, and who want to get back into the workforce (Herman et al., 2019). Mere compliance of maternity benefit and other related laws is not enough, women need more support to return and sustain in their career. Flexible HR practices may play a vital role in improving the morale of women to restart the career after a long break taken due to various reasons.

This paper aims to answer these research questions:

1. What are the “pull” factors that help women with caregiving responsibilities to continue in their job and restrict to take a career break?
2. What are the reasons behind reluctance of women of re-join after care giving responsibilities are over?
3. What hardships do women face during their returnship journey (quitting – break – re-entry)?
4. How can organization contribute to smooth returnship journeys of women employees after a career break?

These questions were identified on the basis of the SLR.

Starting from 1559 Scopus indexed papers, PRISMA guidelines were used for Systematic Literature Review (SLR) and after systematic elimination 99 papers were identified for full text screening. The SLR finally balled down to 67 relevant papers from where their literature gaps were identified. Based on these literature gaps the above-mentioned research objectives were framed.

On literature review of these papers following gaps were identified:

1. Little research has been done on the what factors motivate continuance of job (Pull factors) for care givers while a lot has been done on what force care givers to quit (Push factors).
2. Even after care giving responsibilities are over some women are reluctant to join very little research has been done to study the factors contribute such reluctance.
3. The returnship journey (quitting – break – re-entry) is not a well-studied / researched topic.
4. Work-family balance after re-entry of women in the workforce.

**Research Methodology:** Research methodology was of mixed type where exploratory research will be used wherever new factors are proposed to be identified. Descriptive research method will be used to test pre-identified factors.

Respondents were women from lower and middle managerial levels of organizations of age group 25 to 50 years. Sample size for the study was 6-20 or above (for interview) (Mason, 2010 & Guest et al., 2006). Respondent women were divided into three groups, a). who were currently continuing their job but were facing problems due to care giving responsibilities, b). women who had quit their job due to care giving responsibilities, and, c). women who had taken a career break due to care giving responsibilities & had re-joined and/or re-entered the workforce. From each of these three categories minimum six respondent were interviewed (Guest et al., 2006 & Mason, 2010). For selection of respondents, purposive and snowball sampling technique was be used. Primary data was collected through structured interviews from each of these categories.

After analysis of the collected data answers to the research questions will be arrived at and suggestions to corporates as to what they can do to make this returnship journey will be made. On this basis we can suggest what corporates can do to make their returnship synergistic journey.

**Keywords:** Women Returnship, retention, reluctance to return, career break, re-joining, returnship journey, Pull factors, Push factors.



# **The art of crisis leadership in the digital age: A bibliometric analysis and future research agenda**

Selvakumar R ,Dr. Vimal Babu ,SRM University, Amaravati, AP, India

In today's challenging environment, organizations face more crises than ever before, making crisis leadership in the digital era a critical field of study. Despite the rising attention, not many studies have been undertaken to specifically review crisis leadership via the digital platform's domain. This leaves a significant research gap in the literature. Hence, In this article, we are utilizing bibliometric analysis to observe key trends and themes, identify knowledge gaps, and inform future research in crisis leadership research. We used the Scopus database, to review the 10 years of crisis leadership literature (from 2014 to June 2023) which discusses the use of digital platforms by crisis leaders. Further, we utilized the scientific visualization program called VOSviewer to undertake various bibliometric analyses, which include citation analysis, co-citation analysis, bibliometric coupling, and keyword co-occurrence analysis. This comprehensive approach will provide a better grasp of crisis leadership research in the digital age as well as potential for future study. Based on the valuable insights from the analysis we propose key research directions in (1) Gripping digital platform challenges in crisis leadership, (2) Enhancing Digital Platforms for the Health industry during crises, (3) exploring Psychological Insights of Digital Platform Users and (4) Enhancing Crisis leadership in the business context.



# **The Effect of Organizational Climate on Employee Performance: A Study among Scheduled Commercial Bank Managers in Kerala.**

Dr.Dhanya Ajayaghosh, MIM, Marian College Kuttikkanam Autonomous  
Dr. Santhosh P Thampi, SMBS, Mahatma Gandhi University, Kottayam

Organizational climate is the perceived feelings of employees regarding their organizational environment. Employees examine the organizational factors and derive positive or negative feelings regarding the organization based on their experiences. Banking is one of the most prominent industries in the service sector. In recent years, this sector has undergone many changes, such as privatisation, mergers of banks, etc. The motive behind the study is to find means to increase employee performance through the effects of organisational climate factors. The effect of demographic factors among the variables is also considered under the purview of the study. The study is descriptive in nature. The population of the study includes managers of scheduled commercial banks in Kerala. A multistage stratified sampling method was used to select the sample from the population. Primary data, constituting 443 questionnaires, was used for analysis. The collected data were analysed with the help of descriptive statistics, one-way ANOVA, factor analysis, and structural equation modelling (SEM) techniques. The results show that the covert dimension of the organisational climate contributes the most to employees' perceptions of a favourable organisational climate. It was found that there is a positive relationship exist between organizational climate and employee performance.

**Key Words:** Mindfulness, Work-Life Balance, Flexible Mindset, Commercial Banks, Kerala, Organizational Climate, Employee Performance

# **Understanding the Mediating Role of Flexible Mindset between Work-Life Balance and Mindfulness: A Study among Commercial Bank Managers in Kerala**

**Dr. Sujitha Annie Kurian & Dr. Dhanya Ajayaghosh**  
MIM, Marian College Kuttikkanam Autonomous.

Human resources are not just labour for the organisation; their physical, mental, and spiritual strength represent the entire performance of the organization. The banking industry is considered a major player contributing to the global economy. The Indian banking sector has, in recent years, faced many challenges like mergers of banks, privatisation of banks, etc. This study aimed to understand the role of a flexible mindset between mindfulness and work-life balance among the managers of commercial banks in Kerala. This study adopted a multi-stage stratified sampling technique to select the sample from the population. A mixed-methods research approach was taken to conduct the study. The data was collected through qualitative and quantitative methods. In the first phase, 10 managers were interviewed, and based on the responses, a qualitative analysis was done. The second phase of quantitative analysis was administered through primary data, constituting 200 questionnaires. The mediation effect was analysed using structural equation modelling (SEM). The result shows that a flexible mind set acts as a full mediator between mindfulness and work-life balance. The research suggests managerial implications for the Indian banking industry and directions for future research.

# **Effects of Stress on Job obligations on the employees of IT companies in India**

**Jyotiprasad Kalita- Assam downtown University**

The study examines the relationship between the Stress and employee performance in IT company employees in India.

The study delves into the managing mechanisms employed by IT professionals to navigate the stress maze. From individual strategies like awareness practices to organizational enterprise similar as flexible work arrangements, and examine the efficacy of these managing mechanisms in restoring balance and adaptability.

Keywords:

Stress, Job obligations, Adaptability, employee performance

# **Impact of Gamification and Game based learning on Student Behavioral and Learning Outcomes: A Study among B-School Students in Kerala**

**Dr. Bose George P, MIM, Marian College Kuttikkanam Autonomous**  
**Dr. Dhanya Ajayaghosh - MIM, Marian College Kuttikkanam Autonomous**

This study investigates the influence of gamification and game-based learning methodologies on student behavioural patterns and academic outcomes within the context of business education in Kerala. With the ever-evolving landscape of education, integrating gamified elements into traditional pedagogical approaches has garnered significant attention for its potential to enhance engagement, motivation, and knowledge retention among students. This study aims to analyse the behavioural shifts and academic performances resulting from the implementation of gamified learning techniques. The research employs a mixed-methods approach, combining qualitative and quantitative techniques to comprehensively explore the effects of gamification in business school classrooms. Multi-stage stratified sampling technique was used to identify the respondents. In the qualitative analysis phase, the responses of the focus group, consisting of 12 students, were recorded and analyzed. Quantitative data analysis was administered using primary data, constituting 380 responses through questionnaires. The main findings indicate the positive impact of gamification on student behaviour and learning outcomes, including affective, cognitive, behavioural, and performance outcomes. The study findings contribute valuable insights into the efficacy of gamification and game-based learning in enhancing student engagement, fostering positive behavioural changes, and improving learning outcomes in business education, specifically within the Kerala region. Ultimately, the research endeavours to offer recommendations and practical implications for educators and institutions seeking to leverage gamified approaches for pedagogical enhancement and student success in business schools.

**Keywords – Gamification, Game Based Learning, Student Motivation, Engagement, Learning Outcomes**

# **Synergizing Human Capital: A Saga of Human Resource Orchestration, Analytical Precision, and Quantum AI Integration**

Manjula Khulbe - DIT University

Since olden days HR has improved its way of managing Human resource techniques also continuously improving with latest HRM Trends. Nowadays in era of Analytics and Data analytics Human Resource Analytics is getting recognition too. Very Rapidly Human resource Analytics have evolved and adopted by several MNC's. There are so many HR Software and tools are available for creating dashboards and measuring employee performance and organisation profit. So many new methods and tools pre covid era were there for measuring HR and assessing remote operations with virtual workspace. These days predictive modeling is also participating HR. role of predictive modeling is also explained in this study. This study explains HR Analytics with modern trends and effective applications of HR Analytics for HR Professionals and Practitioners. New Upgradations in Artificial Intelligence, Machine Learning, Talent Analytics, Automation, Internet of Things, and Gamification are trying to maintain a culture tech environment in the field of HR too.



# **Title: "The Digital Age " Exploring the Nexus of Blended Learning, Engagement, and Performance**

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IIT KHARAGPUR

This paper examines the complex interplay among blended learning, technology adoption, learner engagement, and employee performance in the workplace scenario. Organizations need to comprehend the interconnections between many aspects as they traverse the ever-changing terrain of professional development. The study also employed the self-determination theory and technology acceptance model for its conceptual framework. Based on a comprehensive analysis of relevant literature, this study provides a theoretical basis for future empirical research and practical recommendations for organizations aiming to enhance their learning environments.

Keywords: Use of Blended Learning, Adoption of Technology, Learners' Engagement, Employee Performance, Self- Determination Theory, Technology Acceptance Model

# Organizational Sustainability Strongly Desires Flexible HR Practices

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Workplace flexibility fosters the idea that employees can be productive when they are provided with liberty for place and time to work, rather than enforcing a rigid schedule and stable environment. The overall flexibility strategy accepts that there is no unique and uniform solution for the divergent needs of employees. Flexible work can reinforce the collective priorities of both employees and employers. The current work environment has forced the organisations to create atmosphere for greater flexibility in the workplace. Many methods are evolved to focus human resource (HR) requirements for ensuring work life balance and making the work environment more flexible so that management would become more effective. Organisational sustainability depends on consistency in higher performance. The performance is result of involvement of employees in the work. It has observed that if employees are provided with some liberty in terms of decision making and work schedules; they perform extremely well.

In this context current study attempts to examine relationship between organisational sustainability and flexible HR practices. The study has considered three dimensions of flexible HR practices. They were talent adaptability, attitudinal resilience, and managerial flexibility. Data was collected using questionnaire based survey of 40 employees working in different organisations in Sangli District (Maharashtra State). The results deduced from this study are useful to design suitable HR policies for securing organisational sustainability.

# **Flexible HR Practices – A Mediation Model Enabling Hybrid Work Culture For Medium IT Product Companies of South India**

Prasannakumar Kalahasthi, Prasannakumar Kalahasthi, Usha N -  
M.S. Ramaiah University of Applied Sciences

This study aims to investigate a mediation model of hybrid work culture for post pandemic influenced by flexible workplace as a new way of working for organizations. Organizations are facing challenges in implementing a hybrid work culture as a future work policy due to the transformation of workplace during the COVID-19 pandemic. Employers should identify the influencing factors and mitigation plans for the successful implementation of hybrid work culture. Hybrid work culture was studied with parallel (Moonlighting, Work Engagement and Work Life Balance) mediation factors and serial (Employee Satisfaction) mediation factor between Employee Performance and Hybrid Workplace. A questionnaire-based survey has been conducted through expert opinion and by targeting medium-sized product based IT employees of South India. The mediating factors of hybrid work culture has been contributed to literature through Social Exchange Theory (SET). The results explain that the Work Engagement and Employee Satisfaction are partially mediating on Employee Performance. Moonlighting and Employee Satisfaction are having no influential mediating impact on Employee Performance. This study recommends future research on identification of mediating factors influencing hybrid work culture to understand the partial mediation of Work Engagement, Work Life Balance and Employee Satisfaction.

# **Strategic Balance of Employer and Employees Perspectives for Effective Work from Home**

**Prof. Sumant Kumar Bishwas, School of Business, IIT Guwahati**

**Prof. Dinesh Kumar Srivastava, IIM Mumbai**

The study aims to identify and finalize the dimensions and develop a conceptual framework for effective work from home including both employer and employee perspectives. The study has been conducted using systematic literature review of the articles followed by survey research. Factor analysis and univariate analysis have been conducted using 85 sample to finalize the factors and explain the relevance of the two stakeholders' perspectives for effective work from home. The study proposed a conceptual framework and questionnaire for both practitioners and scholars to design an effective work-from-home system considering both employer and employees' perspectives. The findings reflect significance of both employer and employee perspectives for effective work from home, and explain the importance of employee segment consideration in work from home. This is one of the few studies in the area of work from home which considered both employer and employee's perspectives together.

# **Client Support and Staffing Agency Support in Perceived employability and sustainable career success among Temporary Agency Workers – A Moderated Mediation Model for the flexible Workforce"**

R Rajthilak - Business and Finance BITS Pilani Hyderabad, Campus Hyderabad, India  
Swati Singh - ICFAI Business School, Hyderabad

Today organizations value flexibility, agility, and sustainability. Their preference for flexibility is evident in several aspects, and staffing is no exception. One of the most common ways of maintaining flexibility concerning headcount is hiring a flexible workforce. Hiring flexible workforce (e.g. temporary, and part-time workers) has endowed greater flexibility to organizations in terms of scaling-up and scaling down during the time of uncertainty (Altman et al, 2023); managing costs (Autor & Houseman, 2010); and driving innovation through fresh perspectives (Chen et al., 2019). Hence, it is not surprising that adoption of flexible workforce (also known as contingent workforce) is rapidly increasing. The global flexible workforce industry generated \$171.5 trillion in 2021 and it is expected to grow to approximately \$ 500 trillion by 2031 (Allied Market Research, 2023).

The term flexible workforce is a common term used for different types of non-conventional forms of employment e.g. part-time, job sharing, contractual, and temporary workers among others (Retkowsky et al., 2022). The focus of this paper is temporary agency workers (TAW). Temporary agency workers work in a unique triangular work arrangement. In this triangular work relationship, there are three key players – staffing agency, client organization, and the worker (Sukheja, 2012). Staffing agency acts as the legal employer and contracts out the workers to different organizations. Hence, a TAW, also called agency temp (Ward et al., 2001), is an individual



who is hired by a staffing agency but works for another organization i.e. client. Client organizations hire TAWs as per their requirements akin to just-in-time hiring (Lewis & Molloy, 1991) and/or project-specific hiring. Multiple scholars have shed light on the issues and challenges faced by TAWs. Scholars agree that in a tripartite arrangement and a temporary work with limited job security, maintaining employability is an important focus among temporary agency workers (Rajthilak et al., 2022). Remaining employable in future is valuable to them. Literature, hence emphasises the importance of employability in this context. More specifically, scholars have explored perceived employability as an important outcome for career sustainability and well-being among TAWs (Alok & Rajthilak, 2021). Researchers agree that for temporary agency worker perceived employability is alternative to job security (Bernstrøm et al., 2018). Scholars have explored several factors related to perceived employability among TAWs e.g. Martini et al., (2021) studied the role of client support and agency support; Espada & Chambel, (2013) studied the role of affective commitment and voluntariness; Alok & Rajthilak (2021) studied the role of protean career attitude and boundaryless career attitude.

While the above studies have contributed significantly to the understanding of perceived employability among TAWs, there is a dearth of studies which approach this topic from a sound theoretical perspective. More specifically there is a dearth of studies that explore how several resources (both personal and contextual) and their interplay impact the perceived employability among the TAWs.

In a recent systematic literature review Retkowsky et al., (2022) emphasised the importance of exploring contextual factors for better understanding of determinants of career sustainability and wellbeing among temporary workers. We thus, focus on the interplay of personal and contextual resources and their influence on perceived employability among TAWs. Building on the resource caravan perspective of Conservation of Resources theory (Hobfoll, 2014) we argue that client support as a contextual resource will result in work engagement and organizational adaptability that will

further enhance the perceived employability among temporary agency workers. We conducted this study among 511 temporary agency workers working in Information technology sector in India. The analysis was carried through SPSS, SPSS-AMOS and Hayes Process Macro. The results supported the hypothesis. Findings are discussed in the light of extant literature. Theoretical, practical, and policy implications of the study are presented. Limitations and future research directions are discussed.

Keywords- contingent work, future of work, flexi-work, resource perspective, sustainable careers



# **Assessing the role of client and staffing agency in shaping perceived employability and sustainable career among temporary agency workers**

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Swati Alok, R Rajthilak ; Department of Economics & Finance BITS Pilani Hyderabad

Today organizations value flexibility, agility, and sustainability. Their preference for flexibility is evident in several aspects, and staffing is no exception. One of the most common ways of maintaining flexibility concerning headcount is hiring a flexible workforce. Hiring flexible workforce (e.g. temporary, and part-time workers) has endowed greater flexibility to organizations in terms of scaling-up and scaling down during the time of uncertainty (Altman et al, 2023); managing costs (Autor & Houseman, 2010); and driving innovation through fresh perspectives (Chen et al., 2019). Hence, it is not surprising that adoption of flexible workforce (also known as contingent workforce) is rapidly increasing. The global flexible workforce industry generated \$171.5 trillion in 2021 and it is expected to grow to approximately \$ 500 trillion by 2031 (Allied Market Research, 2023).

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Keywords- contingent work, future of work, flexi-work, resource perspective, sustainable careers





# **An Empirical Investigation On The Factors Influencing The Performance Of Employees At Selected Indian Private Banks**

**Dr S Praveenkumar  
MADURAI KAMARAJ UNIVERSITY**

In a dynamic business environment, companies focus on creating unique and dynamic opportunities that increase their competitive advantages and provide customers with better products and services. One of the most important ways to create this competitive advantage is to make efficient use of human capital and provide the facilities needed to improve performance. Employee performance is seen as a critical aspect of great interest to academics, industry, managers and researchers as it is seen as an important criterion that allows an organization to fulfill its mission and vision.

Senior management seeks to improve employee performance through a variety of measures, as this creates a complete advantage over competitors, creates new products and services, and supports the achievement of the organization's overall goals. Service-related organizations such as banks, financial institutions, telecommunications, etc. When it comes to secret soldiers who provide services and increase organizational competitive advantages, employees are therefore very important in measuring and improving their performance. best use. The organization must focus on providing a better and more advanced work environment for effective performance. To maximize a company's revenue and profitability, management must create a cohesive work environment where employees can share their thoughts and opinions, help build better relationships in the workplace and use available tools to improve the organization.

The researcher uses a descriptive research plan in this study as it provides an in-depth understanding of the key factors that contribute to the performance of employees of private banks operating in India. The researcher uses a quantitative survey methodology when collecting data and analyzing it from respondents using the IBM SPSS package and the AMOS model. The study uses primary and secondary data sources, the author collects data through a questionnaire, the respondents are employed in a private bank and the respondents are selected through convenience sampling. The researcher published about 150 questionnaires, of which only 135 were completed and were taken into account in the analysis.

Based on the analysis, three latent variables have positive effects, namely work environment, employee loyalty and motivations that affect employee performance, while education has a negative effect on performance. The greatest influence is caused by the employees' commitment, followed by motivation and the work environment, which affects the performance of employees in private banks.

**Keywords:** Employee performance, Employee engagement, Work environment, Structural Equation Model

# **Review of Hybrid Workplace: The future of Work**

**Dr. Vandana Sharma and Ms.Rajani**

In present scenario the traditional way of living and working in an organization has been changed. Flexible working started a long time ago but the popularity of flexible working has gained during covid-19. Many companies prioritized safety during the covid-19 outbreak by allowing employees to work in flexible locations and decreasing the number of individuals in the office. This approach has been especially common in the information and communication technology (ICT) sector, where teleworking and flexible working hours have been implemented to promote safety and flexibility. Various option have available in flexible working like: remote work, telework, work from home and hybrid work. Remote work started a long time ago and the initial literature review was found in 1983. After COVID-19, when organizations were preparing to reopen and return to a regular work environment, many employees were not ready to come to the office physically. Instead, they prefer to continue working remotely. In this situation, hybrid work came as the most popular solution to meet the grappling needs of employees. Hybrid work supports flexibility, inclusion, and diversity in the workplace, making it easier for people to balance their work with other responsibilities. The shift from remote work to hybrid work is relatively new and unprecedented. Employees and companies have started to work in a hybrid workplace, but they are still unsure how employees feel about it. The question whether hybrid works is effective and what its advantage and disadvantage are the topic for research. So the purpose of this study is to describe the revolution of hybrid work and what its opportunities and challenge from both employees and employer perspective on the basis of review of literature.

Senior management seeks to improve employee performance through a variety of measures, as this creates a complete advantage over competitors, creates new products and services, and supports the achievement of the organization's overall goals. Service-related organizations such as banks, financial institutions, telecommunications, etc. When it comes to secret soldiers who provide services and increase organizational competitive advantages, employees are therefore very important in measuring and improving their performance. best use. The organization must focus on providing a better and more advanced work environment for effective performance. To maximize a company's revenue and profitability, management must create a cohesive work environment where employees can share their thoughts and opinions, help build better relationships in the workplace and use available tools to improve the organization.



# **Navigating A Sustainable Workforce: An HR Analytics Approach to Flexible Management Strategies for The Future**

M/s Sandeep , Dr. Naveen Kumar, Dr. Harjit Kaur  
University Institute of Applied Management Sciences, Punjab University

Organizations must rethink personnel management practices in an era of extraordinary work dynamics and an increasing focus on sustainability. To create a sustainable workforce, this research paper explores HR analytics and flexible management. Considering the changing nature of work, this study examines how HR analytics shapes adaptive and responsive management techniques. In the contemporary work environment, remote and hybrid models, gig economies, and employee well-being are prioritized. HR analytics helps companies understand workforce trends, employee preferences, and performance indicators. HR practitioners can create adaptable management strategies that meet organizational and employee needs by combining these analytics. The research highlights a sustainable workforce where employee involvement, contentment, and productivity meet environmental and social responsibility. The study shows how HR analytics has helped in creating agile management practices that promote resilience and creativity through empirical analysis. Understanding and using HR analytics are crucial to developing workforce sustainability plans as firms prepare for the future. This paper intends to guide HR professionals, business executives, and policymakers on how to effectively navigate the ever-changing landscape of work. It provides ideas on how to use HR analytics to design adaptable and long-lasting management strategies that are ready to take on the problems of the future.

**Keywords:** Sustainable Workforce, HR analytics, Flexible Management Strategies, Employee well-being.



# "Flexibility in Teams and Organizational Building: A Comprehensive Review"

Dr Madhvi Mishra - Pune Institute of Business Management

In today's rapidly changing business environment, the ability of teams and organizations to adapt and remain flexible has become paramount for their survival and success. This review paper aims to provide a comprehensive overview of the existing literature on flexibility in teams and organizational building, drawing insights from secondary data sources. The paper categorizes and synthesizes the available knowledge, exploring various dimensions and factors related to flexibility. It highlights the evolution of this concept in organizational studies and presents key findings from secondary data analysis. The discussion section interprets these findings and addresses the challenges and opportunities associated with implementing flexibility in organizations. By offering a holistic view of the topic, this paper provides valuable insights for researchers, managers, and practitioners interested in enhancing organizational adaptability.

**Keywords:** Flexibility, Teams, Organizational Building, Adaptability, Agility, Resilience

# EMPLOYEE MORALE AND ITS IMPACT ON ORGANIZATIONAL SUCCESS

Dr.Sushma Tiwari - APS University

Strategic thinking is a key component of human resources practices. They stand for an essential system of direction that works with your executive company plan. HR practices serve as the cornerstone or how your company's human capital will function on your behalf.

The purpose of this paper to study the knowledge and skill required to do the job and to identify broad areas and priorities for training at organizational level.

The study covers both primary and secondary data .Primary data are collected by distributing questionnaire of the employees of Steel Authority of India Limited and Secondary data collected from various monthly/yearly reports, journals published materials and websites. In this paper simple percentage analysis used for carrying out the study and sample size for the analysis is 50..

This paper concludes is that any organization with an abundance of physical resources will not benefit itself unless human resources make use of them. So, the employees are one of the most costly and crucial components of any business. In order to increase its chances of success, a firm must not only understand how it uses its human resources, but also strive for the best possible use of its staff.

# Organizational Sustainability Strongly Desires Flexible HR Practices

Dr Sharad R Kulkarni SHARWARI KULKAENI - DKTES TEI, Ichalkaranji (Maharashtra)

Workplace flexibility fosters the idea that employees can be productive when they are provided with liberty for place and time to work, rather than enforcing a rigid schedule and stable environment. The overall flexibility strategy accepts that there is no unique and uniform solution for the divergent needs of employees. Flexible work can reinforce the collective priorities of both employees and employers. The current work environment has forced the organisations to create atmosphere for greater flexibility in the workplace. Many methods are evolved to focus human resource (HR) requirements for ensuring work life balance and making the work environment more flexible so that management would become more effective. Organisational sustainability depends on consistency in higher performance. The performance is result of involvement of employees in the work. It has observed that if employees are provided with some liberty in terms of decision making and work schedules; they perform extremely well.

In this context current study attempts to examine relationship between organisational sustainability and flexible HR practices. The study has considered three dimensions of flexible HR practices. They were talent adaptability, attitudinal resilience, and managerial flexibility. Data was collected using questionnaire based survey of 40 employees working in different organisations in Sangli District (Maharashtra State). The results deduced from this study are useful to design suitable HR policies for securing organisational sustainability.

# **EXPLORING CRITICAL SUCCESS FACTORS FOR COGNITIVE FLEXIBILITY IN AMBIDEXTROUS LEADERSHIP: AN ISM PERSPECTIVE**

**Mamta Singh - Chandragupta Institute of Management Patna**

The ability to navigate complexity and ambiguity has become increasingly important in today's dynamic leadership landscape. This research looks into the critical success factors that support cognitive flexibility within the context of ambidextrous leadership. Using the Interpretive Structural Modeling (ISM) approach, we hope to uncover the intricate interplay of factors that contribute to a leader's cognitive flexibility. This study aims to provide a comprehensive understanding of these critical success factors' hierarchical relationships and mutual dependencies by investigating them through the lens of ISM. This study identified six critical success factors: emotional intelligence, strategic networking, leadership flexibility, adaptability to change, innovative thinking, and effective communication skills. We anticipate that this investigation will contribute valuable insights to both scholarly discourse and practical leadership applications, fostering a deeper appreciation for cognitive flexibility's role in ambidextrous leadership.

**Keywords: Innovation, Leadership, Flexibility, ISM, Adaptability**

# **A Modified Total Interpretative Structural Model for antecedents of Social Entrepreneurial Intentions**

**Dr. Priyanka Jaiswal (Assistant Professor (OB/HR) IIFT Delhi**

**Aarti Kadyan - Indian Institute of Foreign Trade Delhi**

This research paper employs the Modified Total Interpretative Structural Modelling (M-TISM) approach to investigate the determinants of Social Entrepreneurial Intentions (SEI). By analyzing the interplay of factors such as entrepreneurship education, innovativeness, perceived social support, and leadership among the others, the study aims to provide valuable insights for stakeholders interested in fostering a sustainable and equitable future through social entrepreneurship. The hierarchical model constructed using the M-TISM methodology offers a structured framework for understanding the complex dynamics shaping individuals' commitment to social entrepreneurship. Through a systematic literature review and expert opinions, key elements influencing SEI are identified and their relationships elucidated. The findings of this study hold practical implications for educators, policymakers, and organizations seeking to promote a culture of social entrepreneurship by enhancing their understanding of the motivations driving individuals towards social entrepreneurial pursuits.

**Keywords: Social Entrepreneurial Intentions, Antecedents of SEI, Modified Total Interpretative Structural Modelling, M-TISM approach, Social Entrepreneurship**



# **Business scalability issues of traditional Indian business houses and businesses**

**Prof. Saptarshi Basu, Principal Dev Marine Academy, Gandhinagar, Gujarat**

There was a time when the Indian businessmen from the north and south traded across the world and the Indian merchandise was sought after worldwide. Tamil trading guilds running the opulent temples in the south India once sponsored the mighty chola empire and its huge and vast trading network across the entire Indian ocean. The good from the Bengali craftsmen like the muslin cloth are the most in demand from the roman gentry and aristocracy of the ancient times. Ancient books like the “periplus of the etharian seas” and the research by OECD countries by Angus Madison is testament to this fact. Then something happened, we were colonies and subjugated, now the new liberated India is trying to find its feet in the global market, having spent  $\frac{3}{4}$  of millennia being free presently in the “amritkaal” the country is trying to still find its feet and redeem its crowning place in the business dominance in the global landscape. Today there is to dominant business community in Indian ethnically from the north western and western India which has dominance in the enterprise in the SME and the large cap industries, which are the Gujarati’s and the Marwari business clan. They have made it to the top through mega conglomerate like the Birla and Reliance group. The business leaders have also made to the top slots of the Forbes rich list. But if we see the fortune 500 companies and the strategic sectors like big tech, pharma, defence, semiconductors, chemicals, food and genetics these communities seem vastly under represented considering the majorities of the people are connected to business of some or the other kind. This paper looks into the very issues why majorities of these family run firm can’t break the glass ceiling. In fact, only three Indian companies from the private sector has made it to the fortune 500 list, they being Reliance industries, Rajesh exports and Tata group.

The first two belonged to the Gujarati community while the last belonged to the Parsis. Marwaris as a business community belongs to the shekhawati regions of the Rajasthan and were traders in the Rajput kingdom era they constitute 42% of the billionaires in India yet they don't have a single group which can reach the fortune 500 list, despite owning the largest number of start-ups. So, what stops these enterprising communities to attaining the fortune 500 scale? The authors have vast experience of working in the top levels of the management and also varied international exposure which has given them the birds eye view of the business practices of various privately run family and professionally run business as well as various multinational corporations. This experience has given them an up-close personal look at the various corporate governance issues which has become a growth killer in small as well medium size companies. In this paper they will delve in to these issues and suggest solutions bases on business practices world wide of mega corporations. The research methodology is based on experiential deductions and open-source analytics and strategic thinking to arrive at out of the box solutions. We will establish after all any company or corporation are people systems and after all it is work and company culture which is engine of growth rather than smart accounting, frugal cost cutting, tax saving etc, an accountant or CA seldom becomes a business leader; and this exactly the point the present generation of entrepreneurs are missing, which has chained them against scalability.



**STRATEGY**

## **Transforming Government Operations: How Generative AI Fuels Efficiency, Powers Citizen Services, and Enhances Decision-making**

JITENDRA KUMAR PANDEY - DELHI DEVELOPMENT AUTHORITY

The emergence of various Generative Pre-Trained Transformer (GPT) tools, including OpenAI's ChatGPT, has significantly impacted organisational dynamics. As a result, business leaders across multiple sectors have rapidly begun to explore these tools under the umbrella, popularly known as Generative Artificial Intelligence (GAI), a part of Artificial Intelligence. These tools can manage large datasets and perform various tasks, from creative content generation to language translation and problem-solving. The public sector has also recognised the enormous potential of GAI technologies and embraced their use to achieve various operational advantages. For example, the Indian government's IndiaAI initiative has proactively investigated GAI's applicability across different domains, including the public sector. However, while GAI is expected to improve organisational flexibility, it also raises concerns about potential technological flaws such as breach of security and privacy, lack of trust, ethical issues, regulatory compliance issues, and economic ramifications. Despite notable emphasis on GAI research within the private sector, investigations into GAI in the public sector remain relatively scarce, particularly in the Indian context. This paper addresses this gap by examining GAI integration within government frameworks and its far-reaching implications for transforming government operations. The study's results have important implications for practitioners, researchers, and societies. They are expected to strengthen IndiaAI's vision. However, as this is a preliminary study, the findings should be considered indicative rather than definitive. This is also a limitation of the study, which allows other researchers to conduct further studies to generalise the model and its findings.

# Strategic Variants of the 'Total Solution' Business Model

**Dr. S. Balasubrahmanyam**  
**Faculty (Strategy), Indian Institute of Management Kozhikode**

Global business history has been replete with firms that have miserably failed in the marketplace notwithstanding the fact that they have indeed launched great products. Many a time, it has been absence or non-availability of critical or essential complements in the market that led to the demise or fiasco of such great products. Often many firms tend to ignore the lessons from these fizzle stories just because they belong to other different industries and also because of their preconceived impression that there is hardly anything to learn from failure stories. Otherwise, following the failure of Philips in the HDTV market in the face of absence of HD cameras and thereby HD content, Sony should not have launched its e-reader at a time when e-books were hardly available. So also, failure stories of Pfizer's inhalable insulin and Michelin's run-flat tyres could be indisputably attributed to the absence or non-availability of pertinent essential complements during that period. More than such a conspicuous absence of essential complements being the factual logic, the actual reason for such failures has been the prevalent bias against learning lessons from primordial fizzle firms facing a similar situation even when these failed firms belonged to other industries that appear to be tangentially different from that of the focal firm. Though all these refer to a particular kind of 'total solution' business model, there are several other variants of this model being put to practice in the corporate world across diverse industries. However, the current literature has been scant and subliminal on this front. This paper endeavours to plug these research gaps towards providing a comprehensive palette of choices to firms in this regard.

While total solution is important to pertinent customers, it can come from just one firm or multiple firms. For example, Nespresso coffee-makers have their own coffee pods to offer to customers on one hand while they allow coffee pods made by Starbucks in parallel on the other hand. So also, region-specific 'total solution' can also emerge that is different from other variants across the globe. For example, Philips' teakettle in UK has a default sieve to filter out the unwanted lime scale common in the tap water of that country. However, in other countries, Philips does not offer this feature as there is no such issue in other countries or geographies. Similarly, smart firms like Microsoft continually redefine or expand their bundle of softwares in the form of MS-Office duly keeping in mind the emerging market requirements. Thus, what constitutes a 'total solution' today may not remain the same forever. While critical or essential complements define today's notion of 'total solution', desirable complements redefine tomorrow's version of the same. This dynamics of the concept of 'total solution' has not been explicitly addressed in the current literature. This paper strives to bring out pertinent lessons for firms in this regard.



Amazon sells only its e-books to some customers who read them on the free cloud reader on its portal by registered users while the same Amazon sells both Kindle e-reader and e-books to other customers in parallel. Thus, it pursues two parallel business models that entail two different variants of the concept of 'total solution' while promoting ecosystem carryover from the former business model to the latter duly providing cushion or leeway to different kinds of customers without compelling them to purchase the Kindle e-reader though it does entice them to do so over time. NABI, a Hungarian company making buses brings out a novel interpretation to the notion of complementarity in the form of lifecycle costs vis-à-vis the purchase price of its buses. Thus, all these foregoing case studies sprouting from diverse industries throw open different variants of 'total solution' business model. These variants trigger different choices to firms for possible exploration and exploitation in different industries. This paper streamlines and synthesizes the quintessential wisdom related to 'total solution' business model from many such success and failure stories of businesses in various industries across the global business history. It covers various nuances of such cases and strives to offer different caveats for the application of such a wisdom in different contexts. Various managerial, organizational and social implications pertaining to this 'total solution' business model and its variants are discussed. Limitations of the study are indicated along with few pointers for future research.

**Keywords:** Complementarity, Complete Solution, Total Solution, Essential Complements, Desirable Complements

## **How flexibility-induced capital decision-making influences mechanisation and innovation among various categories of Australian mango growers.**

Saumindra Bhattacharya - Cental Queensland University

The 3A's (availability, affordability, and assurance) of labor concern continues to be a significant challenge across all the major Australian agribusinesses, while differently impacting its growth and sustainability. The purpose of this paper is to determine the management factors that induces flexibility in firms (with varying physical, geographical, economic, and leadership characteristics) to attract automation as an economically viable substitute of manual labor. The researchers collected firsthand insights from 200+ Australian farmers (from all the three major mango growing regions), contributing to more than 40% of the national fresh mango production. Growers were classified under SML (small, medium, large) based on several number of trees and produced fruit volume. Data analyzed with help of the Nvivo software identified five major themes of entrepreneurial orientation across the small family owned and professionally managed large farms. In summary, agri-businesses have the potential to not only acquire competitive edge (both in the domestic markets and export), but also ring-fence itself from the threats of business sustainability. The researchers recommend further studies to quantify the impact of each of the five identified factors (attitudinal, commercial, operational, competitive, and sustainable) across other economies for a couple of other high value tree fruit crops. In related research with an approach of industry-first, the researchers have predicted GP (gross profit) margin erosion of up to 5.4% by 2030. The findings of this investigative study were a clear research gap and have immediate industry implication. A commercially vetted, entrepreneurial orientation will increase socio-economic and environmental benefits of mango mechanization. In broader terms, automation uptake can be expedited through a balanced calibration of the five critical factors influencing flexibility management.

# Evaluating the Role of Organizational Resilience in Sustainable Management Practices

Dr. Vandana Gupta , Junaid Hushain  
L M College of Science & Technology, Jodhpur

The article explores the significant relationship between organizational resilience and sustainable management. This statement underscores the need for adaptation, creativity, and continual development as imperative qualities for businesses facing diverse problems. This article delves into several facets of resilience, encompassing capital, strategic, and cultural dimensions while underscoring the significance of customized measuring approaches. The article demonstrates effective resilience tactics in crisis management by examining case studies from prominent firms such as Toyota and Airbnb. Additionally, the study explores sustainable management, particularly emphasizing the principles of environmental stewardship, economic performance, and social responsibility. The importance of leadership in integrating resilience and sustainability is recognized, emphasizing promoting transformational and ethical leadership approaches. The article examines several tactics to foster the development of resilient and sustainable organizations while acknowledging the inherent difficulties of implementing such approaches. In conclusion, this emphasizes the importance of organizational resilience in sustainability, demanding proactive initiatives by companies, leaders, and governments to ensure a resilient and sustainable future.

# **Competitive Landscape of Indian Pharmaceutical Industry: From Perspective of Small & Medium Enterprises**

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Prof. Jyoti Tikoria, Birla Institute of Technology and Science, Pilani

## **Purpose**

The Pharmaceutical industry, particularly small- and medium-sized enterprises (SMEs), faces serious challenges in India's dynamic and competitive markets. The purpose of this paper is to measure and analyze the global competitive advantage of the Indian pharmaceutical industry with special reference to SMEs based on Porter's Five Force Model.

## **Design/Methodology/approach**

To understand the larger competitive scenario vis-a-vis the attractiveness of pharmaceutical SMEs, Porter's Five Force Model has been applied along with individual forces and their sub-factors identified through extensive review of the literature. A case study approach was adopted in which SMEs operating in the Indian pharmaceutical sectors representing 54 middle and senior employees along with 6 key executives from financial institutions and banking services were interviewed using semi-structured interviews and responses were rated in the form of a Likert scale. The study results are based primarily on descriptive statistics.

## **Findings**

The results showed that the competitiveness within the industry is the strongest force, followed by bargaining power of buyers, threat of new entrants, bargaining power of suppliers and threat of substitute products, in that order. The most important finding is competition in pharmaceutical industry is high due to lack of qualified workforce, agility and supply-chain disruption. It is due to various factors, especially in SMES, such as: lack of knowledge regarding technologies, presenting substitute inputs, low brand equity and low level of product differentiation. However, supplier power and threat of substitutes are the weakest forces that help to recover the market growth in pharmaceutical industry.

## Originality

Many researchers have studied the Porter's model in theory and some other have studied the different aspects of pharmaceutical industry. However, to our knowledge there are not many Indian studies been conducted using the framework built by Michael Dobbs for doing quantitative analysis based on Porter's 5 force for the SME of pharma industry.

## Research & Industry Implications

The industry will find this research of practical value, especially for CEOs & managers from SME industries will be able to use the outcomes of this study to devise their strategies for growth and competition assessment.

Academics & researchers would be able to map competitive forces of pharmaceutical industry, do macro analysis and build interdependencies within the forces & industry for further research



# Analyzing the Impact of Flexibility on Innovation and Sustainability in Startups through ISM

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CHANDRAGUPT INSTITUTE OF MANAGEMENT PATNA, BIHAR

**Purpose:** In today's dynamic and competitive business environment, understanding the importance of flexibility factors in fostering innovative performance and ensuring long-term business success is critical, especially for startups. The purpose of the study is to examine the impact of flexibility on the innovative performance of startups.

**Methodology:** The Interpretive Structural Modeling (ISM) method is used in this study to investigate the complex relationships between various flexibility factors and their impact on both innovation and long-term business performance in the startup ecosystem. The study identifies and structures these factors systematically in order to understand their interdependence and hierarchical significance.

**Findings:** According to the ISM analysis, "Organizational Adaptability" and "Responsive Decision-Making Processes" are key flexibility factors that have a direct impact on innovative performance. Furthermore, "Market Adaptability", "Technological Flexibility", "Workforce Flexibility", and "Operational Flexibility" emerge as critical drivers of long-term business performance. The study focuses on the layered interplay of these factors, where foundational aspects of organizational flexibility underpin more visible outcomes such as innovation and long-term business viability.

**Originality:** This study adds to the existing flexibility literature by providing an alternative viewpoint on the role of flexibility in startups, specifically in fostering innovation and long-term performance. The use of ISM provides a structured and hierarchical understanding of flexibility factors, providing startups with a strategic framework to improve their innovative capabilities and sustainability in a rapidly changing business landscape.

**Keywords:** Startup Flexibility, Innovation, Sustainable Business Performance, Interpretive Structural Modeling, Adaptability.

# **Flexible Management System Approach to Strategic Management in Line Pipe Manufacturing Companies**

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School of Management, Pandit Deendayal Energy University, Gandhinagar, Gujarat**

The present study aimed to examine and identify the benefits of using a flexible management systems approach for strategic management in different organizations, especially in line pipe manufacturing companies. Business units require efficient management processes to achieve the desired outcome from available resources. For every business, day-to-day management involves numerous strategic management processes. Along with the rapid growth of technology and industry, several system approaches have developed, and information technology has also matured. It is hypothesized that when we use information technology and flexible management system approach along with strategic management, the effectiveness of business strategic decisions is improved, and efficiency is enhanced. The hypothesis was tested with case studies and primary research data from domain experts. The hypothesis strengthens the employment of information systems and flexible management information systems with a view to increase the effectiveness of strategic business management decision-making.

# **Envisioning Next Levels of International Competitiveness: Analysing Trends and Patterns from the Case of a Leading Competitiveness Group.**

Kirankumar Momaya, Khushee Deshmukh, Divyang M., SJM School of Management

The growing contributions from emerging countries have led to increased scholarly attention on international competitiveness (IC) across levels—country, industry and firms, particularly emerging multinationals (EMNEs). We break from popular studies to focus on group level using a data-based problematization approach, which may help us to envision next levels of IC. We adapt qualitative methods leveraging benchmarking, interpretive methods and SAP- LAP framework for this action-oriented exploratory study. Findings of early phases indicate some expected and surprising trends. In India, the National Capital Region (NCR) seems to retain a massive lead in competitiveness research, but international levels are far higher. We contribute to theory of competitiveness by identifying key factors in competitiveness Assets- Processes-Performance (Competitiveness APP) framework, defining them and identifying select horizontals needed for strategic flexibility. Our emergent approach emphasizes the need to view flexibility as a key enabler to envision next levels, generate new challenging research questions to understand the competitiveness dynamics.

# **STRATEGIC INTEGRATION OF TECHNOLOGY FOR ENHANCED CSR PERFORMANCE IN NGOS: A TISM ANALYSIS**

Pawan Kumar

This study examines the impact of technology on Corporate Social Responsibility (CSR) performance in Non-Governmental Organizations (NGOs). Using a comprehensive analysis, the study examines how technological advancements affect the effectiveness and scope of NGOs' CSR initiatives. The study aims to provide insights into the evolving landscape of CSR practices through an exploration of diverse technological applications ranging from digital platforms to data analytics. The methodology of this study involves the use of the Total Interpretative Structural Modeling (TISM) method to develop a conceptual model integrating identified enablers. Furthermore, the study comprises a validation process through the examination of multiple case studies, ensuring the practical applicability and reliability of the developed model. The findings help to understand how technological integration can improve NGOs' social impact and sustainability efforts by aligning them with contemporary societal needs. This study advances understanding of the interaction between technology and CSR within NGOs by providing a conceptual model based on Total Interpretative Structural Modeling. NGOs can use the validated model to strategically integrate technology, improving CSR performance and fostering long-term social impact in line with current technological trends.

**Keywords:** Social Responsibility, NGO, TISM, Sustainability, Technological Integration

# Automobile Industry and EV Adoption in India – SAP-LAP based Approach

Arun Singh Rana, Sanjay Dhir, Sushil Sushil, -Indian Institute of Technology Delhi (IITD)

“Strategic flexibility (SF) has become crucial nowadays in any organization owing to unprecedented environmental turbulence. SF is the ability of an organization to deal with unforeseen changes in market conditions. SF has been studied by a variety of scholars in numerous contexts. The responsive aspect of SF was first studied by Eppink (1978), Das and Elango (1995), and Sanchez (1995). It suggests the smooth reorganization of resources and processes in a firm and reacting quickly to modify its strategies according to the environment's needs (Wright & Snell, 1998; Escrig-Tena et al., 2011). However, the proactive aspect of strategic flexibility (Evans, 1991) holds great significance in SF literature despite being dominated mainly by the reactive aspect, thanks to the work of Johnson et al (2003) and Sushil (2015). Being responsive does not necessarily equate to being strategically flexible; firms must also be proactive in their SF (Courtney et al., 1997; O'Regan & Ghobadian, 2005). The proactiveness of SF becomes more crucial with the fast-changing customer needs for innovative products and services. Hence, one dimension of SF is often related to strategic innovation.

Strategic innovation (SI) encompasses all innovation activities within an organization, aligning them with the organization's overarching strategy (Dinesh & Sushil, 2021). SI is widely conceptualized as a fusion of strategy and innovation, which includes creative thinking and business model modification in a highly competitive environment. SI is strongly present at every level of business activity right from formulating an enterprise to developing new products and advancing them through new technology (Anderson & Markides, 2007). Hence, associating SI with a few specific innovations will not do justice to it. However, the performance of a firm is significantly affected by product innovation, process innovation (Gupta & Gupta, 2019), and technological innovation.



The organization's capacity to adapt and respond through innovation is markedly influenced by strategic flexibility (Verdu-Jover et al., 2005).

Studies have found that SF and innovation have a positive association, which gets stronger with increased environmental uncertainty (Martínez-Sánchez et al., 2009). However, there is a dearth of studies examining the importance of SF and SI in a real-world case organization. Hence, this study aims to understand the role of SF and SI with the help of real-world case organizations.

### Methodology

This study uses the cross-case analysis method to understand the role of SF and SI in real-world case organizations. The SAP-LAP analysis will be used to analyze the cases. The sample will comprise two well-established case organizations from the manufacturing and services sector operating in India. The data will be collected from the websites and the annual reports of the selected companies.

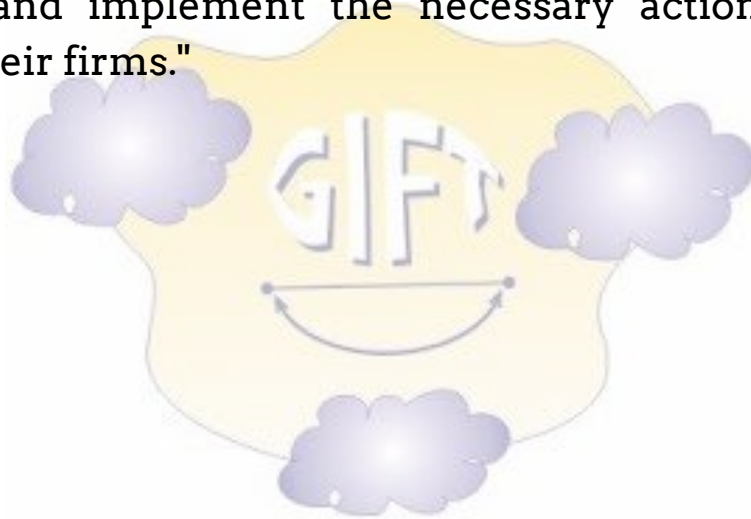
### Measures

This study uses resource flexibility, coordination flexibility, organizational strategic orientation, and strategic options as measures of SF. Strategic innovation is measured through product innovation, process innovation, and technological innovation.

Resource flexibility is the ability of a resource to be deployed for multiple uses (Kamasak et al., 2017). Coordination flexibility refers to combining resources in innovative ways using an internal coordination process (Wei et al., 2014). Strategic orientation indicates the direction in which a business wants to or should go in the future and how well it is set up to do so. Strategic options are the alternative options available to a firm, and they hold significance in SF literature (Evans, 1991; Sanchez, 1995).

## Implications

The study will have significant implications for researchers and practitioners both. The researchers can use the study as a basis for digging deeper into the relationship between SF and SI by using other empirical methods such as PLS-SEM, etc. The SAP-LAP methodology provides a clear understanding of the situation of the case organizations, the actors responsible for making decisions, and the processes involved. This will further be transformed into learning outcomes and the actions needed to be taken to improve the firm's performance. The practitioners can use the study's findings and implement the necessary actions to improve the performance of their firms."



# **Implementation of MCDM techniques for a sustainable supplier selection of a Full-Service Supplier (FSS) product: Study from an automotive industry**

ROJEN BIJU, VINAY V. PANICKER  
- NATIONAL INSTITUTE OF TECHNOLOGY CALICUT

The supply chain is a critical aspect of any business, but it's not immune to risks and disruptions. Proper assessment of suppliers and products is crucial to minimize such risks, very importantly when foreign suppliers are involved. This is where alternative sourcing strategies comes into play. This study focuses on selection of a sustainable supplier in the automotive industry, using a sophisticated multi-criteria decision-making (MCDM) framework that employs Fuzzy Topsis and Vikor. Fuzzy AHP was used to calculate the weightage of each criterion, while Fuzzy Topsis and Vikor were used to rank the suppliers and choose the most suitable supplier. The results were validated using the Additive Ratio Assessment (ARAS) and Evaluation based on Distance from Average Solution (EDAS). The findings from this study will help improve the supply chain's sustainability, resilience, supplier collaboration and service level. Unexpected disruptions and risks can affect a business in multiple ways, hence choosing a reliable and sustainable supplier based on the proposed MCDM framework could ensure a smooth and sustainable supply chain operation.

**Keywords:** Supply Chain Disruptions, Supplier Assessment, Alternative Sourcing Strategy, MCDM, TOPIS

# AI-Powered ESG Reporting: A Path to Sustainable Corporate Accountability

\*Dr. Shalini Singh \*\* Dr. Shubhanker Yadav, Assistant Professor, CHRIST (Deemed to Be University)

Environmental, Social, and Governance (ESG) reporting has become increasingly critical for businesses as stakeholders demand greater transparency and responsibility in corporate practices. In this context, the integration of Artificial Intelligence (AI) into ESG reporting processes offers the potential to revolutionize how organizations measure, manage, and communicate their ESG performance. This extended abstract explores the intersection of AI and ESG reporting, emphasizing the transformative impact of AI technologies on enhancing sustainability efforts and corporate accountability.

The first section of this abstract examines the evolving landscape of ESG reporting and its significance in the modern business world. With investors, customers, regulators, and employees placing greater importance on ESG factors, organizations must adopt robust reporting mechanisms to navigate this evolving landscape effectively. Traditional ESG reporting processes are often time-consuming, labor-intensive, and prone to human biases, making them insufficient for addressing the growing demand for accurate and timely ESG data.

The second section delves into the capabilities and potential of AI in ESG reporting. AI technologies, such as Natural Language Processing (NLP), Machine Learning (ML), and Big Data analytics, have the capacity to automate data collection, extract valuable insights, and predict future trends. These capabilities enable organizations to streamline ESG data collection from diverse sources, detect emerging ESG risks, and make data-driven decisions to improve sustainability performance.

**Keywords:** AI, ESG, Sustainability, NLP, ML

# **Environmental and Sustainability performances in Polluting Companies Amid COVID-19: An ESG Analysis**

**Akhil Pasupuleti, Lakshmana Rao Ayyagari, Shankara Rao Akuthota, Sreya B, Navin Y  
SRM University AP**

As the consequences of COVID worsen worldwide, social and governance concerns are now a major barrier to sustainable growth. Environmental, social, and governance (ESG) aligns with the concept of sustainable development of a company. This paper analyzes the environmental, social, and governance factors influencing sustainability disclosure after the COVID-19 pandemic of polluting companies. Regression analysis was applied to analyze the relationship between environmental, social, and governance on sustainability. This study selects 93 polluting companies over three years such as the effect of COVID from 2019-2022. Sustainability and ESG data were collected from the Refinitiv database. Results show that ESG scores are positively associated with the sustainability performance of polluting companies. Although the effect is modest in the present study, the findings support previous results that ESG ratings are positively related to the sustainable performance of polluting companies. The results of this study provide empirical support for promoting the quality of ESG practices to improve the sustainability of polluting companies. Further research shows the sustainability performance of polluting companies by the effect of green bonds, and green innovation. Finally, this paper provides relevant suggestions for regulators, polluting companies, and managers.



The third section highlights key applications of AI in ESG reporting, including:

1. **ESG Data Collection and Analysis:** AI-powered tools can efficiently collect data from various sources, such as news articles, social media, financial reports, and regulatory filings, and then analyze this information to provide a comprehensive view of an organization's ESG performance.

2. **ESG Risk Assessment:** AI can identify and assess emerging ESG risks, helping organizations proactively mitigate potential issues and make informed decisions to safeguard their reputation and financial stability.

3. **Stakeholder Engagement:** AI-driven chatbots and virtual assistants can engage with stakeholders in real-time, addressing inquiries and concerns related to ESG performance and sustainability initiatives.

4. **ESG Reporting Automation:** AI can automate the generation of ESG reports, reducing the burden of manual data compilation and ensuring the accuracy and consistency of information presented to stakeholders.

The fourth section examines the challenges and ethical considerations associated with the adoption of AI in ESG reporting. These include concerns about data privacy, algorithmic bias, and the need for transparent and accountable AI systems.

Finally, this extended abstract concludes by emphasizing the potential of AI-powered ESG reporting to enhance sustainability practices, improve corporate accountability, and meet the evolving expectations of stakeholders. While challenges remain, the integration of AI into ESG reporting processes holds promise for organizations seeking to navigate the complex landscape of ESG and contribute to a more sustainable and responsible future.

# **A Qualitative Exploration of the Gig Economy's Impact on the Work-Life Balance of Female Professionals**

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Symbiosis International (deemed) University, Pune

The study examines the gig economy's impact on female professionals' work-life balance. The gig economy has completely changed the nature of employment by providing flexibility and autonomy. This study uses a qualitative research design to explore female gig workers' varying experiences and viewpoints on work-life balance. To obtain comprehensive insights, we plan to conduct semi-structured and unstructured interviews with participants, allowing them to express their ideas and experiences freely. The broad sample will aid in developing a thorough knowledge of the range of experiences in the gig economy. Informed consent is obtained from participants, interviews are audio recorded for accuracy and subsequent transcription, and field notes are recorded to capture context. The results illuminate the challenges of juggling work and life in the gig economy and offer guidance to individuals, organisations, and policymakers on promoting the welfare of female professionals in this work environment.

The selected approach for data analysis is thematic analysis using in-depth analysis. By identifying codes and themes within the interview data, this iterative method provides a detailed understanding of the issues that women gig workers experience in balancing their professional and personal lives.

# **Embracing Adaptability: Crafting Sustainable Strategies and management practices for the future**

Pragati Kachhi - Indian Institute of Management, Ahmedabad

In the current era of unprecedented global challenges and sustainability requirements, organizations have strategic re-analysis and management systems in place in the appropriate process. This abstract explores the important relationship between adapting strategic decision-making and innovative business practices as a cornerstone for sustainable future sustainable development. The research focuses on clarifying the relationship between adaptation and sustainable development and highlights the organization's important role in achieving positive environmental, social, and economic outcomes.

The study carefully examines the ever-changing landscape of policy implementation, emphasizing the important role of flexibility as an internal resource for dealing with uncertainties. Through a combination of some theoretical frameworks and evidence collected by case studies, the study highlights the need for organizations to encourage agility, innovation, and flexibility in their strategies. Furthermore, the abstract examines the importance of stakeholder engagement, emphasizing collaborative and inclusive approaches that constitute successful sustainable practices.

**Keywords:** Sustainability, Strategy, Innovation, decision making

# CROSS-BORDER ACQUISITION BY INDIAN FIRM AND SHORT-TERM PERFORMANCE

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## Abstract

This paper investigates how the target country's level of domestic competition plays a role in value creation through M&A by emerging market firms. We analyzed Indian manufacturing and high-tech firms going for outbound M&A and its implication on short-term firm performance. The standard event study method has been conducted to test the stock market reaction after the announcement of M&A deal. The results show that emerging market firms create value when they go to more mature markets to acquire assets. This paper contributes to the literature on value creation through outbound M&A, especially from emerging market perspectives. This study has taken the direction of outbound M&A through the Global Competitiveness Index.

Keywords: Outbound M&A, Firm Performance, Emerging Market Firms.

# Others





# **Discriminant Function Analysis of Economic Factors Influencing Gold ETF Investment Decisions in Kerala as a prelude to attaining Sustainable Development Goals**

DR.SHEEBA K H AND DR.SOPNA V MUHAMMED  
MES COLLEGE MARAMPALLY

In India, gold ETFs were launched mainly with objective to increase the liquidity for the better market efficiency. But, though, traditionally, Indians love to buy gold and they want to possess it, even after assuring the benefits of Gold ETF Investments over the other Investment avenues, there is the lack of pooling of funds towards this sector. In fact, they hardly go for ETFs which is just a piece of paper for them. Conventional Economic theories and its survey reports do not clearly explain the reasons behind this phenomenon. The proposal hence is made to explain the social attributes that influences Gold ETF Investments in Indian Investors. The researcher made an attempt to find out the demographical composition of the samples and to analyze their quantum of investment towards Gold exchange Traded Funds Investment and the data were analyzed using Exploratory Factor Analysis with the help of SPSS.

Keywords: Exchange Traded Funds, Gold, Investments, E-gold, Social, Equity.

# Enhancing Problem-Solving Skills in the Context of Complex Problems

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Complex problems have recently received a lot of attention from management scholars. These problems have several peculiar characteristics that make them difficult to deal with. For example, these issues involve a number of stakeholders, many of whom have competing goals. The presence of multiple perspectives makes it difficult to reach an agreement on the real problem, let alone a solution. One example of a complex problem is managing organizational change, which involves multiple stakeholders with conflicting interests. This makes reaching an agreement on the organization's key problem(s) and new strategic direction extremely difficult. Complex problems often appear to be a jumble of interconnected issues that cannot be separated. Furthermore, the rationalist approach to data collection for decision-making is generally ineffective, as collecting more data does not result in a better understanding of the problem. The traditional reductionist approach of breaking down such problems into smaller, more manageable problems, which is common in management education curricula, does not result in improved problem resolution. As a result, the functionalist approach to a complex problem frequently encourages siloed thinking, resulting in contradictory solution strategies.

Strategy scholars have argued for new teaching methods that encourage holistic analysis in dealing with complex problems. This study attempts to follow that line of thought by investigating the use of system thinking tools in training decision-makers to deal with such issues. We investigate the use of two underutilized logical thinking tools, the Current Reality Tree (CRT) and the Evaporating Cloud (EC), in conceptualizing and resolving such problems. A CRT is a thinking tool that is frequently used to identify root

causes in interconnected systems. A cloud is a commonly used tool for expressing and resolving conflicts and dilemmas. When used together, these tools have the potential to provide a powerful toolkit for analyzing and training decision-makers on how to deal with complex issues. The study employs a quasi-experimental design in which the efficacy of these system tools is investigated in terms of improving participants' ability to deal with complex problems. A group of undergraduate management students were exposed to the use of these tools during their coursework, and differences in their perceptions of their ability to deal with complex problems were recorded using a series of quantitative and qualitative questions before and after the use of these tools.

The research attempted to understand the perceptions of the participants across multiple dimensions relating to complex problems, such as the importance of quantitative skills in complex problem-solving, acknowledgment of the complexity of problems, ability to verbalize issues clearly, identification of affected parties, confidence in generating solutions, ability to assess the impact of solutions, and ability to generate consensus for the solutions developed.

The major findings of the research are summarized below:

1. **Importance of Quantitative Skills:** The majority of participants initially believed that quantitative skills were required to define and solve complex real-world problems. However, after being exposed to the two systems thinking tools, there was a decrease in the perceived importance of quantitative skills, indicating a change in approach and attitude toward such problems.
2. **Perception of Problem Complexity:** Initially, the majority of participants believed that multiple solutions and compromises were unavoidable in the context of real problems. However, after using the system tools, the perceived complexity of the problems was reduced. There was also a significant shift in participants' perceptions that a good solution without compromises was possible to develop.

3. Ability to Verbalize Problems Clearly: The use of tools like CRT and cloud showed significant improvement in the participants' ability to clearly articulate complex problems. This indicates improved communication and verbalization skills post usage of the tools.
4. Identification of Affected Parties: Participants reported that using the tools improved their ability to identify the affected parties in a complex setting. This demonstrates an increase in contextual awareness and sensitization to the importance of recognizing various stakeholders with divergent interests.
5. Data sufficiency: After using the two tools, there was a significant shift in participants' perceptions of the need for more data to generate good solutions. Following use, the belief shifted that the existing data was sufficient to generate a good solution and that more data was neither necessary nor useful in decision-making.
6. Confidence in Generating Solutions: Following the use of the tool, participants' confidence in their own ability to generate good solutions, assess the impact of such solutions, and ensure consensus among stakeholders grew. This demonstrates an increase in their confidence in their problem-solving skills.
7. Consensus-Building Among Stakeholders: Participants reported that the tools aided in the development of consensus among stakeholders, even when their interests differed, and that they felt more confident in their own ability to generate consensus on solutions from affected parties. This finding demonstrates the ability of tools to encourage collaboration in the problem-solving process.

The research highlights the efficacy of the two tools, the CRT and cloud, in teaching complex problem-solving. The study's main contribution is to show that using these tools can improve verbalization skills, stakeholder identification, solution generation and assessment, and consensus-building abilities.



# **Impact and Mitigation of Technical Risks in Defence R&D Projects**

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DEFENCE INSTITUTE OF ADVANCED TECHNOLOGY  
(DU), DRDO, PUNE**

Defence R&D projects are undertaken to fulfill military needs of the country and to make country self-reliant in defence area. Any country's dependency on external sources/agencies/countries for arms and ammunition can be devastating in many ways, especially during the war time. Dependency of arms and ammunition on others not only cripples the country's progress but also put lots of burden on the economy. Many countries have sizable amount of budgets for defence R&D to ensure that the county becomes autonomous. However, R&D project is an enduring process and needs resources and patience to fructify. This long-lasting process can be shortened if systematic approach is used or applied to identify hurdles and thereafter removing or minimizing the effects of these hurdles. These hurdles can be in the form of risks in the projects. Defence R&D projects can have technical risks, project management risks, organizational risks and external risks. Identification of risks and then mitigating them is the main process of any risk management plan.

In our study we have done systematic literature review to understand what research has been done for technical risk in defence R&D projects. Technical risk is considered as technological uncertainties in the project and plays very crucial role in success or failure of the project. Technical risk originates from various sources and can be controlled in a systematic way adopting a systematic risk management plan. In this study we explore availability of literatures for definition of technical risk, identification (sources) of technical risk, impact of technical risk on defence R&D projects and management of technical risk. We are sure that this study will benefit future researchers working in the area of technical risk in defence R&D projects.

**Keywords — Risks, technical risks, project risk management plan, DR&D projects.**



# **AN OVERVIEW OF CSR INITIATIVES BEING TAKEN BY ICICI BANK LIMITED**

RINA KUMARI

BABASAHEB BHIMRAO AMBEDKAR BIHAR, B.R.A.B.U UNIVERSITY

**Purpose:** Through numerous Corporate Social Responsibility (CSR) initiatives, ICICI Bank, one of India's leading private banks, has consistently demonstrated its commitment to society. The purpose of this study is to provide an overview and analysis of the bank's CSR activities, focusing on their scope, impact, and alignment with national and global sustainable goals.

**Methodology:** A comprehensive review of ICICI Bank's annual reports, sustainability reports, and related publications was conducted. To assess the impact of the bank's CSR initiatives on the ground, interviews were conducted with key stakeholders and beneficiaries.

**Findings:** The scope of ICICI Bank's CSR activities includes education, health, financial inclusion, rural development, and environmental sustainability. Through initiatives such as 'ICICI Digital Villages' and 'Skill Development,' the bank has demonstrated a substantial positive impact on enhancing livelihoods, promoting financial literacy, and fostering sustainable practices. A notable aspect of ICICI Bank's CSR strategy is incorporating sustainable practices into its core banking operations, thereby enhancing the impact of its initiatives.

**Originality:** This study offers a comprehensive summary of ICICI Bank's corporate social responsibility initiatives and acts as a standard for other financial institutions looking to increase their social impact. Through its focus on the bank's innovative strategies and observable results, the study highlights the critical role that financial institutions play in promoting sustainable development in India.

# Market timing ability influence over mutual fund returns

PRAGADHEESH S, DANISH HUSSAIN  
CHRIST (DEEMED TO BE UNIVERSITY)

How do economic factors influence mutual fund returns?

This study establishes the performance of mutual funds and how the fund managers make decisions during any crisis. My research study is based on 'how does market timing ability influence the fund manager's decision?'. Meanwhile, the performance of the mutual funds will be influenced by inflation, fluctuations in bank rates, or any economic event. This may have a positive or negative impact on the performance of mutual funds. So the investors will either experience a benefit from the mutual fund returns or a loss from the mutual fund returns

**Objective:** This study establishes the performance of mutual funds and how the fund managers make decisions during any crisis. The fund manager's decision will be influenced by market timing ability.

**Methodology:** This study is explanatory research with a quantitative approach. The data used in this research were secondary. The net asset value (NAV) data of equity mutual funds were gathered from the official websites. This research uses the combination of time series data and cross-section data known as panel data from 2013–2022 with the sample taken from different mutual funds using a purposive sampling technique. Panel data give more informative data, more variability, less collinearity among the variables, more degrees of freedom, and more efficiency

Using the Treynor index the analysis is done

$$\text{Treynor Index (T)} = (R_p - R_f) / \beta$$
$$R_i - R_f = \alpha + \beta (R_m - R_f) + \gamma (R_m - R_f)^2$$

### Findings:

This research explores the timing capabilities of fund managers in novel aspects, specifically focusing on liquidity and volatility. To our understanding, this study marks the first endeavor to comprehensively assess the timing skills of Indian fund managers, encompassing market timing ability.

### Contribution:

These insights can guide investors, policymakers, and financial professionals in making informed decisions, managing risks, and setting realistic expectations in the dynamic landscape of financial markets. The research emphasizes the significant role of market liquidity in shaping asset allocation decisions. Understanding the complexities of liquidity and its measurement is crucial for investors and policymakers, providing insights that can inform more effective risk management strategies. The research suggests that actively managed funds, through their liquidity timing abilities, can potentially mitigate liquidity risks for investors, especially during financial crises. This insight could be valuable for investors and financial professionals in crafting investment strategies that consider active management and risk mitigation.

# **A study on the Indian consumer's expectations regarding banking in the metaverse**

**Avinash Chawan, Dr. Manisha Paliwal, Dr. Dimple Saini, Prof. Omkar Bapat,  
Sri Balaji University, Pune**

The metaverse is emerging as the next big thing in internet 4.0 and is being explored with interest as a potential area for virtual reality based entertainment, experiences, business activities and other related activities. Technological developments relating to cryptocurrencies, block chain, NFTs etc. has made it possible for banking operations to take place in the metaverse and the objective of this paper is to study the Indian consumer's expectations regarding banking in the metaverse, based on a review of the current literature and data from the field, gathered via qualitative and quantitative method of data collection from the samples and explored several factors which collectively decide the pace of acceptance of the metaversical banking in India. The data revealed that the Indian consumers have a positive attitude regarding banking in the metaverse and can lead to several interesting papers and policy decisions by the stakeholders, regarding banking in the metaverse.

# **On the Indian horticultural sector in India and its problems: A possible solution using block chain technology**

**Sarvesh Sathe, Dr. Manisha Paliwal, Dr. Dimple Saini, Prof. Omkar Bapat,  
Sri Balaji University, Pune.**

The Indian horticultural sector is a crucial player in the Indian agricultural and food supply industry. It has been observed that in many cases, the customers do now know where the horticultural products - fruits, flowers and vegetables bought by them come from or whether they are safe to consume or use, a lacuna which can reduce the trust of the customers, regarding horticultural products bought by them from their suppliers. This paper describes a solution, based on data gathered from studying the current literature and from interviews/administration of questionnaires with the samples in the field for the development of a conceptual model wherein block chain technology can be utilized for solving these lacunae so as to improve the trust levels of the customers through proper traceability facilities for the purchased horticultural products and can deliver more efficiency and quality amidst the stakeholders in the system.



# Sustainability and Easy Adoption of Green Building

ROHAN DHANANJAY MAHADIK, MANISHA PALIWAL, DIMPLE SAINI & POOJA  
SRI BALAJI UNIVERSITY, PUNE

The building sector contributes significantly to climate change due to its high energy use. However, it has the potential to reduce greenhouse gases at a low cost, benefiting both developers and environmentalists. Green buildings offer advantages such as higher property values, lower energy and water use, less waste, and the use of eco-friendly materials, while also preserving green spaces. Despite these benefits, the shift to green construction faces multiple barriers. This paper intends to quantitatively recognize and prioritize the hurdles to focus on for the easy adoption of green building. This study identifies 12 specific factors which are classified into four categories- Policy Barriers, Market Barriers, Financial Barriers, Information and Awareness Barriers, and Project Management Barriers. There are five groups of respondents- occupants, architects, engineers, contractors, and government authorities took part in the identification and prioritization of barriers. Analyzing and understanding these factors will help to go forward to make changes in policy and practices for aiming easy adoption of green buildings.

**Keywords:** sustainability, green building, adoption, barriers, eco-friendly

# **Demystifying investor decisions: identifying underlying factors of investment decisions.**

**ANUSKA CHATTERJEE , MOHOR ROY - ST XAVIER'S COLLEGE, KOLKATA**

This paper examines behavioural biases in finance, with an emphasis on herd mentality, recency bias, loss aversion, and overconfidence bias. The introduction outlines the transition from traditional to behavioural finance,

highlighting the influence of psychological aspects on the investment decision-making process. The objectives encompass exploring the overall impact of behavioural biases on investment decision-making and identifying the individual influences of specific biases. Using a diversified sample of 120 respondents, the research method uses purposive sampling and SPSS for both descriptive and inferential statistics. The findings show that overconfidence bias, loss aversion, recency bias, and investment decision-making are significantly positively correlated. Herd mentality, while statistically significant, exhibits a moderate impact. Although statistically significant, the effect of herd mentality is quite minor.

Regression analysis verifies that overconfidence bias and loss aversion significantly impact investing decisions. These results highlight how important it is for investors and financial advisers to identify and deal with behavioral biases in order to help them make more responsible and informed financial decisions.

Understanding the connection between money, minds, and markets is crucial for navigating the nuances of investing decision-making as the financial environment develops.

# **Market Entry solutions for IP focused pharmaceutical EMNEs in Advanced Markets using the Example of Biocon Ltd. Entry into Japan.**

ANJALI PRABHAKAR - IIT BOMBAY

The bio-pharmaceutical industry boasts a diverse array of products and services, contributing significantly to the global economy. In India alone, the market value of biopharmaceuticals stands at approximately 50 billion U.S. dollars. Against a backdrop of a staggering 244 billion U.S. dollars spent on global research and development in 2022, the vital role of healthcare in human well-being becomes increasingly evident.

Recognizing healthcare as a cornerstone of humanity, there emerges a pressing need to acknowledge the significance of ensuring widespread access to healthcare drugs at cost-effective rates. This imperative underscores the necessity for Efficient Multinational Enterprises (EMNEs) to strategically engage with Advanced Markets. By fostering the participation of EMNEs in advanced markets, a competitive environment is established, facilitating enhanced efficiency and broader accessibility to healthcare solutions for all. This paper delves into the pivotal role of EMNEs in advancing healthcare accessibility and affordability in the global bio-pharmaceutical landscape.

Biocon Limited is an Indian biopharmaceutical company based in Bangalore. It was founded by Kiran Mazumdar-Shaw in 1978. The company manufactures generic active pharmaceutical ingredients (APIs) that are sold in approximately 120 countries, including the United States and Europe. It also manufactures novel biologics as well as biosimilar insulins and antibodies, which are sold in India as branded formulations. Biocon's biosimilar products are also sold in both bulk and formulation forms in several emerging markets.

The purpose of this paper is to look into the patterns of market entry into advanced markets for pharmaceuticals EMNEs by studying the various opportunities for Biocon Ltd. to venture into Japan (an Advance market). The key objective is to identify the linkage between the Intellectual property (IP), Innovation Capability (IC), role of management of technology (MoT) and the export into Japan/ entry strategy in Japan for Biocon Ltd.

# **Sustainable Consumption Antecedents: A Comparative Literature Review Between Developing and Developed Countries**

**HABTAMU KEBEDE WORKU & DR. AMBESH MON S - UNIVERSITY OF KERALA**

Sustainable consumption is the use of products and services in ways that minimize impacts on the environment. Sustainable consumption is done so that needs are met for present humans and future generations. As a result, differences in economic conditions, government policies, sustainability concerns, and antecedents that lead consumers to sustainable consumption are different in developing and developed countries. Though few studies are conducted regarding identifying factors or antecedents for sustainable consumption in different countries focused on different product categories, very few efforts are made to compare antecedents that trigger sustainable consumption between consumers in developing and developed countries. Therefore, the aim of this paper is to compare the antecedents of consumer sustainable consumption between developing and developed countries. This paper provides a literature review of published articles in Scopus database related to antecedents of sustainable consumption in developing and developed countries. Bibliometric analysis method used to analysis the available relevant researches. The finding of this study shows that developed countries gives more attention in studying antecedents of sustainable consumption compared to developing countries. Beside that the finding shows that, antecedents such as environmental concern, price factor, personal factors, social group, income level, government regulation are found influential antecedents for both developing and developed countries. Antecedents related to perceived value, trust in sustainable products, perceived benefit, perceived value, social status, environmental knowledge are found influential for developing countries. On the other hand the finding shows that, antecedents related to Naturalness (Avoiding use of Pesticides), consumer innovativeness, Green trust, attitude, Eco-Label (RAC (Recycle After Use )-Label), pro-environmental self-identity are found influential for developed countries.

**Keywords:** Sustainable Consumption, Green Consumption, Environmentally Friendly Consumption, Factors, Antecedents



# IMPACT OF USE OF AI BASED TECHNOLOGIES FOR SMART AGRICULTURE: SUSTAINABLE DEVELOPMENT AND GROWTH

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and Technology Greater Noida**

**BACKGROUND / PURPOSE:** Sustainable agriculture in the modern day is propelled by artificial intelligence. This paper presents an analysis of the body of research on the use of artificial intelligence in agriculture and the effects of these technologies on the Indian agricultural sector. Based on the market for agricultural products, an analysis of AI-powered agricultural trends, and government attempts to boost AI-powered agriculture in India, gaps are identified and a more thorough analysis is conducted utilizing literature review approaches.

**DESIGN/METHODOLOGY /APPROACH:** The information needed for this study on artificial intelligence usage in India's agriculture industry was gathered from a variety of secondary sources, including academic journals, government websites, web reports, and research articles. The investigation is carried out using the qualitative research methodology.

**FINDINGS/RESULT:** The study has provided information on several AI techniques and how the agriculture industry may be affected by them. Overall agricultural productivity may increase with the use of knowledge-based agriculture approaches. After analysing the data and facts uncovered during the investigation of Indian agriculture, it becomes clear that the application of artificial intelligence to predictive analytics has considerable promise for both substantial advancements in agricultural production and a sustainable future.

**RESEARCH LIMITATIONS/IMPLICATIONS:** Artificial intelligence techniques are applicable to all related agricultural areas. The study's focus is on leveraging artificial intelligence techniques to improve farming practices and boost output while bolstering the Indian economy.

**ORIGINALITY/VALUE:** This paper presents an analysis of the Indian agriculture sector and explores the potential for implementing artificial intelligence techniques that leverage data-driven approaches to assist industry growth and contribute to the sustainability of agricultural products in the future.

PAPER TYPE: LITERATURE REVIEW AND GAP ANALYSIS

KEYWORDS: Artificial Intelligence, Agriculture, Challenges, Industry Analysis and Gap Analysis, Sustainable development and Growth, Future



# Application of Artificial Intelligence in Service Desk with Reference to the Information Technology Sector in India

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**Dr. Subhasis Sen - Professor - Sri Balaji University, Pune**

The continuous evolution of information technology (IT) infrastructure has prompted organizations to explore innovative approaches to enhance service desk operations. Amid this landscape, the integration of artificial intelligence (AI) technologies into service desks emerges as a promising avenue to optimize efficiency, streamline processes, and improve overall service delivery. This research paper delves into the application of AI in service desk operations within the context of the Indian IT sector, aiming to provide a comprehensive understanding of its implications and potential benefits.

The primary objective of this study is to conduct an exhaustive investigation into the operational dynamics of service desks and analyze the transformative impact of AI technologies. Through qualitative research methodologies, including grounded theory and inductive research techniques, this study seeks to explore the multifaceted dimensions of AI integration, ranging from operational efficiency to employee experience. By engaging in depth interviews with IT professionals across diverse organizational settings, this research endeavors to capture nuanced insights and perspectives regarding the adoption and utilization of AI in service desk operations.

The research approach adopted in this study is grounded in the principles of qualitative inquiry, which prioritize in-depth exploration, contextual understanding, and theory generation. Grounded theory methodology is particularly suited to this research endeavor as it allows for the discovery of emergent themes and patterns from the data, enabling the formulation of substantive theories grounded in empirical evidence. Additionally, the utilization of inductive research techniques facilitates a bottom-up approach to data analysis, enabling researchers to derive insights directly from the data without preconceived hypotheses. The exploration of AI integration in service desk operations is situated within the broader context of IT service management (ITSM), emphasizing the interconnectedness of service desk functions with organizational objectives and end-user satisfaction. By elucidating the interplay between AI technologies and service desk operations, this research seeks to elucidate the mechanisms through which AI can enhance operational efficiency, optimize resource allocation, and improve service quality. The findings of this study are expected to yield valuable insights for practitioners, policymakers, and researchers alike, informing strategic decision-making and guiding future initiatives aimed at leveraging AI technologies in service desk operations. By elucidating the potential benefits, challenges, and implications of AI integration, this research contributes to a deeper understanding of the transformative potential of AI in the realm of IT service management.

## Prof. Vinita S. Sahay



Prof. Vinita S. Sahay is the Founder Director of IIM Bodh Gaya, where she has been appointed for a consecutive second term. She holds the distinction of being the second woman in India to head an IIM. Also She has over 24 years of experience in teaching, research, consulting, and executive education. She is a Gold Medalist in Economics and holds a PhD in Customer Value. Prof. Sahay has authored over 80 research papers and organized international conferences. She is the Independent Director at BSE Subsidiary-India INX, India's 1st international exchange, GIFT CITY Ahmedabad. She is a member of the General Council of National Board Of Accreditation and the All-India Board of Management Studies AICTE. She has also contributed as an expert on several UGC committees. She has been awarded the Higher Education Forum's Prof. Rangnekar Memorial Award for outstanding Ethical leadership in the year 2022 and Education leadership award in the year 2021.

## Prof. Amit Kumar Srivastava

With over a decade of experience, he has been associated with prestigious institutions like IIFT Delhi, IIM Kozhikode, IIM Ahmedabad and Bradford University School of Management. Dr. Amit has contributed to leading management journals, worked on significant projects of Hero Honda, HPCL, Delhi Metro and WHO. His current teaching, research and practice interest areas are competitive strategy, inter-organisational governance, strategic innovation management, public policy design and implantation, especially in the area of health sector and public-private partnership.



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