



# RESEARCH NEWSLETTER

Volume 18

2019 - 2020



भारतीय प्रबंध संस्थान कोषिकोड  
Indian Institute  
of Management  
Kozhikode

*Globalizing Indian Thought*





#### RESEARCH COMMITTEE

- Prof. Mohammed Shahid Abdulla
- Prof. T N Krishnan
- Prof. L Ramprasath
- Prof. Satish Krishnan
- Prof. Pronobesh Banerjee

#### OFFICE

- Mr. Shaji C P
- Mr. Anoop Sreenivas
- Ms. Sangeetha Prakash

#### DESIGN

- Mr. Sunil Kumar P

Contact  
Research Office  
Indian Institute of Management Kozhikode  
IIMK Campus P.O.  
Kozhikode, Kerala – 673570

Phone: +91 495 2809 237/238  
Email: [research@iimk.ac.in](mailto:research@iimk.ac.in)  
Website: [www.iimk.ac.in](http://www.iimk.ac.in)



IIM KOZHIKODE  
RESEARCH NEWSLETTER  
2019 – 2020  
Volume 18

CONTENTS

2019-20 Research & Publications Highlights.....	04
Research Seminars.....	05
Research Grants Projects.....	06
Economics.....	07
Finance, Accounting & Control.....	14
Humanities & Liberal Arts in Management.....	23
Information Technology & Systems.....	27
Marketing Management.....	35
Organizational Behaviour & Human Resources.....	48
Quantitative Methods & Operations Management.....	54
Strategic Management.....	65
Workshops & Conferences.....	75
IIMK Research in Media.....	76





### Message from Director

I begin by wishing that the wider research world experiences freedom and rapid recovery from the ongoing pandemic. This pandemic has on the one hand affected field-driven management research and has required redoubling IIMK's own efforts to retain normalcy. On the other hand, it has thrown up new research directions on management within the pandemic and its aftermath

Recently, in a conversation with me on the themes of 'Ahimsa' and 'Karuna', HH The Dalai Lama advised that the aim of all education should be such that "freeing minds leads to true happiness". These pillars, those of true happiness, Ahimsa and Karuna, are a reliable and relevant lens to view the conventional notion of people-planet-profit sustainability. IIMK's research vision reflects IIMK's own upholding of questions that free one, sustain the other, and dignifies all. We would like our research to have less to do with any model-driven exploitation of natural or human resources for business success.

Our Newsletter is both a record of our research activities, be they in the form of research papers, books, or research studies authored by the IIMK community or in the form of conferences & seminars hosted by us. We take pleasure in the fact that a collective IIMK effort netted around 40% higher research score in MHRD's NIRF survey this year leading to IIMK getting ranked fifth among IIMs and sixth in the list of all management schools. We have also taken new steps within contemporary pillars such as Social Innovation and Governance by establishing Centres of Excellence in these. Our wish is that we will have the goodwill and collaboration of the wider research fraternity as we progress in these new directions, all the while consolidating our existing, multi-disciplinary, themes for investigation.

With warm regards and best wishes,

Prof. Debashis Chatterjee





### Message from Chairperson

Research by educators and scholars plays a very vital role in advancing knowledge. In the specific circumstances of a Business School like IIMK, research also serves as a link between theory and practice in a wide range of specializations. We hope that IIMK's annual research newsletter conveys our commitment to such a credo.

During the academic year gone by, faculty members at IIM Kozhikode, ably aided by PhD students and collaborators, published 50 peer-reviewed journal articles in top-quality fora, and further highlighted their knowledge to the wider world by publishing 5 books and 12 book chapters. IIMK's publicly-accessible repository added 33 case studies and 42 working papers. Indicating an active outreach towards collaborators and peers, IIMK's authors presented 197 papers in conferences and seminars. IIMK's internal project funding arrangement currently hosts 11 ongoing research projects whilst 5 were completed during the year.

Furthermore, we had 16 Research Seminars in the last year where faculty and researchers from India and abroad discussed their current research work. IIMK also hosted two International conferences, namely, AIMS International Conference on Management (January 2-4, 2020) and International Conclave on Globalizing Indian Thought (January 16-18, 2020). Our colleagues worked hard for these conferences in the Chair, organizer and reviewer roles.

IIMK has now entered into an agreement with SAGE Publications Ltd., London for publishing Case Studies developed by the faculty members of the Institute. This will help highlight the many India-specific examples and novelties within management research that our faculty members develop, be it for classroom teaching as well as further study.

Our hope is to make substantial contribution to the art, science and practice of management, nationally as well as globally. This newsletter hopes to capture that aspiration, and present it to prospective research students and collaborators among our peer institutions. I would also like to express my sincere appreciation to IIMK colleagues who have extended a helping hand and generous support in Research activities.

With warm regards,

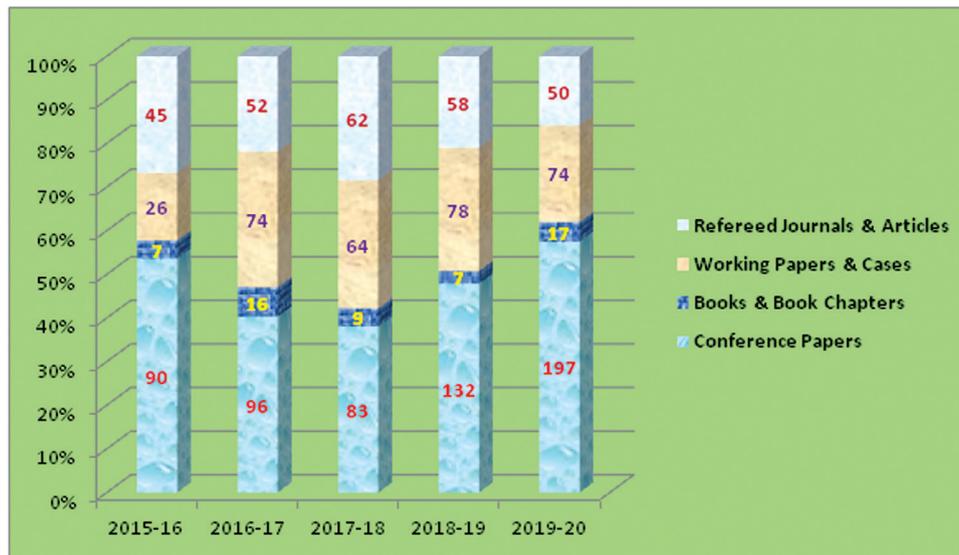
Prof. Mohammed Shahid Abdulla



# RESEARCH & PUBLICATIONS HIGHLIGHTS

A total of 50 research articles were published in reputed peer reviewed journals out of which 5 are in A\* category journals, 21 are in A category journals and 16 are in B category journals. The category of a journal is identified using a ranking scheme combining the well-known ABDC, ABS and Scopus rankings. Further, 26 research articles have been selected for publication and identified as 'forthcoming'. 9 Research Projects have been initiated during the current year, and 16 Research Seminars were also conducted.

Research Trends @ IIMK – An Overview (2015-16 to 2019-20)



**RESEARCH SEMINARS 2019-20**

<b>SPEAKER</b>	<b>TOPIC</b>	<b>DATE</b>	<b>YEAR</b>
<b>Prof. Deepak Somaya</b> Professor of Business Administration Stephen V. & Christy C. King Faculty Fellow University of Illinois Gies College of Business	Strategic Insights from Corporate Diversification & Patent Litigation	June 10	2019
<b>Prof. Priyamvadhya Rangan</b> Assistant Professor SUNY Brockport, The University of Kansas	Impact of mortality salience on persuasion effectiveness	July 18	2019
<b>Prof. Devkamal Dutta</b> Associate Professor Strategic Management & Entrepreneurship Peter T Paul College of Business and Economics Faculty Fellow, University Entrepreneurship Center University of New Hampshire USA	High-tech Entrepreneurial Ventures: Partnerships, Technological Knowhow, and Venture Success	July 23	2019
<b>Prof. Jayanth Jayaram</b> Moore Research Fellow & Full Professor of Management Science Darla Moore School of Business University of South Carolina, USA	Resilience and Modularity: A Research Journey	July 25	2019
<b>Prof. Justin Paul</b> Professor Rollins College-Florida & University of Puerto Rico, USA Distinguished Visiting Professor - IIM Kozhikode	How to write different kinds of literature review papers	August 01	2019
<b>Prof Ajit Dayanandan</b> Professor of Finance, Department of Accounting & Finance College of Business and Public Policy University of Alaska, Anchorage, USA	Do Promoters benefit in Share buyback in India?	August 02	2019
<b>Prof Siva Nathan</b> Associate Professor of Accounting Georgia State University in Atlanta, GA	Corporate Organizational Structure, Tax Havens, Analyst Forecast Properties and Information Environment	August 16	2019
<b>Dr Jose Sebastian</b> Senior Faculty (Retired) Gulati Institute of Finance and Taxation Thiruvananthapuram	Imbalances in Kerala Finances: Implications for Equity and Public Resource Mobilisation	August 30	2019
<b>Prof Sheri Markose</b> Economics Department, University of Essex	Financial Inclusion, At What Cost? : Quantification of Economic Viability of a Supply Side Roll Out	September 19	2019
<b>Prof Shivaram Kalyanakrishnan</b> Associate Professor Department of Computer Science and Engineering Indian Institute of Technology Bombay	Deep Reinforcement Learning	September 25	2019
<b>Dr Claire Donovan</b> Reader - Science Policy & Research Governance Brunel Business School, Brunel University London	Do we need a feminist bibliometrics?	November 06	2019



<b>Prof Bala Balachandran</b> Professor of Finance Department of Economics & Finance La Trobe Business School, Australia	Dividend Initiations and Information Content - The Impact of the 2003 Dividend Tax Cut	December 05	2019
<b>Prof Rajiv Krishnan</b> Associate Professor International Business/Management & Organization Studies Beedie School of Business, Simon Fraser University	State Mandated Social Responsibility, Willful Corporate Social Irresponsibility, and Biases in Indian Courtrooms.	December 19	2019
<b>Prof Amit Mitra</b> Senior Lecturer in Information Systems Management Department of Strategy & Operations Management Bristol Business School University of the West of England, UK	Social media and migrant integration into Sweden	December 27	2019
<b>Prof Parth J Shah</b> Founder of Centre for Civil Society (CCS), New Delhi	Indian Economy: The Search for Growth and Jobs	January 03	2020
<b>Prof Sthanu R Nair</b> Associate Professor, Economics Indian Institute of Management Kozhikode	Farmers Suicides in India: Myth and Reality	February 07	2020

#### RESEARCH GRANT PROJECTS 2019-2020

Principal Investigator (Prof.)	Research Title	Area
<b>Ram Kumar Kakani</b>	District Administration: Institutional, Organizational and Systems Science Perspectives	Finance, Accounting & Control
<b>Roopak Kumar Gupta</b>	Almighty Charisma? The Effects of Charismatic Leadership on Follower Performance in Virtual, Cross-Cultural Interactions	Organizational Behaviour & Human Resources
<b>Praveen S</b>	Co-creation and consumer exploitation	Marketing Management
<b>Sidhartha S Padhi</b>	Inter Temporal Preferences for Socially Responsible Investment Decisions	Operations & Quantitative Management
<b>Praveen S</b>	Virtual reality in societal application of marketing	Marketing Management
<b>Shannu Narayan</b>	“3C’s of National Anti-Profitteering Authority: Competency, Cases and its Contribution”	Humanities & Liberal Arts in Management
<b>Atanu Adhikari</b>	Case Study: Mio Amore - An Art of War Against Own Creation	Marketing Management
<b>Atanu Adhikari</b>	Case Study - Spencer’s Retail	Marketing Management
<b>Deepak S Kumar</b>	Appraising Servicescapes Visual Aesthetics using Computational Aesthetics	Marketing Management



## ECONOMICS

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

### REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL	YEAR
<b>Md Gyasuddin Ansari Rudra Sensarma</b>	US monetary policy, oil and gold prices: Which has a greater impact on BRICS stock markets?	<i>Economic Analysis and Policy</i>	2019
Udo Broll Soumyatanu Mukherjee <b>Rudra Sensarma</b>	Risk preferences estimation of exporting firms under exchange rate uncertainty	<i>Scottish Journal of Political Economy</i>	2020
<b>Kausik Gangopadhyay Remya Tressa Jacob Reddy Sai Shiva Jayanth</b>	How Effective is Theory-Based Learning of Ethics in India?	<i>IIMK Society and Management Review</i>	2020

**Ansari, M. G. & Sensarma, R. (2019)** US monetary policy, oil and gold prices: Which has a greater impact on BRICS stock markets?, *Economic Analysis and Policy*, Volume 64, Pages 130-151

This paper examines the effect of US monetary policy, oil price and gold price on stock indices of BRICS countries. Vector Auto Regression model is applied to study the stock indices of all BRICS countries as a group over the period 1996–2018. We find that the Bombay Sensex responds positively to the Federal Funds Rate. The stock index of South Africa – FTSE JSE

of Johannesburg – responds negatively to shocks in oil price while stock indices of Russia and Brazil – RTSI of Moscow and BVSP of Sao Paulo respectively – respond positively to gold price changes. We provide managerial and policy implications of these results.

Broll, U., Mukherjee, S. & **Sensarma, R.** (2020) Risk preferences estimation of exporting firms under exchange rate uncertainty, *Scottish Journal of Political Economy*, Volume 67, Issue 1, Pages 126-136

This note empirically analyses how exchange rate fluctuations affects firms’ optimal production and exporting decisions. A firm’s elasticity of risk aversion determines the direction of the impact of exchange rate risk on exports. Based on a flexible utility function that incorporates all possible risk preferences, a unique structurally estimable equation is derived. Quantile regression method is used to estimate this equation and compute the risk aversion elasticities for a panel of Indian firms. This approach allows us to demonstrate how characteristics of exporters at the intensive margin varies with the level of elasticities across the conditional exchange rate distribution.

**Gangopadhyay, K., Jacob, R. T. & Jayanth, R. S. S** (2020) How Effective is Theory-Based Learning of Ethics in India?, *IIMK Society and Management Review*, Volume 9, Issue 1, Pages 55-61



The absence or inculcation of ethics among the people is a matter of serious concern. We investigated through an experiment the role of religion-teaching schools in incorporating ethics and found that the attitude towards cheating in examinations is no different for students in a religion-teaching school than in a regular school. We analysed this situation with different perspectives and concluded that it indicates the failure of religion-teaching schools in inculcating ethics among students. Using the method of randomised response, we found that about 30 per cent of the students were found to be cheating in examinations. When we ask the students about the intention for cheating, they would answer hypothetically if they did not know any cheater. However, the presence of such a significant proportion of cheaters indicates that when they answer about cheating they understand it as a real issue and

would answer with the understanding of the real cheaters in mind. The implications of our result are, however, much wider than this observation. Balagangadhara (1994) divided human cultures into ‘religious’ (theory-driven) and ‘non-religious’ (empirics-driven) classes. Accordingly, the teaching of ethics must also be different for these two classes of culture. Although a theoretical way of teaching ethics may help a theory-driven culture, it would not help an empirics-driven culture. Balagangadhara places India as a non-religious culture, and our results illustrates the validity of his theory in explaining the failure of a theory-driven ethics education in India.

**FORTHCOMING REFEREED PUBLICATIONS**

AUTHOR(S)	TITLE	JOURNAL
<b>Dey, S.</b> <b>Sampath, A.</b>	Returns, Volatility and Spillovers - A Paradigm Shift in India?	<i>The North American Journal of Economics and Finance</i>
Frijters, P. <b>Lalji, C.</b> Pakrashi, D.	Daily weather only has small effects on wellbeing in the US	<i>Journal of Economic Behavior &amp; Organization</i>
<b>Nair, S. R.</b>	Agrarian Suicides in India: Myth and Reality	<i>Development policy review</i>



## CONFERENCE PAPERS, PRESENTED AND FORT

AUTHOR(S)	TITLE	DETAILS	YEAR
<b>Thomas, A. Nair, S. R. Deva Prasad, M.</b>	Affordability of Cigarettes and other Tobacco Products in the post GST regime in India	<i>7th PAN-IIM World Management Conference, IIM Rothak during December 12-14</i>	2019
<b>Thomas, A.</b>	Participation Puzzle Revisited: A panel study In England	<i>17th International Conference on Pension, Insurance and Savings 27-28 May</i>	2019
	Cognition and Wealth Accumulation: Evidence from India	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
<b>Eapen, L. M.</b>	Do Indian Women Have Decision Making Power in the Family? A Study in Kerala Context	<i>International Conference on -Gender Research, 11-12 April</i>	2019
	Are Educated Urban Working Women in India Empowered? Evidence from the State of Kerala	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
<b>Frijters, P. Islam, A. Lalji, C. Pakrashi, D.</b>	Roommate Effects in Health Outcomes	<i>XXIXth Annual General Conference on Contemporary Issues in Development Economics, 16-17 December</i>	2019
<b>Gangopadhyay, K.</b>	Project Indian Nationalism: Synthesis of Indic Civilization and European Governance?	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
<b>Jacob, R. T. Sensarma, R.</b>	Financial Capability and Financial Engagement of Rural Households: Evidence from a Primary Survey	<i>Symposium on Money, Banking and Finance, Pondicherry University, 4 January</i>	2020
<b>Frijters, P. Lalji, C. Pakrashi, D.</b>	Can Weather Wither You? Evidence from the United States	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020

## NON REFEREED PUBLICATIONS

AUTHOR(S)	TITLE	CATEGORY	DETAILS	YEAR
<b>Sensarma, R.</b>	Creating a City of Start-ups by Start-ups	International	<i>Entrepreneur - Asia Pacific, Online</i>	2019
	Budget 2020: Unless govt is firm about its basic economic ideology, it will continue to make ad-hoc, ill-planned changes in name of policy	Regional/National	<i>Firstpost, Online</i>	2020
<b>Nair, S. R. Jayanth, R. S. S.</b>	Lessons from the Field	Popular Press	<i>Deccan Chronicle</i>	2019
<b>Nair, S. R.</b>	Does credit induce agricultural growth?	Popular Press	<i>The Hindu Business Line</i>	2019
	Lakshyam Sampathvevasthayude punarujjivanam (A Budget Aiming Economic Revival)	Popular Press	<i>Mathrubhumi</i>	2019



<b>Nair, S. R.</b>	Lessons from Pepsico's farmer Lawsuit	Popular Press	<i>The New Indian Express</i>	2019
	The state of Indian agriculture under Modi regime	Popular Press	<i>The New Indian Express</i>	2019
	Time to give oilseeds production a boost	Popular Press	<i>The Hindu Business Line</i>	2019
	Whither India's Farm Sector Under NDA?	Others	<i>Swarajya</i>	2019
	Examining the slowdown	Popular Press	<i>The Hindu</i>	2020
	Turning ships into museums	Popular Press	<i>The Hindu</i>	2020
	A \$5 Trillion Economy: Prospects and Challenges	Popular Press	<i>Mathrubhumi YEARBOOK PLUS 2020</i>	2020
<b>Nair, S. R. Jayanth, R. S. S. Deva Prasad, M.</b>	Legalising contract farming	Popular Press	<i>The New Indian Express</i>	2020

### WORKING PAPERS

AUTHOR(S)	TITLE	YEAR
<b>Gangopadhyay, K. Jacob, R. T. Jayanth, R. S. S.</b>	How effective is Theory Based Learning of Ethics in India?	2019
<b>Ansari, M. G. Sensarma, R.</b>	US Monetary Policy, Oil and Gold Prices: Which has a greater impact on BRICS Stock Markets?	2019
<b>Nair, S. R.</b>	India's Agrarian Performance: A Comparative Analysis of UPA and NDA Regimes	2019
	Suicides by Occupational Group in India – Where do the Farmers Stand?	2019
<b>Gangopadhyay, K. Mondal, D. Thasni, T.</b>	Measuring Structural Transformation of the Indian States: 1983–2018	2020
<b>Eapen, L. M.</b>	Son Preference in India: Is it a Cultural Bequest?	2020
<b>Tabassum, S. Thomas, A.</b>	A Longitudinal Analysis of the impact of Health Shocks on the wealth: Evidence from England	2020
<b>Thomas, A.</b>	Cognition and Wealth Accumulation: Evidence from India	2020

**Gangopadhyay, K., Jacob, R. T. & Jayanth, R. S. S.** (2019) How effective is Theory Based Learning of Ethics in India ?, *IIMK/WPS/342/ECO/2019/18*

The absence of ethics or the inculcation of ethics among the people is a matter of serious concern. We investigated into the role of religion-teaching school in incorporating ethics through an experiment. We found that the attitude to cheating in the examination is no different for students in a religion-teaching school compared to a regular school. We analysed this situation with respect to different perspective and concluded it to be the indicative of the failure of inculcation of ethics through teaching on religion. Our result is bolstered from the fact that an estimated 30% of the students were actually found to be cheating in the examination using the method of ransomised response. The presence of a significant proportion of cheaters demonstrates that the students' answers could be considered realistic rather than hypothetical. The implication of our result is much greater than this observation. Balagangadhara (1994) divided the human cultures into two classes of "Religious (Theory driven) and "non-Religious (Empirics-driven)". The ethics must be taught in two different ways for these two cultures. Although a theoretical way of teaching ethics may help for a Theory-driven culture, it would not help for an Empirics-driven culture. India is noted as a non-Religious culture by Balagangadhara and this illustrates the validity of his theory to explain the failure of a theory-driven ethics education in India.

**Ansari, M. G. & Sensarma, R. (2019) US Monetary Policy, Oil and Gold Prices: Which has a greater impact on BRICS Stock Markets? IIMK/WPS/343/ECO/2019/19**

This paper examines the effect of US monetary policy, oil price and gold price on stock indices of BRICS countries. Vector Auto Regression model is applied to study the stock indices of all BRICS countries as a group over the period 1996- 2018. We find that the Bombay Sensex responds positively to the Federal Funds Rate. The stock index of South Africa— FTSE JSE of Johannesburg— responds negatively to shocks in oil price while stock indices of Russia and Brazil— RTSI of Moscow and BVSP of Sao Paulo respectively— respond positively to gold price changes. We provide managerial and policy implications of these results.

**Nair, S. R. (2019) India's Agrarian Performance: A Comparative Analysis of UPA and NDA Regimes, IIMK/WPS/340/ECO/2019/17**

The performance of India's agrarian economy under the National Democratic Alliance (NDA)- II government has been a subject of intense public debate in the last few years. Yet, a detailed study on the subject is not available. The objective of this article is to examine the overall performance of the Indian agriculture sector during the NDA-II regime compared to the United Progressive Alliance (UPA) regime. It is found that, contrary to popular perception, the Indian agriculture sector performed pretty well during the NDA-II regime. Despite the poor climatic conditions, the growth of agricultural gross value added was equivalent to the targeted longterm growth rate of 4 percent in the NDA-II regime. The growth of production of food commodities such as cereals, pulses, oilseeds, tea, milk, egg, and fish was higher in the NDAII regime compared to the whole UPA regime. In contrast, production of sugarcane, cotton, coffee, vegetables, fruits, and meat grew at a lower rate during the NDA-II regime. Importantly, there are clear signs of diversification of food production towards high-value agricultural commodities during the NDA-II regime. There was an improvement in the productivity of

cereals, pulses, oilseeds, tea, and sugarcane. The MSP of the majority of the farm products grew at a lower rate during the NDA-II regime compared to the UPA regime. Though this might have hurt the farmers and has triggered farmers' agitation, it helped to reduce the food price inflation to a significant extent compared to the UPA regime. The efficiency of agricultural credit in promoting agricultural growth has come down significantly over the years including the NDA-II regime. This implies that agricultural growth during the NDA-II regime was driven by other factors, and they include higher productivity growth; improvement in the road network; increase in agricultural exports; higher overall budgetary expenditure on agriculture and allied activities, particularly by the state governments and targeting of fertiliser subsidy. It seems the lower growth of MSP and agricultural credit during the NDA-II regime was compensated by these other supportive measures.



**Nair, S. R. (2019) Suicides by Occupational Group in India – Where do the Farmers Stand?, IIMK/WPS/364/SM/2020/07**

This article analyses suicide death in the farming profession in 17 Indian states in comparison with suicides among various non-agricultural occupational groups during the period 1995-2015. The study finds that the problem of farmer suicides is confined to only eight states and the central and southern regions of India. Moreover, persons employed in the non-farming profession are the worst affected in terms of death by suicide. Suicide deaths among non-agrarian occupational groups as a whole were not only larger than the farming group but also increased overtime. In contrast, a sharp decline in farmer suicides was witnessed over the years.



**Gangopadhyay, K., Mondal, D. & Thasni, T. (2020)** Measuring Structural Transformation of the Indian States: 1983–2018, *IIMK/WPS/354/ECO/2020/01*

In India, during the initial years after independence, the primary sector was the main contributor towards the GDP (Gross Domestic Product), and later the tertiary sector took over the role. The present literature on the structural transformation suffers from the gap of not studying the state-wise and sector-wise evolution of productivity in India. In this paper, we have considered the micro-data for the period of 1983 – 2018. We have constructed sector-wise labour force and calculated the sector-wise labour productivity for all Indian states, for a three-sector and also for a ten-sector disaggregation. The second contribution is to define a measure to quantify the structural transformation that happened in the economy. For the computation of this Structural Transformation Index (STI), we appealed to the Oaxaca-Blinder decomposition method. Going by our index, the northern zone has undergone the greatest amount of structural transformation. Among the major states, that laurel rests with Bihar, Karnataka, Kerala, and Assam. We also divided the entire period into four sub-periods: 1983–1991 (Pre economic reform period), 1991–1998 (Early economic reform period), 1998 – 2007 (Golden years of economic reform period), and 2008–2018 (Post global slump period). The maximum amount of structural transformation happened during the golden years of the economic reform period and the proceeding period witnessed a drastic increase in the labour productivity growth rate.



**Eapen, L. M. (2020)** Son Preference in India: Is it a Cultural Bequest?, *IIMK/WPS/373/ECO/2020/03*

According to the literature, son preference is more prevalent in South Asian countries like India. The son preference has led to skewed sex ratio and thus “missing” women in India (GOI, 2018). But as per the National Family Health Survey (NFHS) data indicates that the share of the daughters only families has increased from 5.15% to 6.65% from NFHS-1 to NFHS -3. This daughters-only family is more predominant in the southern states of India. In this context, this paper examines whether education and having a paid job has reduced the son preference. Pre-tested, semi-structured questionnaire-based in-depth interviews were

conducted among 300 married women aged between 22 to 55 years in the Indian state of Kerala. As against the general notion that dowry is the root cause for gender discrimination this study finds that the main reason is the perception that boys belong to the family and girls belong to some other family. Chronologically the other factors that contribute son meta-preference are (i) sons take care of parents (ii) bringing up boys is easier than girls (iii) dowry (iv) son maintain family name (v) don't want to see daughter's suffering and (vi) pressure from husband's parents. The working women have less preference towards son in comparison with non-working women irrespective of the educational qualification. The main factor that supports the son preference for nonworking women is the lack of financial freedom, dowry issues, and suffering. This study thus emphasizes the need for financial earnings and a job outside the house and the abolishment of patrilocality as these factors are more important than the educational qualification.

**Tabassum, S. & Thomas, A. (2020)** A Longitudinal Analysis of the impact of Health Shocks on the wealth: Evidence from England, *IIMK/WPS/371/ECO/2020/02*

This paper investigates the impact of health shocks on wealth using four waves of data from English Longitudinal Study of Ageing (ELSA). We investigate short, medium and long term impact of existing and new health conditions on the wealth of the elderly. The results reveal that onset of new health events lead to wealth depletion during the period in which they occur and the impact disappears over time. The impact of existing health conditions is maximum in short and medium term and declines in the long run.



**Thomas, A.** (2020) Cognition and Wealth Accumulation: Evidence from India, *IIMK/WPS/381/ECO/2020/04*

In this article, we study the association of cognitive traits and, in particular, numeracy of both spouses on financial outcomes of the family. We find significant effects, particularly for numeracy for financial and non-financial respondents alike, but much larger effects for the financial decision maker in the family. Once again, cognitive traits such as numeracy are an important component of that decision with larger effects of numeracy for financial respondents and stronger when the financial respondent is the husband.

### MEMBERSHIP OF EDITORIAL / REVIEW BOARD / AD HOC REVIEW

NAME	TITLE	DESIGNATION
Sensarma, R.	Journal of Accounting in Emerging Economies	Member of Editorial Advisory Board
	Journal of Reviews on Global Economics	Member of Editorial Board
	IIMB Management Review	Member of Editorial Review Panel
	Journal of Economic Surveys	Ad Hoc Reviewer
	International Journal of Emerging Markets	Ad Hoc Reviewer
	Vision: The Journal of Business Perspective	Ad Hoc Reviewer
	Applied Economics	Ad Hoc Reviewer
Lalji, C.	IIMB Management Review	Ad Hoc Reviewer

### FACULTY ECONOMICS



Prof. Ashok Thomas



Prof. Chitwan Lalji



Prof. Kausik Gangopadhyay



Prof. Kulbhusan Balooni



Prof. Leena Mary Eapen



Prof. Rudra Sensarma



Prof. Shubhasis Dey



Prof. Sthanu R Nair





## FINANCE, ACCOUNTING & CONTROL

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

### REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL	YEAR
<b>SSS Kumar Aravind Sampath</b>	What drives the off-shore futures market? Evidence from India and China	<i>Finance Research Letters</i>	2019
<b>Pankaj Kumar Baag Kavitha P Ashutosh Sarkar</b>	Application of Lean Tool for Process Improvement of Bank Branches	<i>IIM Kozhikode Society &amp; Management Review</i>	2019
<b>Azhar Assankutty Faresa Fatima Sudershan Kuntluru</b>	Does Corporate Governance Disclosure Practice Impact Firm Performance in India?	<i>SUMEDHA Journal of Management</i>	2019
<b>Anirban Banerjee Ashok Banerjee</b>	Does trade size restriction affect trading behavior? Evidence from Indian single stock futures market	<i>Journal of Futures Markets</i>	2020
<b>Priyesh V Purayil Jijo Lukose</b>	Ownership dilution and earnings management: evidence from Indian IPOs	<i>Managerial Finance</i>	2020
<b>Gaurav Marathe Ram Kumar Kakani</b>	Recognizing Innate Transformational Traits in Public Administrative Services: Are We Doing Right?	<i>International Journal of Public Administration</i>	2020

**SSS Kumar & Sampath, A.** (2019) What drives the off-shore futures market? Evidence from India and China, *Finance Research Letters*, Volume 30, Pages 394-402.

We investigate price determinants of offshore listed derivatives of Chinese and Indian indices when the underlying is closed for trading. Using intraday data from Singapore Exchange listed index futures, we split a trading day into pre-market hours, market hours and post-market hours. In pre-market hours, USD exchange rate explains SGX futures. During market hours, the cost of carry model drives SGX futures. Post the market hours, we find that the US market

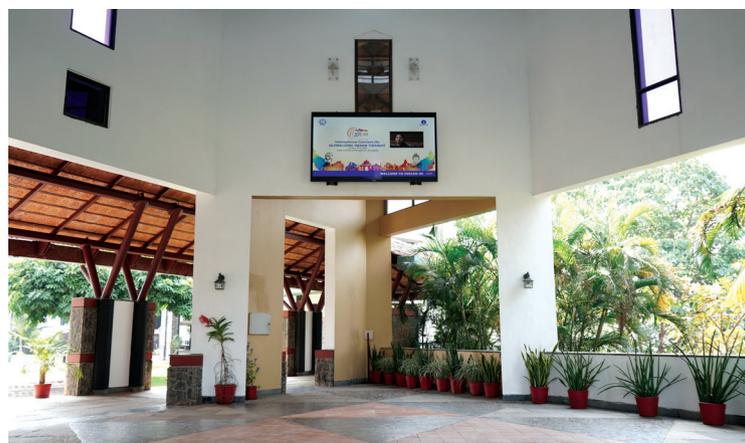
explains SGX futures prices. Our findings are consistent for both India and China, suggesting that price formation in offshore listed derivatives is not speculative, rather driven by fundamentals.

**Baag, P. K., Kavitha, P. & Sarkar, A. (2019)** Application of Lean Tool for Process Improvement of Bank Branches, *IIM Kozhikode Society & Management Review*, Volume 8, Issue 2, Pages 131-142.

The drawbacks in the service operations of the Indian public sector banks include high cost per employee and lower service quality compared to private and foreign banks. This article for the first time confirms the application of lean thinking for process improvement of service operations in an Indian public sector bank through 'value stream mapping'. The article uses action research methodology and two case studies that describe the process and outcomes of the action research to achieve the objective of studying the applicability of lean thinking and lean tools in process improvement of bank branches. The results of introducing lean thinking in the branches of the public sector bank in India were efficiency improvements through lower wait time for customers and lower stress levels for employees, besides increased customer satisfaction, profit and business—factors which justify and support the use of lean thinking in banks.

Assankutty, A. Fatima, F. & **Kuntluru, S. (2019)** Does Corporate Governance Disclosure Practice Impact Firm Performance in India?, *SUMEDHA-Journal of Management*, Volume 8, Issue 4, Pages 1-14

The present study aims to examine the relationship between compliance requirement of corporate governance disclosure practices and firm performance in India. Unlike most of the existing studies, we compute corporate governance scores based on the compliance requirement of Clause 49 of listing agreement of SEBI for the period 2006-2016. The corporate governance data for Nifty 50 companies is hand-collected from their annual reports. We apply fixed effect regression model to examine the impact of corporate governance disclosure practices on firm performance measured in three alternative ways like market, operating and financial performance. The empirical results indicate that corporate governance disclosure practices have positive and significant impact on market performance of the firms. It implies that companies that comply with regulatory requirements achieve higher market performance. The results also show that corporate governance disclosure practices have negative and significant impact on financial performance. The present study contributes to the limited literature on the relationship between regulatory compliance requirements and firm performance. The findings are useful to policy makers, managers, analysts and investors.



**Banerjee, A. & Banerjee, A. (2020)** Does trade size restriction affect trading behavior? Evidence from Indian single stock futures market, *Journal of Futures Markets*, Volume 40, Issue 3, Pages 355-373

Algorithmic traders use their advantage of speed to execute a large number of small-sized trades in a very short time. In the presence of a minimum trading unit (MTU) restriction, they are forced to trade at the smallest possible sizes, often restricted by the MTU. Using a novel data set of single stock futures market obtained from the National Stock Exchange of India, we show that the MTU restriction acts as a binding constraint for traders while optimizing trade sizes. Contrary to expectation, we find weak evidence that liquidity is positively impacted by the contract size revision.

**Priyesh, V. P. & Lukose, J. P. J. (2020)** Ownership dilution and earnings management: evidence from Indian IPOs, *Managerial Finance*, Volume 46, Issue 3, Pages 344-359

Purpose - Prior research on earnings management largely assumes that newly public firms manage earnings opportunistically around IPOs. However, only a few studies have empirically examined the real motives behind newly public firms' earnings management. The purpose of this paper is to examine the impact of ownership dilution on earnings management among IPO firms. The authors chose the setting of security offerings in an emerging market, which is characterised by unique ownership structure, to examine the possible incentive of owners or pre-IPO shareholders to engage in earnings management.

Design/methodology/approach - The study employs accrual and real transactions measures to check the presence of earnings management among 409 IPO firms from India during the period 2000–2018. Subsequently, using ordinary least squares regression models with heteroscedasticity - robust standard errors, this paper examines the relationship between earnings management and selling or dilution incentives of pre-IPO shareholders.

Findings - The study finds that the degree of earnings manipulation by issuer firms is positively associated with the ownership dilution at the time of IPO as well as around lockup expiration.

Practical implications - The findings of this study will help the investors and regulators to understand the practice of earnings management among IPO firms and how it is linked to the ownership dilution of pre-IPO shareholders.

Originality/value - The paper contributes to the limited stream of research that investigates the motives of earnings management among IPO firms. It empirically establishes an association between the selling incentive of pre-IPO shareholders and earnings management.

Marathe, G. & Kakani, R. K. (2020) Recognizing Innate Transformational Traits in Public Administrative Services: Are We Doing Right?, *International Journal of Public Administration*, Volume 43, Issue 7, Pages 587-598



With shifting paradigm, public administration needs even more transformational leaders. A large part of an individual's leadership potential refers to innate personality traits which are brought out by relevant nurturing processes. Environment, favorable or unfavorable, interacts with these processes and impacts the flourishing of natural potential. Experience promotes the positive growth of innate potential that one possesses. Using data from India, this article looks into the systematic impact of public administrative training institutes on the development of top-tier civil servants. By comparing the performance of officers in public administration training academy possessing innate personality traits suitable for transformational leadership vis-à-vis innate personality traits suitable for transactional leadership, we test whether current training evaluation promotes transformational innate personality traits and suggests the implications. Interestingly, our mix-method study evaluating the entry-level induction training of public administrative leaders reveals that there is a gap between theory and praxis.

**FORTHCOMING REFEREED JOURNAL PUBLICATIONS**

AUTHOR(S)	TITLE	JOURNAL
Sampath, A. Gopalaswamy, A. K.	Intraday Variability and Trading Volume: Evidence from National Stock Exchange	<i>Journal of Emerging Market Finance</i>
Gopalakrishnan, B. Mohapatra, S.	Insolvency Regimes and Firms' Default Risk Under Economic Uncertainty and Shocks	<i>Economic Modelling, Elsevier</i>
	The effects of reporting standards and information sharing on loan contracting: Cross-country evidence	<i>Cogent Economics and Finance</i>
Dey, S. Sampath, A.	Returns, Volatility and Spillovers - A Paradigm Shift in India?	<i>The North American Journal of Economics and Finance</i>
Srivastava, J. Baag, P. K.	Positive Accounting Theory and Agency Costs: A Critical Perspective	<i>AIMS Journal</i>
Narayanan, P. Gopalakrishnan, B., Sahay, A.	Understanding the government's attempt to transform attitudes towards a critical resource: Gold monetization in India	<i>Resources Policy</i>
Sankar, G. Ramachandran, S. Lukose, J. P. J.	Dynamics of variance risk premium: Evidence from India	<i>International Review of Economics &amp; Finance</i>



### BOOKS, BOOK CHAPTERS PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	CATEGORY	DETAILS	YEAR
<b>Baag, P. K.</b> Anuj, V. Deepak, T. Nitin, S.	Wealth Management 1e	Book	StarEdu Solutions India Pvt. Ltd	2019
<b>Kuntluru, S.</b> Dayanandan, A.	Leadership, Management, and Adoption Techniques for Digital Service Innovation	Book Chapter	IGI Global, USA	2019
Ramachandran, N. <b>Kakani, R. K.</b>	Financial Accounting For Management	Book	McGraw Hill	2020

### CONFERENCE PAPERS PRESENTED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
<b>Abidi, Q.</b>	Chapter 11: Re-evaluating Delaware As the Venue of Choice	2019 EFA Annual Meeting, 10-13 April	2019
		2019 FMA Annual Meeting 23-26 October	2019
	The Indian Bankruptcy Law Experience	2019 IIM A Research Conference on Financial Distress, Bankruptcy, and Corporate Finance, 9-10 August	2019
		2019 IFMR Research Symposium on Finance and Economics, 12-13 December	2019
		International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January	2020
<b>Gurumurthy, A.</b> <b>Shette, R.</b>	Does Investment in Quality Actually Pays Off? An Exploration	13th Annual International Conference of the Indian Subcontinent Decision Sciences Institute (ISDSI 2019), Indian Institute of Management Sambalpur, 27-30 December	2019
<b>Athira, A.</b> <b>Baag, P. K.</b>	Literature Review On Methodological Aspects of Audit Independence & Materiality	17th AIMS International Conference on Management (AIMS-17), AIMS International & Indian Institute of Management Kozhikode (IIMK), 2-4 January	2020
<b>Baag, P. K.</b> <b>Kavitha, P.</b>	Arriving at Probability of Default	17th AIMS International Conference on Management (AIMS-17), AIMS International & Indian Institute of Management Kozhikode (IIMK), 2-4 January	2020
<b>Banerjee, A.</b> Banerjee, A.	Algorithmic Traders and Volatility Information Trading	New Zealand Finance Meeting, 18-20 December	2019
		NSE-NYU Conference on Indian Financial Markets, 10-11, December	2019
	Information flow between spot and futures market – the role of algorithmic traders	FRG-IIM Udaipur-IGIDR market microstructure field workshop, 8 February	2020
<b>Das, A.</b> <b>Gopalakrishnan, B.</b>	Profit Efficiency, Undesirable Output, and Corporate Governance in Indian Banks	Conference on Financial Distress, Bankruptcy and Corporate Finance, IIM Ahmedabad, August 2019	2019

Edacherian, S. <b>Gopalakrishnan, B.</b> Karna, A. Richter, A.	Connecting the Right Knots: Impact of Committee Interlocks on Firm Performance	<i>International Conference on Network Science in Economics and Finance, IIM Ahmedabad, December 2019</i>	2019
<b>Gopalakrishnan, B</b> Mohapatra, S.	Insolvency Regimes and Firms' Default Risk Under Economic Uncertainty and Shocks	<i>India Finance Conference, IIM Ahmedabad, December 2019</i>	2019
		<i>Annual Conference on Economic Growth and Development, ISI Delhi, December 2019</i>	2019
		<i>Conference on Financial Distress, Bankruptcy and Corporate Finance, IIM Ahmedabad, August 2019</i>	2019
<b>Gopalakrishnan, B.</b> Jacob, J Pandey, A.	Pecking order of col- lateral in the presence of promoter share pledges	<i>Conference on Financial Distress, Bankruptcy and Corporate Finance, IIM Ahmedabad, August 2019</i>	2019
<b>Kakani, R. K.</b> Marathe, G. Das, A. Kumar, M. Kulkarni, N. Nelson D'Silva	Gaining meaningfulness but losing meaning: Inquiry into the meaning of work of Indian community health workers	<i>36th European Group for Organizational Studies (EGOS) Colloquium, Jul. 2019 (Edinburgh: UK)</i>	2019
<b>Kavitha, P.</b> <b>Baag, P. K.</b>	Information Technology Adoption in Banks and Its Impact on Risk	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
<b>Kuntluru, S.</b>	Adoption of IND AS and Value Relevance of Accounting Information: Indian Case	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
<b>Kuntluru, S.</b> Assankutty, A.	Role of Family Ownership on Firm's Cash Holding: An Indian Perspectives	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
<b>Kuntluru, S.</b> Dayanandan, A.	Does Audit Partner Rotation improve Audit Quality in India?	<i>2nd International Conference on Economics &amp; Finance, 23-25 January</i>	2020
<b>Kuntluru, S.</b> <b>Swain, A. K.</b>	Does Robotic Process Automation (RPA) bring efficiency in Audit Process	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
<b>Kuntluru, S.</b> <b>Athira, A.</b> Dayanandan, A.	Auditor Independence and Audit Quality: Empirical evidence from Audit Partner Rotation in India	<i>1st Annual Capital Market Conference of NISM, SEBI, Mumbai, 21-22 November</i>	2019
<b>Kuntluru, S.</b> Dayanandan, A Sra, J.	Study of factors influencing auditor's Going-Concern Audit Reports: A Regulatory perspective	<i>Changing Landscape of Securities Markets by NISM, SEBI, 22-24 January</i>	2020
<b>Kuntluru, S.</b> Dayanandan, A. Thampy, A.	Does Good CSR Company Indulge in Earnings Management?	<i>India Finance Conference 2019, 19-21 December</i>	2019

<b>Kuntluru, S.</b> Dayanandan, A. Thampy, A.	Does it pay to be different: Corporate Social Responsibility and Earnings Management in India	2020 JCAE Annual Symposium, 4-5 January	2020
<b>Lukose, J. P. J.</b> <b>Priyesh, V. P.</b>	Earnings quality among Private firms in India	India Finance Association 2019 Conference, 18-19 December	2019
	Impact of earnings management on investor demand, IPO valuation and firm performance: A study of Indian IPOs	India Finance Association 2019 Conference, 18-19 December	2019
<b>Shette, R.</b>	Are Accounting Standards Written in Plain Language?	17th AIMS International Conference on Management (AIMS-17), AIMS International & Indian Institute of Management Kozhikode (IIMK), 2-4 January	2020
<b>Shette, R.</b> <b>Gurumurthy, A.</b>	Does International Financial Reporting Standards Prevent Cosmetics Earnings Management in India?	13th Annual International Conference of the Indian Subcontinent Decision Sciences Institute (ISDSI 2019), Indian Institute of Management Sambalpur, 27-30 December	2019
<b>Srivastava, J.</b> <b>Baag, P. K.</b>	Positive Accounting Theory and Agency Costs: A Critical Perspective	17th AIMS International Conference on Management (AIMS-17), AIMS International & Indian Institute of Management Kozhikode (IIMK), 2-4 January	2020
<b>Thomas, S.</b>	Do Technical Indicators are Beneficial in Predicting the Asset Prices: A study on Indian Stock Market	17th AIMS International Conference on Management (AIMS-17), AIMS International & Indian Institute of Management Kozhikode (IIMK), 2-4 January	2020
<b>Vishnu, K.</b> <b>Sampath, A.</b>	Tracing the sources and uses of cash - new evidence from India	India Finance Conference 2019, 19-21 December	2019

#### SESSION CHAIR

AUTHOR(S)	DETAILS	YEAR
<b>Kakani, R. K.</b>	<i>Governance and Leadership, International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020

#### NON REFEREED PUBLICATIONS/PRESENTATION

AUTHOR(S)	TITLE	CATEGORY	DETAILS	YEAR
<b>Gopalakrishnan, B.</b>	How to resolve Indian corporate vulnerability to COVID-19 through policy options	Popular Press	<i>Hindu Business Line</i>	2020
<b>Kuntluru, S.</b>	IND AS 115 Revenue from Contracts with Customers: An Overview	Others	<i>ICAI Kozhikode Branch</i>	2020



### CASE STUDIES PUBLISHED AND FORTHCOMING

AUTHOR(S)	TITLE	YEAR
<b>Kumar, S. S. S.</b> <b>Thomas, S.</b>	Big Bazaar's Big Offer?	2020
Hanish, A. P. M. M. <b>Kakani, R. K.</b> Marathe, G. M.	Can Rakesh Acquire Land for a Factory? A Stakeholder Approach, [ISBN: 9781529706611], <a href="http://dx.doi.org/10.4135/9781529706611">http://dx.doi.org/10.4135/9781529706611</a>	2020
<b>Kuntluru, S.</b> <b>Shette, R.</b>	Cash Flows Statement Analysis: Sunkun Limited	2020
Balasubramanian, G. Manohar, G. <b>Kakani, R. K.</b>	Conflict Management by a Police Leader, [ISBN: 9781529701210]. <a href="http://dx.doi.org/10.4135/9781529701210">http://dx.doi.org/10.4135/9781529701210</a>	2020
<b>Kuntluru, S.</b> Sanjeeth Baliga	Jet Airways: What to Concern?	2020
<b>Ramprasath, L.</b>	Derivative in disguise	2020
	Performance of performance measures for a derivatives portfolio (A)	2020
<b>Shette, R.</b>	Accounting for Oil Exploring Activities at Oil and Natural Gas Corporation (ONGC) Limited	2020
	The Case of the Unidentified Companies from India	2020
<b>Thomas, S.</b> <b>Kumar, S. S. S.</b>	The Insurance Conundrum	2020
	Shock Absorber Firms: How they create Sustainable Moats?	2020
	Generating Sustainable Cash Flows during Retired Life: A Comprehensive Retirement Plan	2020

### WORKING PAPERS

AUTHOR(S)	TITLE	YEAR
<b>Kuntluru, S.</b> <b>Athira, A.</b>	Impact of auditor rotation on audit quality in the Indian context	2019
<b>Athira, A.</b> <b>Baag, P. K.</b>	Literature Review on Audit Independence and Materiality: A Methodological Perspective	2019
<b>Gopalakrishnan, B.</b>	Diversified Syndicate Structure and Loan Spreads for Non-US Firms	2019
<b>Srivastava, J.</b> <b>Baag, P. K.</b>	Positive Accounting Theory, Agency Costs and Accounting Regulation	2019

**Kuntluru, S. & Athira, A.** (2019) Impact of auditor rotation on audit quality in the Indian context, *IIMK/WPS/341/FIN/2019/09*

The aim of audit is to provide a reliable independent examination of the financial statements which will be useful to users of financial statements in taking effective decisions. This study examines the impact of auditor rotation on audit quality of NSE listed companies in India. Our results show that the audit partner rotation contributes negatively to audit quality and audit firm rotation is not an important determinant of audit quality. The present study is based on a sample of 1644 NSE listed companies during the period of 2011-2018. It constitutes a large panel sample of 11205 firm-year observations on NSE listed companies in India. Our study contributes to the literature on auditor rotation and audit quality by providing evidence at both audit partner as well as audit firm level. The findings state that audit partner rotation adversely affects audit quality.

**Athira, A. & Baag, P. K.** (2019) Literature Review on Audit Independence and Materiality: A Methodological Perspective, *IIMK/WPS/345/FIN/2019/10*

This paper is an attempt to study the literature contributions towards the concept of independence and materiality aspects of auditing and the methodologies used in the related literature. Our main focus is on the component of audit materiality, auditor independence, and the related philosophy. The review covers a large period ranging from 1996 to 2019. Auditing is an enlighten field of examination of books and accounts to express an independent opinion on thereon. Since the time and resource constraints play the main role, it is impossible to verify each and every minute transactions of an organization. The concept of materiality plays an important role here. This study helps to understand the importance given by literature for the concept of audit materiality, related techniques and the philosophy behind it. Auditor's independence is an important concept in deciding upon the quality of the audit report. Auditors opinion should not be affected by other influences. Auditing standards are giving much more important for auditor independence and materiality.

**Gopalakrishnan, B. & Mohapatra, S.** (2019) Diversified Syndicate Structure and Loan Spreads for Non-US Firms, *MPRA Paper No. 96297*

Syndicated lending allows participant banks to offer larger loans for longer tenors. A diversified syndicate structure, which includes both domestic and foreign banks, can aid in reducing their risk and alleviate information asymmetry in loan contracting. Using cross-country data on syndicated loans obtained by non-U.S. firms, we find that a diversified syndicate structure is associated with lower loan spreads for riskier borrowers compared to loans made by non-diversified syndicates. We also find that the positive effect of a diversified syndicate on loan terms is more pronounced during periods of greater economic policy uncertainty, when information asymmetry tends to be higher. The baseline findings hold across subsamples of the data and are robust to alternative specifications and controls for selection effects. Our findings provide evidence on the benefits of a diversified syndicate structure in mitigating screening and monitoring costs in bank lending.

**Srivastava, J. & Baag, P. K.** (2019) Positive Accounting Theory, Agency Costs and Accounting Regulation, *IIMK/WPS/346/FIN/2019/11*

Positive Accounting Theory (PAT) is related to dealing with such matters such as possibility regarding the choice of accounting policies by firms and in which manner the firms will react to prospective new accounting standards. In relation to this, the existing agency theory breaks down as a positive theory as it does not cater for theory of accounting regulatory development. It stems from its dependence on the rationality assumption of the investor. We need to develop affluent theories based on either better rationality assumption or which considers broader view of organisational behaviour.

#### MEMBERSHIP OF EDITORIAL / REVIEW BOARD / AD HOC REVIEW

NAME	TITLE	DESIGNATION
<b>Baag, P. K.</b>	IIM Kozhikode Society & Management Review	Ad Hoc Reviewer
	IIMB Management Review	Ad Hoc Reviewer
<b>Nair, A.</b>	Securities & Exchange Board of India	Member (Primary Markets Advisory Committee)
	SCMS Journal of Indian Management	Member of Editorial Board
	Social Science Research Colloquium	Guest of Honour
<b>Kakani, R. K.</b>	Emerald Emerging Markets Case Studies: 2018–Present	Member, Editorial Board
	European Business Review	Ad Hoc Reviewer
	Journal of Critical Incidents	Ad Hoc Reviewer
	Quantitative Finance	Ad Hoc Reviewer
	Quarterly Review of Economics and Finance	Ad Hoc Reviewer
	Review of Quantitative Finance and Accounting	Ad Hoc Reviewer



**FACULTY** **FINANCE, ACCOUNTING & CONTROL**



Prof. Abhilash S Nair



Prof. Anirban Banerjee



Prof. Aravind Sampath



Prof. Balagopal Gopalakrishnan



Prof. Ekta Sikarwar



Prof. Jijo Lukose



Prof. L. Ramprasath



Prof. Pankaj Kumar Baag



Prof. Qambar Abidi



Prof. Rachappa Shette



Prof. Ram Kumar Kakani



Prof. S S S Kumar



Prof. Sony Thomas



Prof. Sudarshan Kumar



Prof. Sudershan Kuntluru





## HUMANITIES & LIBERAL ARTS IN MANAGEMENT

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

### REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL	YEAR
Anupam Das	Designing Competitive Discussions for Equity and Inclusion	<i>International Journal of Designs for Learning</i>	2019
Deepa Sethi	Does digital footprint act as a digital asset? – Enhancing brand experience through remarketing	<i>International Journal of Information Management</i>	2020
Deva Prasad M Suchithra Menon C	The Personal Data Protection Bill, 2018: India's regulatory journey towards a comprehensive data protection law	<i>International Journal of Law and Information Technology</i>	2020

**Das, A.** (2019) Designing Competitive Discussions for Equity and Inclusion, *International Journal of Designs for Learning*, Volume 10, Issue 1, Pages 1-13.

In this case, we focus on two innovations in the design of competitive discussions for a high stakes learning context. The designer created the intervention to provide learners first-hand discussion experiences despite large class sizes. It was a business communication course, and the large class sizes and group dynamics previously had inhibited constructive feedback and limited learner participation; however, the combination of a (1) time-constrained asynchronous CMC activity, along with (2) strategically selected smaller groups, created an interactive space that matched the designer's values of equity and inclusion that he wanted to bring to the design. The case chronicles a number of unforeseen consequences of logical design moves, and presents a multimodal re-conception of what it means to discuss in the context of modern business school.

**Sethi, D.** (2020) Does digital footprint act as a digital asset? – Enhancing brand experience through remarketing, *International Journal of Information Management*, Volume 49, Pages 142-156

The purpose of this paper is to examine the utilization of the marketing adaptability of branded mobile applications (apps) in order to understand the relationship between consumers and their attachment to branded apps. We develop a model grounded in the purchaser-brand relationship theory of remarketing in order to develop the consumer-brand relationship through mediator brand experience (BE) and moderator digital footprint. A survey was conducted with 421 participants from different regions in India. AMOS 21.0 and SPSS plugin called “Process Analysis System” proposed by Hayes (2013) were used to analyze the hypotheses. The results corroborate the proposed research model. It approves brand association with brand connection for those brands that are easily identifiable. The result also confirms that the comprehensive consumption values are the major influencing factors in the adoption of branded apps. The study enhances the comprehension of the impact of brand connotation on consumer behavior in terms of the usage of various branded apps and the practical and non-useful esteem attached to them.

**Deva Prasad, M. & Menon, S, C.** (2020) The Personal Data Protection Bill, 2018: India’s regulatory journey towards a comprehensive data protection law, *International Journal of Law and Information Technology*, Volume 28, Issue 1, Pages 1–19



This article analyses the relevance of Personal Data Protection Bill, 2018 for developing a data protection legal framework in India. In this regard, the article attempts to analyse the evolution process of comprehensive personal data protection law in the Indian context. The manner in which the Personal Data Protection Bill, 2018 will revamp and strengthen the existing data protection regulatory framework forms the major edifice of this article. The article also dwells on the significant role played by the fundamental right to privacy judgment (Justice K.S. Puttaswamy v Union of India) of Supreme Court of India, thus preparing the regulatory ground for the evolution of the Personal Data Protection Bill, 2018. The influence of the European Union General Data Protection Regulation

in shaping the Indian legal framework is highlighted. The article also discusses pertinent legal concerns that could question the effectiveness of the proposed data protection legal framework in the Indian context.

#### FORTHCOMING REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL
Das, A.	Online disinformation in the run-up to the Indian 2019 election	<i>Information, Communication &amp; Society</i>

#### BOOKS, BOOK CHAPTERS PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	CATEGORY	DETAILS	YEAR
Das, A.	Business Communication: A Problem-Solving Approach	Book	<i>McGraw Hill</i>	2020
Narayan, S.	India’ and the International Court of Justice	Book Chapter	<i>Encyclopedia of Public International Law in Asia [EPILA], Brill Nijhoff</i>	2020
	India Championing Non-Alignment Movement (NAM)	Book Chapter	<i>Encyclopedia of Public International Law in Asia [EPILA], Brill Nijhoff</i>	2020
	India, New International Economic Order and Realigning Global Partners	Book Chapter	<i>Encyclopedia of Public International Law in Asia [EPILA], Brill Nijhoff</i>	2020



<b>Narayan, S.</b>	India's Declaration on the Compulsory Jurisdiction of the International Court of Justice (ICJ)	Book Chapter	<i>Encyclopedia of Public International Law in Asia [EPILA], Brill Nijhoff</i>	2020
	India's Membership in the UN Security Council	Book Chapter	<i>Encyclopedia of Public International Law in Asia [EPILA], Brill Nijhoff</i>	2020
	India's Participation in Overseas Peacekeeping Operations	Book Chapter	<i>Encyclopedia of Public International Law in Asia [EPILA], Brill Nijhoff</i>	2020
	Panchsheel and Reshaping International Relations	Book Chapter	<i>Encyclopedia of Public International Law in Asia [EPILA], Brill Nijhoff</i>	2020
<b>Ansari, S.</b>	Immunities of UN and other International Organizations in India Indian position on Extradition treaties: Encyclopedia of Public International Law in Asia	Book Chapter	<i>Brill Nijhoff</i>	2020
	State Immunity: Indian Law and Practice: Encyclopedia of Public International Law in Asia	Book Chapter	<i>Brill Nijhoff</i>	2020

### CONFERENCE PAPERS PRESENTED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
<b>Ansari, S.</b>	Sovereign Debt Restructuring: Limitations of the Contractual Approach	<i>International conference on Law and Economics, 28-29 December</i>	2019
	Disability: Another Form of Human Diversity	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
<b>Thomas, A. Deva Prasad, M.</b>	Affordability of Cigarettes and other Tobacco Products in the post GST regime in India	<i>7th PAN IIM World Management Conference, IIM Rohtak, 14-16 December</i>	2019
<b>Chatterjee, D. Sethi, D. Pati, S. P.</b>	Law is not enough! CEPA as a framework to empower the sexual harassment legislation	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
<b>Das, A.</b>	Discourse Analysis in Mapping the State of Mind	<i>International Conference on international Training Conference in Brief Psychotherapies 2019 (ITCBP2019) Dec 12-13</i>	2019
	Internet-Supported Collaborative Case Analyses for Equity and Inclusion	<i>International Conference on Cross-culture Approach in Humanities, Management and Social Sciences, London, May 18-19 2019</i>	2019
<b>Deva Prasad, M.</b>	Right to Privacy Protection in India: Emerging Dimension of Informational/ Data Right Protection	<i>NLSIU Annual Themed Conference on Transformative Constitutionalism, 20-21 July</i>	2019
	Probing the Plant Variety Protection Law and Regulatory Conundrum in the Indian Context	<i>Second IP &amp; Innovation Researchers of Asia (IPIRA) Conference, 27-28 February</i>	2020
<b>Narayan, S.</b>	Taxation of Corporate Groups: Narrating India's Position	<i>National Summit on "Contemporary Aspects of Taxation Laws", 25 January</i>	2020
	Transforming the Gendered Workplace	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
	Women Directors and Corporate Governance	<i>UGC-SAP sponsored conference on "Changing Paradigms of Corporate Governance", 14-15 February</i>	2020

<b>Sethi, D.</b>	Employee Job Crafting Behavior: Role of Leader Member Exchange, Positive Organizational Support and Change Readiness	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
------------------	--	---	------

### NON REFEREED PUBLICATIONS/PRESENTATION

AUTHOR(S)	TITLE	CATEGORY	DETAILS	YEAR
<b>Nair, S. R. Jayanth, R. S. S. Deva Prasad, M.</b>	Legalising contract farming	Popular Press	<i>The New Indian Express</i>	2020
<b>Deva Prasad, M.</b>	Did NCLAT Go Overboard in Providing a Remedy to Cyrus Mistry's Grievances?	Others	<i>The Wire (Online), 09 January</i>	2020
<b>Deva Prasad, M.</b>	India Inc's Debt Crisis Should be Used to Rebuild the Credit Rating Agency Model	Others	<i>The Wire (Online), 21 July</i>	2019
<b>Nair, S. R. Deva Prasad, M.</b>	Lessons from Pepsico's farmer Lawsuit	Popular Press	<i>The New Indian Express</i>	2019

### MEMBERSHIP OF EDITORIAL / REVIEW BOARD / AD HOC REVIEW

NAME	TITLE	DESIGNATION
<b>Sethi, D.</b>	Journal of Business Research	Ad Hoc Reviewer
	International Journal of Human Resource Management	Ad Hoc Reviewer
	Corporate Communications: An International Journal	Ad Hoc Reviewer
	International Journal of Law and Management	Ad Hoc Reviewer

### FACULTY HUMANITIES & LIBERAL ARTS IN MANAGEMENT



Prof. A F Mathew



Prof. Anupam Das



Prof. Deepa Sethi



Prof. Deva Prasad M



Prof. Salamah Ansari



Prof. Shannu Narayan



## INFORMATION TECHNOLOGY & SYSTEMS

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



### REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL	YEAR
<b>Mohammed Shahid Abdulla</b>	SR-BLITS: Sharpe ratio's backward-looking improvement as a trading strategy	<i>IIMB Management Review</i>	2019
<b>Satish Krishnan</b>	Deterrence Theory in Information Systems Research: A Review and Meta-Analysis	<i>Information Systems Frontiers</i>	2019
	Payoffs of social media marketing for business: An empirical investigation	<i>Internet Research</i>	2019
	Relating culture with women in government and corruption	<i>International Journal of Cross Cultural Management</i>	2019
	Virtual social networks diffusion and societal changes: Insights from cross-country data	<i>Technological Forecasting and Social Change</i>	2019
	What, Where, When, Why, and How of Cyberdeviant Behaviors at Workplace: A Review and Meta-Analysis	<i>Journal of Management Information Systems (JMIS)</i>	2019
<b>Satish Krishnan Thompson S H Teo</b>	Theorizing Workarounds: A Review of their Meanings and Expressions in Information Systems Research	<i>Communications of the Association for Information Systems</i>	2019



Vivien K G Lim <b>Satish Krishnan</b>	Relating culture with women in government and corruption	<i>International Journal of Cross Cultural Management</i>	2019
Shirish C Srivastava <b>Satish Krishnan</b>	Optimizing Mobile In-App Advertising: Investigating Publishers' Supply and Delivery Factors	<i>Australasian Journal of Information Systems</i>	2020
<b>Radhakrishna Pillai R</b>	Corporate Spiritual & Social Responsibility Through Balance of Digitization and Divinization	<i>3D-IBA Journal of Management and Leadership</i>	2020

**Abdulla, M. S.** (2019) SR-BLITS: Sharpe ratio's backward-looking improvement as a trading strategy, *IIMB Management Review*, Volume 31, Issue 4, Pages 368-373

A common strategy for a single security or a tradeable asset is to buy-and-hold. Proposed SRBLITS that takes a position based on buy and sell signals which correspond to the maximisation of a backwards-looking Sharpe Ratio (SR) based on past returns. At index T, a new vector of positions, for all indices thus far, is calculated such that the backward-looking SR is maximised. The computation involves only inversion of matrices. Experiments on Geometric Brownian Motion series, NSE, and NASDAQ indices indicate a 30% higher SR, with transaction costs considered.

**Krishnan, S.** (2019) Deterrence Theory in Information Systems Research: A Review and Meta-Analysis, *Information Systems Frontiers*, Volume 21, Pages 1371-1390

Enforcing information security policies is a key concern of information security managers. To deter employees from deviant behaviour, organizations often implement sanction mechanisms. However, evidence from research regarding



the efficiency of such a deterrence approach has been mixed. Drawing on this inconsistency, this paper examines the applicability of deterrence theory in information security policy compliance research. It is argued that contextual and methodological moderators play a crucial role when conceptualizing deterrence theory in security studies. Applying a meta-analysis, the results suggest that sanctions have an overall effect on deviant behaviour. However, the results also indicate that this relationship is dependent on the study's context. Deterrence theory better predicts deviant behaviour in malicious contexts, cultures with a high degree of power distance, and cultures with a high uncertainty avoidance. The meta-analysis also reveals no meaningful differences arising from the methodological context in terms of scenario-based and behaviour-specific measurement.

**Krishnan, S.** (2019) Payoffs of social media marketing for business: An empirical investigation, *Internet Research*, Volume 29, Pages 1712-1729

Social media has arisen to a greater grade of acceptance in the virtual ecosphere. Presently, most companies have been employing social media channels for marketing and advertising in their strategy. Nevertheless, in this wisdom it still has to be discovered regarding how social media marketing strategy influences marketing and advertising consequences. Hence, this study purposes at examining the association of social media marketing strategy and marketing outcomes. There are four attributes of social media marketing strategy that comprise: customer communication network emphasis, product variety exhibition mindfulness, upbeat opponent knowledge competence, and marketplace reaction appropriateness positioning. Accordingly, marketing consequence is precise in marketing action fineness, price exploitation efficiency, client gratification upsurge, and advertising enactment in that all presume a positive association with the construct. Implications of the findings are discussed.

**Krishnan, S.** (2019) Virtual social networks diffusion and societal changes: Insights from cross-country data, *Technological Forecasting and Social Change*, Volume 149, Pages 168-183

This research investigates the diffusion of virtual social networks in marshalling grassroots activities across countries worldwide. In recent years, the growth of virtual social networks has endorsed the public to assume the role of



chauffeur without depending on principal and recognized headship in societal activities. Nonetheless by what means this novel method of knowledge empowers grassroots forming has stayed theoretically ambiguous. By espousing empowerment as a hypothetical framework, this study efforts on knowing how virtual social networks endow the community for grassroots deployment from diverse aspects. The results add to the knowledge base of virtual social network diffusion and the literature of digitally empowered grassroots organizing.

**Krishnan, S.** (2019) What, Where, When, Why, and How of Cyberdeviant Behaviors at Workplace: A Review and Meta-Analysis, *Journal of Management Information Systems (JMIS)*, (an FT-50 journal), Volume 36, Issue 4, Pages 1153-1191

Cyberdeviance, demarcated as the planned use of information technology (IT) in the office that is opposing to the clear and implied customs of the association and that impedes the welfare of the association and/or its affiliates, is an imperative enquiry stream that has expanded devotion in academe and industry. The aim of this study is to meta-analytically inspect the increasing works on this construct in order to advance understandings into its nomological network and escort upcoming research. After a methodical literature exploration, psychometric meta-analyses was carried on to figure the associations of 51 diverse associates with cyberdeviance. The meta-analytic database was contained of 66 independent trials bestowing 689 effect sizes. Outcomes specify that tiresomeness, rendezvous, and self-discipline display robust associations with cyberdeviance, but workers' outlooks neighbouring and chances to take part in cyberdeviance also demonstrated influential conjecturers. Opposing to common categorises, age and supplementary statistic variables showed insignificant results. Work variables (e.g. occupancy, organization level, and salary) were also insignificantly related to cyberdeviance. Expressive constancy, carefulness, and sociability displayed diffident negative associations with cyberdeviance, while self-discipline established a robust negative connection. Though cyberdeviance intensely associated with overall counterproductive workplace activities, the results propose it is not linked to other mechanisms of job enactment. As the foremost quantitative evaluation of the emergent cyberdeviance literature, this research blends related studies from dissimilar disciplines, inspects the nomological network of cyberdeviance, and foregrounds future directions for inquiry into this development.



**Krishnan, S. & Teo, T. S. H.** (2019) Theorizing Workarounds: A Review of their Meanings and Expressions in Information Systems Research, *Communications of the Association for Information Systems*, Volume 45, Paper 42, Pages 540-563

We studied papers in principal IS channels that demarcated the word workaround or offered an instance of a workaround. In the investigation, we applied Ogden and Richard's triangle of orientation as a hypothetical structure to examine the connection amongst a) the word workaround; b) notions, descriptions, and usage of the word; and 3) their realistic source and pragmatic workaround activities that the manuscripts pronounce. Foremost, we abridge the prevailing hypothetical understandings concerning workarounds and examine their legitimacy. Next, we display that research have demarcated and utilized the word workaround contrarily to the degree that they have not constantly used it to the same practical occurrences, which advances enquiries about some hypothetical intuitions' legitimacy. Finally, we propose a meaning for workarounds that we deduced by induction from practical explanations of workaround actions and, consequently, that sufficiently labels how investigators normally use the word and styles it conceivable to differentiate workarounds from further alike occurrences.

**Lim, V. K. G. & Krishnan, S.** (2019) Relating culture with women in government and corruption, *International Journal of Cross Cultural Management*, Volume 19, Issue 4, Pages 515-532

Earlier scholarships have postulated that women are less accepting of immoral actions than men and have established that nations with a larger proportion of women in government are related with lesser points of bribery. However, current research have conjectured that the influence of women on bribery is reliant on formal and ethnic surroundings in which they work. Over a sequence of regressions, interaction terms amongst women in government and Hofstede's ethnic



measurements are supplemented to empirically investigate the interaction effect of culture. This research provides empirical indication that the influence of women in government on bribery is dependent on Hofstede's discrete ethnic facet, backing up current assertions that the result of women on bribery is certainly reliant on ethnic settings.

Srivastava, S. C. & Krishnan, S. (2020) Optimizing Mobile In-App Advertising: Investigating Publishers' Supply and Delivery Factors, *Australasian Journal of Information Systems*, Volume 24, Pages 1-55

Marketing in mobile apps has lately become one of the best widespread promotion channels for companies when its yearly income has swiftly amplified year above year. On this type of promotion, the app producers do not only show a critical part in the ad aiding practice but also have a substantial share of the promotion income. Their objective of getting the most out of the income occasionally controvert with those of the promoters. This enquiry conceptualises the influence of producers and offers a unified efficacy structure to further advance the success of mobile in-app marketing not for one but all contributors involved. In precise, this study discovers the issues being meticulous by producers and assesses their influence on the collective result metric of mobile in-app promotion. A presentation of the suggested efficacy structure might aid to upsurge the world-wide mobile in-app marketing income meaningfully upper by harmonising the paybacks of all contributors.

Pillai, R. R. (2020) Corporate Spiritual & Social Responsibility Through Balance of Digitization and Divinization, *3D-IBA Journal of Management and Leadership*, Volume 11, Issue 2



Corporates play a significant role in the creation of wealth and Digital technologies are inevitable for today's corporates. Use of these technologies result in improved processes that lead to reduction in cost, improvement in quality and reduces the cycle time and hence corporates are heavily investing in Digital Technologies. This wealth creation is sustainable only if it satisfies the eternal laws of spirituality which covers various relationships such as (i) the relationship among the spirits (souls), (ii) the relationship of soul with itself, (iii) the relationship of soul with the environment (nature), and (iv) the relationship of soul with the Divine (God or Supreme soul). Digitization is concerned about transformation, communications, and storage and processing in physical domain using zero (0) and one (1). The Divinization deals with 0's and 1's in the spiritual domain. The '1' represents the presence of eternal values and '0' represent the absence of an eternal value

(vice) of an individual involved in a corporate world. When all the activities of an individual are governed by eternal values, it automatically fulfils the above four relationships. The state of these eternal values of an individual is decided by the state of the consciousness. In the soul consciousness state the eternal values will be in the emerged form and corresponds to '1' and in the body consciousness state, the eternal values will be submerged and vices will be emerged and it correspond to '0'. In the soul conscious state, all the activities of the individual will be governed by the eternal values and such activities fulfils the above four relationships and the actions will be sustainable. In the body conscious state, all the activities of the individual will be governed by the vices and such activities do not fulfil the above four relationships and the actions will not be sustainable. In reality, the sustainability of a corporate action will be a function of the consciousness state of the individuals involved. Also, it varies from time to time depending on the variation in the consciousness state of the individuals. Therefore, the corporate objective should be to maximize the soul consciousness state of the individuals. This will bring a balance of Digitization and Divinization. It is argued that the corporate should maintain a balance of all its activities and Divinization. This would be an effective way to achieve Holistic CSR or to realize Corporate Spiritual and Social Responsibility. How this Divinization can be effected is explored in this paper using the ancient wisdom Rajayoga. This balancing with divinization discussed in this paper not only applies to Digitization but any other activity in life that creates material value.



### FORTHCOMING REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL
Dhurkari, R. K. Swain, A. K.	Application of AHP in partner selection for innovation in strategic alliances	<i>International Journal of Business Innovation and Research</i>
Parvathi J. R. R Pillai	Assessing the Business Dimensions of Green IT Transformation: A Case of an Indian IT Organisation	<i>International Journal of Information Technology Management</i>

### CONFERENCE PAPERS PRESENTED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Hsu, H. T. Krishnan, S.	CIO's Appointment in a Firm and its Future Innovation Efficiency: An Empirical Investigation	<i>International Conference on Information Systems (ICIS 2019), 15-18 December</i>	2019
Wang, O. Krishnan, S.	Relating Investors' Emotions with their Mergers and Acquisitions Stock Returns: A Social Media Analytics Approach	<i>International Conference on Information Systems (ICIS 2019), 15-18 December</i>	2019
Krishnan, S. Abhay Mishra	Social Distancing in Crowdfunding: Insights from Two Studies	<i>International Conference on Information Systems (ICIS 2019), 15-18 December</i>	2019
Khan, A. Krishnan, S. Islam, A. K. M. N.	Governments' Perspective on Engaging Citizens in the Co-creation of E-Government Services: A Meta-synthesis of Qualitative Case Studies	<i>International Federation for Information Processing (IFIP) WG 6.11 Conference on e-Business, e-Services, and e-Society (Trondheim, Norway), 18-20 September</i>	2019
Niki Loukis Krishnan, S.	Determinants Of CRM Adoption: Insights From TOE Theoretical Perspective	<i>Mediterranean Conference on Information Systems (MCIS 2019), 27-28 September</i>	2019
Krishnan, S. Singh, H.	Dimensions Of Sustainability For Business Organizations: Insights From Sociotechnical Perspectives	<i>European Conference on Information Systems (ECIS 2019), 8-14 June</i>	2019
Barthel, T. Krishnan, S.	How Do We Transform? A Case Of Digital Projects	<i>Pacific Asia Conference on Information Systems (PACIS 2019), 8-12 July</i>	2019
Khan, A. Krishnan, S.	ICT Laws, Uncertainty Avoidance, and ICT Diffusion: Insights from Cross-Country Data	<i>International Federation for Information Processing (IFIP) WG 8.6 Conference on ICT unbounded, Social Impact of Bright ICT Adoption (Accra, Ghana), 21-22 June</i>	2019
Chan, P. S. Krishnan, S.	Information Security Breach: Examining the Individuals' Assessment of the Perpetrator's Responsibility	<i>Pacific Asia Conference on Information Systems (PACIS 2019), 8-12 July</i>	2019
Amojo, C. Krishnan, S.	Initiators of User Interaction in Enterprise Social Networks: A Qualitative Investigation	<i>Australasian Conference on Information Systems (ACIS 2019), 9-11 December</i>	2019
Krishnan, S. Singh, H.	Negative Work-Related Outcomes Of Technology Use: A Meta-Analysis	<i>European Conference on Information Systems (ECIS 2019), 8-14 June</i>	2019
Cockcroft, J. Krishnan, S.	Organisational Level Adoption of Telehealth: Insights from Inductive Analysis	<i>Australasian Conference on Information Systems (ACIS 2019), 9-11 December</i>	2019
Schaerer, M. Foulk, T. Plessis, C. D. Min-Hsuan Tu Krishnan, S.	Powerless and paranoid: The effects of powerlessness on paranoia and hostile behaviors	<i>Academy of Management Annual Meeting (AOM 2019; Boston, Massachusetts, United States), 9-13 August</i>	2019
Krishnan, S. Chau, C.	Reducing Consumers' Privacy Concern: A Case Of On-Demand Services	<i>Pacific Asia Conference on Information Systems (PACIS 2019), 8-12 July</i>	2019



Sena, M. <b>Krishnan, S.</b>	Sustainability As A Vision For Change, Strategy And Action: A Case Of Public Organizations	<i>Mediterranean Conference on Information Systems (MCIS 2019), 27-28 September</i>	2019
Beverungen, V. <b>Krishnan, S.</b>	Theorizing Workarounds' Impact: An Organizational Routines' Perspective	<i>European Conference on Information Systems (ECIS 2019), 8-14 June</i>	2019
Siponen, M. <b>Krishnan, S.</b>	Uncovering the Misunderstandings about Theory in Information Systems	<i>International Conference on Information Systems (ICIS 2019), 15-18 December</i>	2019
Arayankalam, J. <b>Krishnan, S.</b>	Virtual Social Networks as Public Sphere: Relating E-government Maturity, ICT Laws, and Corruption	<i>International Federation for Information Processing (IFIP) WG 8.6 Conference on ICT unbounded, Social Impact of Bright ICT Adoption (Accra, Ghana), 21-22 June</i>	2019
<b>Kuntluru, S.</b> <b>Swain, A. K.</b>	Does Robotic Process Automation (RPA) bring efficiency in Audit process?	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
<b>Lakshman, M.</b>	Team building using Classical Indian percussion tradition – The Panchari Melam.	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
	Understanding Information Security Policy Compliance: A Media Synchronicity View	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
<b>Paul, A.</b>	Establishing an Adolescent Child Care Center: Challenges in Public Sector innovation.	<i>7th PAN IIM World Management Conference, IIM Rohtak, 14-16 December</i>	2019
	Exploiting the social, physical and digital infrastructures for knowledge creation: A study of doctoral scholars' information support system.	<i>INDAM-2020 Conference, 2-4 January</i>	2020
<b>Pillai, R. R.</b>	Managing and Sustaining the Self in Uncertain Environments: Lessons from Rajayog	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
	Yoga for Managerial Effectiveness - A Review of Various Interpretations of Yogah Karmasu Kaushalam	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
<b>Pillai, R. R.</b> <b>Narmetta, M.</b>	Ethical Issues in Emerging ICTs – A Review of Literature	<i>7th PAN IIM World Management Conference, IIM Rohtak, 14-16 December</i>	2019
<b>Pillai, R. R.</b> <b>Parvathi J.</b>	Social Transformation through Self Transformation: A Pragmatic Approach to CSR	<i>International Conference on Elevating Consciousness through Meditation for Global Harmony, 1-3 August</i>	2019
	The Role of ICT and Effects of National Culture on Economic Growth	<i>AMCIS-2019, 15-17 August</i>	2019
	The Role of ICT for Sustainable Development: A Cross Country Analysis	<i>International Conference on Information Systems (ICIS 2019), 15-18 December</i>	2019
	SDGs– Can we Leverage on the Complementary Use of Technology and Spirituality?	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020



<b>Sebastian, M. P.</b>	Artificial Intelligence for Business: Opportunities and Challenges	<i>257th The IIER International Conference on Advances in Business Management and Information Technology, Melbourne, Australia, 24-25 September</i>	2019
	Blockchain for Business: Opportunities and Future Directions	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
<b>Swain, A. K.</b>	Strategic Pricing Decision using the Analytic Hierarchy Process	<i>25th International Conference on Multiple Criteria Decision-Making, 16-21 June</i>	2019

### SESSION CHAIR

AUTHOR(S)	DETAILS	YEAR
<b>Pillai, R. R.</b>	Building Mind Sets: Inspirations from Indian Wisdom & Enhancing India's Human Capital for the Future, International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January	2020
	OB-1, 17th AIMS International Conference on Management (AIMS-17), AIMS International & Indian Institute of Management Kozhikode (IIMK), 2-4 January	2020

### CASE STUDIES PUBLISHED AND FORTHCOMING

AUTHOR(S)	TITLE	YEAR
<b>Paul, A.</b>	The Ayurvedic Child and Adolescent Care Center	2020
<b>Swain, A. K. Sridhar, G.</b>	RFM: A Pharma Industry Case for Sales People Performance Analysis	2020
<b>Sridhar, G. Swain, A. K.</b>	Lotus Pharmaceuticals - Integrity Test	2020

### WORKING PAPERS

AUTHOR(S)	TITLE	YEAR
<b>Krishna, B. Paul, A.</b>	Collaborative information behaviour during epidemics: The case of Nipah outbreak in Southern India	2020
<b>Lakshman, M.</b>	Examining Differences in Perceptions of Trust, Privacy, and Risk in Home and Public Wi-Fi Internet Channels	2020

**Krishna, B. & Paul, A.** (2020) Collaborative information behaviour during epidemics: The case of Nipah outbreak in Southern India, *IIMK/WPS/367/ITS/2020/01*

This study primarily investigates facilitating role of ICT during collaborative Information seeking at the time of epidemics. A detailed and systematic literature review has been done to identify themes related to Collaborative Information Behavior (CIB) in the literature. These themes are further assessed in light of the preliminary data collected from the four interviews from health care officials on the Nipah Virus epidemic in Kerala in the year 2018 and a conceptual model is proposed. Our study will contribute to the literature in CIB in the context of an epidemic.



**Lakshman, M.** (2020) Examining Differences in Perceptions of Trust, Privacy, and Risk in Home and Public Wi-Fi Internet Channels, *Journal of Systems and Information Technology*

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

## FACULTY > INFORMATION TECHNOLOGY AND SYSTEMS



Prof. Abhipsa Pal



Prof. Anindita Paul



Prof. Anjan Kumar Swain



Prof. Lakshman Mahadevan



Prof. M. P. Sebastian



Prof. Mohammed Shahid Abdulla



Prof. Radhakrishna Pillai R



Prof. Satish Krishnan



Prof. Vidushi Pandey





## MARKETING MANAGEMENT

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

### REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL	YEAR
<b>Keyoor Purani</b> <b>Deepak S Kumar</b> Sunil Sahadev	e-Loyalty among millennials: Personal characteristics and social influences	<i>Journal of Retailing and Consumer Services</i>	2019
Vijay Kuriakose <b>Sreejesh S</b> Heerah Jose Anusree M R Shelly Jose	Process conflict and employee well-being An application of Activity Reduces Conflict Associated Strain (ARCAS) model	<i>International Journal of Conflict Management</i>	2019
Subin Sudhir <b>Anandakuttan B Unnithan</b>	Role of affect in marketplace rumor propagation	<i>Marketing Intelligence &amp; Planning</i>	2019
Jungsil Choi Kiljae Lee <b>Pronobesh Banerjee</b>	Asymmetric effect of context-specific color priming on interpretation of ambiguous news articles	<i>Journal of Consumer Behavior</i>	2019
<b>Pronobesh Banerjee</b> Promothes Chatterjee Sanjay Mishra Anubhav A Mishra	When should we not expect attraction effect? The moderating influence of analytic versus holistic thinking	<i>Journal of Strategic Marketing</i>	2019
Arun Kumar Kaushik <b>M Geetha</b> Vikas Kumar	Examining the Antecedents and Consequences of Customers' Trust Toward Mobile Retail Apps in India, Journal of Internet Commerce	<i>Journal of Internet Commerce</i>	2020



<b>Joshy Joseph</b> Bharadhwaj Sivakumaran Shawn Mathew	Does Loyalty Matter? Impact of Brand Loyalty and Sales Promotion on Brand Equity	<i>Journal of Promotion Management</i>	2020
Abhigyan Sarkar Juhi Gahlot Sarkar <b>Sreejesh S</b> M R Anusree Bikramjit Rishi	You are so embarrassing, still, I hate you less! Investigating consumers' brand embarrassment and brand hate	<i>Journal of Brand Management</i>	2020
<b>Sreejesh S</b> Juhi Gahlot Sarkar Abhigyan Sarkar	CSR through social media: examining the intervening factors	<i>Marketing Intelligence and Planning</i>	2020
Vijay Kuriakose <b>Sreejesh S</b> Heerah Jose Shelly Jose	Testing activity reduces conflict associated strain (ARCAS) model A test of moderated mediation model of relationship conflict and employee well-being	Personnel Review	2020

**Purani, K., Kumar, D. S. & Sahadev, S.** (2019) e-Loyalty among millennials: Personal characteristics and social influences, *Journal of Retailing and Consumer Services*, Volume 48, Pages 215-223



This study develops and validates a new, personal characteristics and peer influence based perspective on e-loyalty formation among millennial customers. Deviating from existing models, it examines the indirect influence of personal characteristics like perceived compatibility, innovativeness and peer influence in terms of perceived subjective norms. Data are collected from 380 millennial respondents from India who have made purchases from an e-retailer in the previous 6 months. The PLS-SEM model tests using Warp PLS 5.0 and the multiple mediation tests were done using PROCESS macro for SPSS 23.0. Embedded within the larger context of technology adoption, the findings suggest that personal characteristics and social influence play more crucial role in deciding the e-loyalty intentions of millennials. A better understanding of millennials' loyalty may help e-tailers in the development and implementation of effective marketing campaigns towards retaining them.

Kuriakose, V., **Sreejesh, S.**, Jose, H., Anusree, M. R. & Jose, S. (2019) Process conflict and employee well-being An application of Activity Reduces Conflict Associated Strain (ARCAS) model, *International Journal of Conflict Management*, Volume 30, Issue 4, Pages 462-489

**Purpose** - The primary objective of this paper is to extend the Activity Reduces Conflict Associated Strain (ARCAS) model. To test the ARCAS model, the study aims to examine the effect of process conflict on employee well-being and the role of negative affect as an intrapersonal mechanism linking process conflict and employee well-being. Further, to extend the emerging ARCAS model, the study examines whether the assumed indirect effect of process conflict on employee well-being through negative affect is conditional upon levels of conflict management styles.

**Design/methodology/approach** - In total, 554 software engineers working in information technology firms responded to the administered questionnaire and hypothesised relationships were tested using Process Macros. **Findings** - The findings indicate that process conflict is negatively related to employee well-being and the negative affect state mediates the



relationship between process conflict and employee well-being. As hypothesised, it was found that the indirect effect of process conflict on employee well-being through the negative affect state is conditional upon levels of conflict management styles of the employees.

Research limitations/implications - The study contributes to the conflict literature by establishing the detrimental effect of process conflict on employee well-being. The study also established the explanatory mechanism linking process conflict and employee well-being. Further, the study extended the emerging ARCAS model by establishing the moderating role of conflict management styles as well as the conditional indirect effect.

Practical implications - The study highlighted the within-individual effect of process conflict in deteriorating employee well-being. The study provides valuable insights to the managers and practitioners about how individuals' conflict management styles influence well-being.

Originality/value - The study specifically examined the effect of process conflict, which was omitted from conflict literature considering it the same as task conflict, on employee well-being. The study established the within-individual mechanism through which process conflict diminishes employee well-being. Also, the study extended the ARCAS model by examining the effect of conflict management styles with the aid of Affective Events Theory.

Sudhir, S. & **Unnithan, A. B.** (2019) Role of affect in marketplace rumor propagation, *Marketing Intelligence & Planning*, Volume 37, Issue 6, Pages 631-644

Purpose - Rumors about products and brands are common occurrence in the marketplace. Often these rumors are shared among consumers using the word of mouth channel. The spread of these rumors is fast and can lead to significant consequences to products and brands. The purpose of this paper is to explore the dynamics of such rumor sharing behavior among consumers. Specifically, this paper investigates the role of positive affect and negative affect in rumor sharing behavior. Three key rumor characteristics (valence, involvement and credibility) are explored as antecedents to positive affect and negative affect.



Design/methodology/approach - The paper collects data from 236 respondents using Amazon MTurk, and conducts a PLS-SEM analysis to explore the role of positive affect and negative affect in rumor sharing contexts.

Findings - Both positive affect and negative affect were found to be significant factors leading to rumor sharing, furthermore positive affect was found to have a stronger influence on rumor sharing as compared to negative affect. The study also delineates the role of valence, involvement and credibility in rumor sharing scenarios, all of which have a strong role in shaping positive affect and negative affect.

Originality/value - The study is novel in using cognitive appraisal theory to illustrate the formation of positive affect and negative affect in rumor encounters. The study conclusively illustrates the role of cognitive appraisal and emotional experiences in the rumor propagation context, and advances the marketing scholarship's understanding significantly.

Choi, J., Lee, K. & **Banerjee, P.** (2019) Asymmetric effect of context-specific color priming on interpretation of ambiguous news articles, *Journal of Consumer Behavior*, 18: 219- 232

In the context of reading a news article as a source to predict the stock price of a company, people's interpretation of the article was biased by the color used as its background. We found that this bias was (a) asymmetric, (b) strengthened with ambiguity, and (c) context specific. First, the color-priming effect was asymmetric. In Studies 1 and 2, the readers' interpretation was positively biased when the article was presented on a background color that signals up (green in the United States and red in South Korea). The interpretation, however, was not negatively biased when it was presented on a background color that signals down (red in the United States and blue in South Korea). Second, the effect was strengthened with ambiguity. Study 3 showed that the bias was stronger when the article describing the stock price was ambiguous than when it was unambiguous. Third, the effect appeared to be a consequence of the context-specific experience of an individual. Study 4 showed that the bias was stronger among those who recognized the meaning of a particular color in the context of their stock market.

**Banerjee, P.,** Chatterjee, P., Mishra, S. & Mishra, A. A. (2019) When should we not expect attraction effect? The moderating influence of analytic versus holistic thinking, *Journal of Strategic Marketing*, Volume 28, Issue 5, Pages 399-416

The attraction effect has been investigated primarily in Western cultures. In this research, we demonstrate that the attraction effect is mitigated in Eastern cultures. Cognitive processing styles of these cultures can explain the findings. Moreover, our theorizing also explains the empirical anomalies in the attraction effect literature. Based on our theory, we predict specific conditions under which the attraction effect will be enhanced or mitigated. In four studies, we observe: (a) no attraction effect in Eastern cultures or people primed for holistic processing, (b) for the attraction effect to occur in the Western cultures, the perceived target–decoy similarity should be significantly greater than other pair similarities, and (c) cuing perceptual similarity enhances the attraction effect for the analytic processors.

Kaushik, A. K., **Geetha, M.** & Kumar, V. (2020) Examining the Antecedents and Consequences of Customers' Trust Toward Mobile Retail Apps in India, *Journal of Internet Commerce*, Volume 19, Issue 1, Pages 1-31



Mobile applications, commonly called ‘apps’, have become all-pervading nowadays, reducing considerably manual Labor and the time required to complete a transaction. However, despite this convenience, their acceptance and adoption across the social spectrum is low. The authors proposed and tested a model consisting of various antecedents of trust related to (i) the consumer (his/her previous experience and propensity to adopt); (ii) apps (their perceived usefulness, ease of use, and quality); (iii) finally, the organization itself (its reputation and offline presence). Data from 567 respondents using such apps were gathered and examined through structural equation modeling (SEM) techniques. The results confirmed that all the above antecedents (except the consumers’ propensity to adopt) significantly affect their trust toward retail apps. There is also a direct and significant influence of perceived trust and risk predicting the consumer’s attitude, and intention toward mobile retail apps. Based on the

understanding and insights culled from this study, retail organizations (having their respective apps), their associate service providers, and policy makers at large, would be able to form relevant strategies and policies, which in turn would enhance the adoption of mobile apps in India.

**Joseph, J.,** Sivakumaran, B. & Mathew, S. (2020) Does Loyalty Matter? Impact of Brand Loyalty and Sales Promotion on Brand Equity, *Journal of Promotion Management*, Volume 26, Issue 4, Pages 524-543

Brand Equity erosion due to non-consumer franchise building (non-CFB) sales promotions have been a recurring theme in extant literature. However, the disproportionate increase in non- CFB promotion activities by companies contradicts this academic view. This research provides a rationale for this inconsistency by examining the moderating impact of brand loyalty on the promotion – brand equity relationship. Results indicate that loyalty moderates the promotion-brand equity relationship, and even short term promotions enhance brand equity in certain market segments (like those dominated by spurious loyals). Practitioners can target specific loyalty groups through short term promotions without impacting Brand Equity.

Sarkar, A., Sarkar, J. G., **Sreejesh, S.,** Anusree, M. R. & Rishi, B. (2020) You are so embarrassing, still, I hate you less! Investigating consumers’ brand embarrassment and brand hate, *Journal of Brand Management*, Volume 27, Pages 93–107

Brand hate is an emerging concept representing the dark side of the consumer–brand relationship. This research investigates whether negative brand social self-expressiveness can significantly predict brand hate via creating perceived brand embarrassment in a social context, and also the moderating roles played by consumer’s susceptibility to social influence and brand inner self-expressiveness. Data were collected from Nano car users in India and analysed using structural equation modelling (SEM) and conditional process analysis (Hayes in the process macro for SPSS and SAS, 2018). The study results support that negative brand social self-expressiveness creates brand hate, and this relationship is mediated by brand embarrassment. Consumer’s susceptibility to interpersonal influence positively moderates the effect of negative brand social self-expressiveness on brand embarrassment. On the other hand, the effect of brand embarrassment



on brand hate is negatively moderated by brand inner self-expressiveness. Thus, the model shows a moderated mediation. The contribution of this research lies in empirically identifying the relationship between brand embarrassment and brand hate, and the distinctive roles played by brand social and inner self-expressiveness in shaping this relationship.

**Sreejesh, S.,** Sarkar, J. G. & Sarkar, A. (2020) CSR through social media: examining the intervening factors, *Marketing Intelligence and Planning*, Volume 38, Issue 1, Pages 103-120

**Purpose** – The purpose of this paper is to examine the casual role of consumers’ perceptions of brands’ corporate social responsibility (CSR) motives (self-serving vs society-serving) in influencing consumer–brand relationships. Further, the authors explore the roles of brand initiated CSR activities (e.g. CSR co-creation), social media characteristics (e.g. media richness) and consumer’s community identification in shaping the effect of perceived CSR motive on consumer–brand relationship.

**Design/methodology/approach** – A 2 (CSR motives: self-oriented vs society-oriented) × 2 (CSR co-creation: yes vs no) × 2 (media richness: high vs low) between-subjects experimental design is employed.

**Findings** – The results elucidate that when consumers perceive that CSR is for self-serving (vs society-serving) motive, allowing consumers to co-create CSR in a high media-rich virtual platform enhances consumer–brand relationship quality. In addition, the results also support that the interactions of perceived CSR motives, co-creation and media richness enhance consumer–brand relationship through the mediation of community identification.

**Originality/value** – The current study draws implications for effective CSR co-creation through rich social media platforms, so as to enhance consumer–brand relationship quality via creating community identification.

Kuriakose, V., **Sreejesh, S.,** Jose, H & Jose, S (2020) Testing activity reduces conflict associated strain (ARCAS) model A test of moderated mediation model of relationship conflict and employee well-being, *Personnel Review*, Volume 49, Issue 1, Pages 125-148

**Purpose** - The purpose of this paper is to test the activity reduces conflict associated strain (ARCAS) model with the aid of AET examining the direct effect of relationship conflict on employee well-being and also discussing the mechanism through which relationship conflict influences employee well-being, and also to test the ARCAS model examining whether passive and active conflict management styles influence this relationship.

**Design/methodology/approach** - Responses were collected from 554 software engineers using structured questionnaire and postulated relationships were tested using Process Macros.

**Findings** - The study established that relationship conflicts are detrimental to employee well-being. It also established the indirect effect of relationship conflict on employee well-being through negative affect state. Negative affect state is an intra-personal mechanism linking relationship conflict and employee well-being. The study also extended the ARCAS model by establishing that passive ways of handling conflict amplify and problem-solving conflict management style mitigates the adverse impact of relationship conflict. Contrary to the prediction, forcing conflict management style was found to amplify the adverse effect of relationship conflict on well-being through negative affect state.

**Practical implications** - The findings of the study highlight the detrimental effect of relationship conflict on well-being and highlight the vital role of individual affective states in the conflict process. Furthermore, the study provides valuable insights for managers on how individuals’ conflict management styles influence the effect of relationship conflict on well-being.

**Originality/value** - The study specifically examined the effect of relationship conflict on employee well-being and explored the psychological process through which relationship conflict diminishes well-being. Moreover, the study tested and extended ARCAS model with the aid of Affective Events Theory.



### FORTHCOMING REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL
Kumar, A. Paul, J. <b>Unnithan, A. B.</b>	‘Masstige’marketing: A review, synthesis and research agenda	<i>Journal of Business Research, Volume 113, Pages 384-398</i>
Kuriakose, V. <b>Sreejesh, S.</b> Wilson, P. R. Anusree, M. R.	The differential association of workplace conflicts on employee well-being The moderating role of perceived social support at work	<i>International Journal of Conflict Management, Volume 30, Issue 5</i>
<b>Geetha, M.</b>	The role of retargeted advertisements in dealing with deflecting customers and its impact on the online buying process	<i>International Journal of Internet Marketing and Advertising</i>
<b>Sugathan, P.</b>	When co-production fails: The role of customer’s internal attributions and impression management concerns	<i>Journal of Business Research</i>
Talwar, S. Dhir, A. Khalil, A. <b>Geetha, M.</b> Islam, A. K. M. N.	Point of adoption and beyond. Initial trust and mobile-payment continuation intention	<i>Journal of Retailing and Consumer Services, Volume 55</i>
<b>Kumar, D. S.</b> <b>Purani, K.</b> Shyam, A. V.	The Indirect Experience of Nature: Biomorphic Design forms in Servicescapes	<i>Journal of Services Marketing</i>

### BOOKS, BOOK CHAPTERS PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	CATEGORY	DETAILS	YEAR
<b>Kumar, D. S.</b> Vinitha V. U.	Servicescapes and E-Servicescapes Design Issues in Emerging Markets: Imperatives, Challenges, and Agenda Setting	Book Chapter	<i>Service Marketing Issues in Emerging Markets, Springer Publications</i>	2020

### CONFERENCE PAPERS PRESENTED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
<b>Adhikari, A.</b>	Mio Amore: The Art Of War Against Own Creation	<i>IMI-K MARCON, December 19-20</i>	2019
	Pay what you think fair (PWYTF): framing with manifested fairness perception in participative pricing in hospitality sector	<i>5th research summit in hospitality and Tourism</i>	2019
<b>Velayudhan, S. K.</b>	Role of Avatar’s smile on customer emotions and satisfaction: A study of mediating effects of social presence and immersion	<i>NASMEI-Summer Marketing-IS conference, 26-28 July</i>	2019
	Transcending online retailing: economic and social factors shaping retailing in rural markets	<i>NASMEI-Summer Marketing-IS conference, 26-28 July</i>	2019

<b>Banerjee, P.</b>	Repulsion Effect: When asymmetrically dominated decoy increases the choice share of the competitor	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
	Stimulus Characteristics and Attraction Effect: Role of qualitative and quantitative attribute values	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
<b>Geetha, M.</b>	An entrepreneurial marketing model for social enterprises partnering the BoP – perspectives from a rice value chain”	<i>Macromarketing Conference 26-29 June</i>	2019
<b>Geetha, M. Sreejesh, S.</b>	Internet Memes and Marketing. Speaking the Language of Consumers	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
	Social media communication: Literature Review and Future Research Agenda	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
	Webcare as Online Service Recovery Intervention: Conceptualization and Measurement	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
<b>Joseph, J.</b>	Kochi Metro: Nudging People towards Using Public Transport	<i>North American Case Research Association (NACRA) 2019 Annual Conference, 10-12 October</i>	2019
<b>Krishnan, O.</b>	Country of Destination Effect on Perceived Product Quality- Perspectives from India	<i>ASHESS 2019, March 29-30, Tirana, Albania</i>	2019
	Defining the boundaries of Glocalisation in India – Conquer or Control	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
<b>Purani, K.</b>	Is Country-of-Origin Important? Two Purchasing Cues, Materialism and Country Development Status amongst Younger Generation Consumers: An Attribution Theory Perspective	<i>AIB 2019 Annual Meeting Copenhagen, Denmark, June 24-27</i>	2019
	The Indirect Experience of Nature: The Influence of Biomorphpic Design forms in Servicescapes	<i>2020 Winter Academic Conference, 14-16, 2020</i>	2020
<b>Ramasundaram, A.</b>	The Role of Rasa in Consumption Behavior:Developing a Conceptual Model	<i>NASMEI, Great Lakes, 19-20 December</i>	2019
	The Role of Space in Online Shopping Behavior	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
<b>Sreejesh, S.</b>	Examining psychological mechanisms linking task conflicts and employee well-being: The role of situational and dispositional moderators, a moderated mediation model	<i>INDAM-2020 Conference, 2-4 January</i>	2020



<b>Sreejesh, S.</b>	Mediation model of Work Related Conflicts and Employee Well-being	17th AIMS International Conference on Management (AIMS-17), AIMS International & Indian Institute of Management Kozhikode (IIMK), 2-4 January	2020
	Online Service Recovery Co Creation: Examining the Role of Source of Service Purchase	17th AIMS International Conference on Management (AIMS-17), AIMS International & Indian Institute of Management Kozhikode (IIMK), 2-4 January	2020
	Role of CSR Communication Mode and its Effect on Message Effectiveness	17th AIMS International Conference on Management (AIMS-17), AIMS International & Indian Institute of Management Kozhikode (IIMK), 2-4 January	2020
	Understanding the Critical Value Drivers Determining the Key Account Management Performance in B2B Setting	17th AIMS International Conference on Management (AIMS-17), AIMS International & Indian Institute of Management Kozhikode (IIMK), 2-4 January	2020
	Workplace Incivility and its Effect upon Service Employee Creativity	17th AIMS International Conference on Management (AIMS-17), AIMS International & Indian Institute of Management Kozhikode (IIMK), 2-4 January	2020
<b>Sridhar, G.</b>	Determinants of Salesperson Performance	GSSI-2019, 5-8 June	2019
	Product Adaptation in Rural Markets: A Social Relations Approach	AMS-2019, 9-12 July	2019
	Spirituality and Ethical Climate in Sales Organizations	17th AIMS International Conference on Management (AIMS-17), AIMS International & Indian Institute of Management Kozhikode (IIMK), 2-4 January	2020
<b>Thomas, J.</b>	Marketing Concept: Examining AMA Definitions, Evolution, Influences	17th AIMS International Conference on Management (AIMS-17), AIMS International & Indian Institute of Management Kozhikode (IIMK), 2-4 January	2020
<b>Kumar, D. S. Purani, K. Shyam, A. V. Unni, A. Vasudevan, A.</b>	Understanding the Influence of Biomorphic Design Forms in Servicescapes	AMA (American Marketing Association) Winter Academic Conference, Feb 14-16, San Diego, CA, United States	2020

#### NON REFEREED PUBLICATIONS/PRESENTATION

AUTHOR(S)	TITLE	CATEGORY	DETAILS	YEAR
<b>Banerjee, P.</b>	A Loss is a Loss, Why categorize it?	Others	<i>behavioraleconomics.com</i>	June 4, 2019
<b>Joseph, J.</b>	Good Samaritan Brands	Regional/National	<i>Dhanam Magazine</i>	July 31, 2019



### CASE STUDIES PUBLISHED AND FORTHCOMING

AUTHOR(S)	TITLE	YEAR
<b>Adhikari, A.</b>	Shero Inc. Carpet Shampooing Machine in India	2019
<b>Adhikari, A.</b> Lall, S.	Tee for Me: Customised T-shirt for women / Tee-for-Me (A) – An Entrepreneur Fails	2019
<b>Krishnan, O.</b>	Billion Day Sale – Mistakes or Marketing Strategy?	2020
<b>Adhikari, A.</b>	Burger King’s ‘Mouldy Burger Ad’ - gimmick or genius?	2020
<b>Sugathan, P.</b>	CloudMagic – The Beginning	2020
<b>Sridhar, G.</b> <b>Swain, A. K.</b>	Lotus Pharmaceuticals - Integrity Test	2020
<b>Purani, K.</b> Jeesha, K.	Madhyamam Broadcasting Ltd.	2020
<b>Sugathan, P.</b>	Newton – What is New?	2020
<b>Adhikari, A.</b>	Re-launch of Parle Rol-a-Cola: Would Nostalgia Work?	2020
<b>Swain, A. K.</b> <b>Sridhar, G.</b>	RFM: A Pharma Industry Case for Sales People Performance Analysis	2020
<b>Thomas, J.</b>	SS Steel: Launch of Parallel Flange Sections	2020
	From Strive to Thrive: Way forward at LIVE	2020
<b>Adhikari, A.</b> Lall, S.	Switz Food: Competing against it’s own creation	2020
<b>Sugathan, P.</b>	The end of all apps – Expiry Expectations	2020
<b>Adhikari, A.</b> Lall, S.	WoW! Momo: Making of India’s QSR giant	2020
<b>Adhikari, A.</b> Lall, S.	Tee for Me (B) - Customised T-shirts for Women	2020
<b>Geetha, M.</b>	The Case of the Hand in Hand Rice Value Chain Initiative in India: How Can Social Enterprises Catalyze Inclusive Market Development?	2020
<b>Purani, K.</b> Jeesha, K.	Voylla: Finding Returns in Precision Marketing	2020

### WORKING PAPERS

AUTHOR(S)	TITLE	YEAR
<b>Banerjee, P.</b>	Repulsion Effect: When an Asymmetrically Dominated Decoy Increases the Competitor’s Choice Share	2020
	Stimulus Characteristics and Attraction Effect: Role of qualitative and quantitative attribute values	2020
<b>Premi, P.</b> <b>Purani, K.</b>	Digital Business Ecosystems & Marketing	2020
<b>Purani, K.</b> <b>Premi, P.</b>	Brand-Consumer Conversations: Mobile Internet Messaging and Paid Chat as MarCom tool	2020
<b>Ramasundaram, A.</b>	The Role of Space in Online Shopping Behavior	2020
	Towards an Integrated Model of Online Store Environment	2020
<b>Sugathan, P.</b>	Co-creation and pricing	2020
	Empirical examination of online reviews	2020
	Price examination in virtual reality	2020
	Understanding inconsistency in reviews	2020
	Virtual reality application in public policy	2020



**Banerjee, P.** (2020) Repulsion Effect: When an Asymmetrically Dominated Decoy Increases the Competitor's Choice Share, *IIMK/WPS/356/MM/2020/01*

The attraction effect refers to a phenomenon in which the introduction of an asymmetrically dominated decoy increases the choice share of the target. In this article, the authors explore certain conditions under which the introduction of an asymmetrically dominated decoy increases the choice share of the competitor, a phenomenon called the “repulsion effect.” They show that for products with skewed attribute values (i.e., products rated as exceptional on one of two attributes and mediocre on the other), the introduction of an extreme decoy favoring the target results in the repulsion effect rather than an attraction effect. The authors offer a categorization-based explanation for the repulsion effect and provide two studies in support.

**Banerjee, P.** (2020) Stimulus Characteristics and Attraction Effect: Role of qualitative and quantitative attribute values, *IIMK/WPS/357/MM/2020/02*



According to the literature, son preference is more prevalent in South Asian countries like India. The son preference has led to skewed sex ratio and thus “missing” women in India (GOI, 2018). But as per the National Family Health Survey (NFHS) data indicates that the share of the daughters only families has increased from 5.15% to 6.65% from NFHS-1 to NFHS -3. This daughters-only family is more predominant in the southern states of India. In this context, this paper examines whether education and having a paid job has reduced the son preference. Pretested, semi-structured questionnaire-based in-depth interviews were conducted among 300 married women aged between 22 to 55 years in the Indian state of Kerala. As against the general notion that dowry is the root cause for gender discrimination this study finds that the main reason is the perception that boys belong to the family and girls belong to some other family. Chronologically the other factors that contribute son meta-preference

are (i) sons take care of parents (ii) bringing up boys is easier than girls (iii) dowry (iv) son maintain family name (v) don't want to see daughter's suffering and (vi) pressure from husband's parents. The working women have less preference towards son in comparison with non-working women irrespective of the educational qualification. The main factor that supports the son preference for nonworking women is the lack of financial freedom, dowry issues, and suffering. This study thus emphasizes the need for financial earnings and a job outside the house and the abolishment of patrilocality as these factors are more important than the educational qualification.

**Premi, P. & Purani, K.** (2020) Digital Business Ecosystems & Marketing, *IIMK/WPS/374/MM/2020/11*

Advances in digital technologies have changed the business environment in digital ecosystems. Digital connectivity has enhanced a firm's interdependency and interactivity with diverse participants of a business ecosystem. This shift in the business environment is forcing marketing practitioners to rethink marketing processes, practices, roles & responsibilities and skills needed to leverage the digital ecosystem for effective marketing. In this article, we focus on 1) conceptualizing the phenomenon of the digital business ecosystem, 2) process and critical factors to develop a successful digital business ecosystem, 3) the impact of digital business ecosystem on marketing. We have used literature from marketing and Information systems discipline and secondary data from practitioners oriented sources such as online blogs such as Techcrunch, articles and reports of business & marketing consulting agencies such as Mckinsey, Gartner.

**Purani, K. & Premi, P.** (2020) Brand-Consumer Conversations: Mobile Internet Messaging and Paid Chat as MarCom tool, *IIMK/WPS/358/MM/2020/03*

Messaging through mobile apps has become the most preferred communication method in recent times. Messaging apps have surpassed social networking apps in monthly active users. This changing digital behavior of consumers is shaping mobile messaging apps as a new face of social media and thus presenting huge opportunity for brands to leverage this new media platform. This paper attempts to explain the mobile phone-based messaging, analyses alternative mobile mes-

saging platforms and opportunities for brands for consumer engagement on these platforms and explores the idea of conversational marketing. It presents a brand -consumer conversation approach that may leverage the consumer messaging behavior and also provide an opportunity for messaging apps to monetize their platforms. It has implications for practices and provides future research directions.

**Ramasundaram, A.** (2020) The Role of Space in Online Shopping Behavior, *IIMK/WPS/365/MM/2020/10*

This paper explores the influence of white space (or interstitial space) in websites on consumer shopping behavior. We classify the white space to be of two types-micro space and macro space. We study the interaction between these two types of white spaces and their effect on consumer intentions to purchase from the site. The results from three studies show that micro and macro space interact with each other to affect the visual processing fluency and relaxation resulting in favorable shopping intentions. The combination of high macro space and low micro space is found to lead to the best store evaluation, highest engagement with the site and highest purchase intentions. This effect is found to hold across both utilitarian and hedonic product categories. We rule out other possible explanations such as product scarcity, messiness, and product popularity.

**Ramasundaram, A.** (2020) Towards an Integrated Model of Online Store Environment, *IIMK/WPS/366/MM/2020/11*

With the growth of E-commerce, there is a growing need amongst E-retailers to differentiate themselves from competitors to be successful. The online store environment is a significant differentiating factor as it has been found to affect consumer behavior. While store environment has become increasingly important in environmental psychology (Mehrabian & Russell, 1974) and marketing (Baker, Grewal, & Levy, 1992), much of the research has been in the context of physical stores. Further, the research done so far in an online store environment is fragmented as research in this topic has proceeded parallel in many academic fields, such as marketing, environmental psychology and information systems with little theoretical and empirical integration. There is hence a need to theoretically integrate the literature to come up with an integrated theory of the online store environment. This paper addresses the question of 'how does the online store environment affect behavior' by comprehensively analyzing the papers in the area of online store environment and behaviour across disciplines and proposes an integrated model. The integrated model would help managers and academicians understand the impact of the online store environment by explaining how various combinations of atmospheric elements, mechanisms, and conditions affect.



**Sugathan, P.** (2020) Co-creation and pricing, *IIMK/WPS/359/MM/2020/04*

This paper tries to understand how consumers evaluate the price in the case of co-creation of table. Co-creation of table in situations involving customers have to use operant resources such as ability and skill. The results suggest that co-creation has an influence on the pricing of table.

**Sugathan, P.** (2020) Empirical examination of online reviews, *IIMK/WPS/360/MM/2020/05*

Online review has been subjected to extensive research. In this study, we code real reviews to understand how they are used by customers. We used two sets of reviews for two products – a TV and a mobile phone. We selected reviews from the Indian website for a leading global ecommerce platform. Both the TV and mobile phone were launched in India and available only in the country.

**Sugathan, P.** (2020) Price examination in virtual reality, *IIMK/WPS/361/MM/2020/06*

This study examine how consumers perceives the prices of VR products. The earlier studies used a cost-based measure for price fairness to reduce the effect of value judgement. In this study we will use a more direct measure of price fairness. The study was conducted using a sample from India to extend the validity of the findings beyond US. Prices of VR products have found to be influenced by the degree of co-creation.

**Sugathan, P.** (2020) Understanding inconsistency in reviews, *IIMK/WPS/362/MM/2020/07*

Extant research has examined the electronic word of mouth in different forms. This paper examines online reviews through experiments. The paper throws light at how reviews are used by customers. Customers use reviews in a disaggregate manner than in an aggregate manner.

**Sugathan, P.** (2020) Virtual reality application in public policy, *IIMK/WPS/363/MM/2020/08*

In this paper we aim to examine how virtual reality can be used to solve public policy issues. Though researchers have examined the applications of virtual reality in these fields, several other important fields lie unexplored such as its potential in policy design. Public policy has profound impact on the lives of people and how we manage resources. One of the important public policy issues that government agencies and non-governmental organisations trying to tackle is the proliferation of plastics and pollution from its use.

#### MEMBERSHIP OF EDITORIAL / REVIEW BOARD / AD HOC REVIEW

NAME	TITLE	DESIGNATION
<b>Purani, K.</b>	Journal of Business Research	Ad Hoc Reviewer
	Journal of Retailing and Consumer Services	Ad Hoc Reviewer
<b>Thomas, J.</b>	IIMB Management Review	Member of Editorial Board
	Journal of India Business Research	Member of Editorial Board
	Vikalpa- The Journal for Decision Makers	Member of Editorial Board
<b>Kumar, D. S.</b>	AMA (American Marketing Association) Winter Academic Conference	Ad Hoc Reviewer



**FACULTY** **MARKETING MANAGEMENT**



Prof. Priya Narayanan



Prof. Aishwarya Ramasundaram



Prof. Anandakuttan B Unnithan



Prof. Atanu Adhikari



Prof. Deepak S Kumar



Prof. G. Sridhar



Prof. Joffi Thomas



Prof. Joshy Joseph



Prof. Keyoor Purani



Prof. M Geetha



Prof. Nivedita Bhanja



Prof. Omkumar Krishnan



Prof. Praveen S



Prof. Pronobesh Banerjee



Prof. Sreejesh S





## ORGANIZATIONAL BEHAVIOUR & HUMAN RESOURCES

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



### REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL	YEAR
Payal Anand Yusuf Hassan	Knowledge hiding in organizations: everything that managers need to know	<i>Development and Learning in Organizations: An International Journal</i>	2019
T N Krishnan	Is There A Case for Fiduciary Duties Towards Employees and Other Stakeholders	<i>Indian journal of industrial relations</i>	2019
	Strategic Human Resource Management in Small and medium enterprises	<i>NHRD Network Journal</i>	2019
Aparna Venugopal T N Krishnan Rajesh Srinivas Upadhyayula Manish Kumar	Finding the microfoundations of organizational ambidexterity - Demystifying the role of top management behavioural integration	Journal of Business Research	2019
Manoranjan Dhal	Labour Stand: The Face of Precarious Migrant Construction Workers in India	<i>Journal of Construction Engineering and Management</i>	2020
Shobitha Poullose Manoranjan Dhal	Role of perceived work-life balance between work overload and career commitment	Journal of Managerial Psychology	2020

**Anand, P. & Hassan, Y. (2019)** Knowledge hiding in organizations: everything that managers need to know, *Development and Learning in Organizations: An International Journal*, Volume 33, Issue 6, Pages 12-15

**Purpose** - Though there have been umpteen discussions on knowledge sharing in organizations, there is a dearth of discussion on knowledge hiding acts, especially in learning organizations. The purpose of this paper is to introduce this novel construct “knowledge hiding” and to highlight its relevant aspects crucial to organizations.

**Design/methodology/approach** - The paper reviews published articles on knowledge hiding and proposes four broad categories to distinguish the causes of knowledge hiding. This paper further suggests substantial measures that managers need to emphasize for dealing with the dimensions that influence knowledge hiding acts, to alleviate or mitigate the causes behind knowledge hiding acts at the workplace.

**Findings** - This paper identifies the causes of knowledge hiding behaviors and segregates these causes under four broad categories, i.e. person-related, job-related, coworkers-related, and organization-related causes.

**Originality/value** - This paper provides valuable information on knowledge hiding acts in the workplace to the practitioners in a simplified structure, along with some practical remedies to manage such acts.

**Krishnan, T. N. (2019)** Is There A Case for Fiduciary Duties Towards Employees and Other Stakeholders, *Indian journal of industrial relations*, Volume 54, Issue 3, Pages 553-557

This article provides a case for stakeholder perspective in decision-making and the way human resource practices could influence the attitudinal and behavioural orientation of employees towards multiple stakeholders of the organization. Drawing on Institutional and Resource dependence perspective of the organization, it argues why the fiduciary duties of managers towards owners need to be broadened to include other stakeholders of the firm.

**Krishnan, T. N. (2019)** Strategic Human Resource Management in Small and medium enterprises, *NHRD Network Journal*, Volume 12, Issue 3, Pages 225-231

This article provides a snapshot of the challenges and opportunities of emerging small and medium enterprises. It initially provides a brief overview of the categorisation of SMEs across the globe and alludes to the theoretical rationale for the attraction and challenges experienced by a small firm. Further on, it provides reasons for studying this set of organisations. Strategic and practical concerns in the areas of employee attraction and selection, managerial and leadership development, and engagement and retention of talent are elaborated.

Venugopal, A., **Krishnan, T. N., Upadhyayula, R. S. & Kumar, M. (2019)** Finding the microfoundations of organizational ambidexterity - Demystifying the role of top management behavioural integration, *Journal of Business Research*, Volume 106, Issue 1, Pages 1-11

Organizational ambidexterity in a firm is significantly influenced by the behavioural integration of the Top Management Team (TMT). Researchers observe that ambidextrous firms are associated with two dimensions of dexterity, namely, balanced and combined dimensions. However, studies do not explain the varied effects of behaviourally integrated TMTs on the different dimensions of ambidexterity. A clear understanding of this relationship will help firms choose the specific TMT processes needed to facilitate specific dimensions of ambidexterity. We address this research gap and test our research model with structural equation analyses on data collected from 78 SMEs. We observe that behavioural integration processes mostly enhance a firm’s combined ambidexterity. Further, we find that combined ambidexterity completely mediates the relationship between behavioural integration and firm performance. Our study adds to the literature on ambidexterity, micro-foundations, and the theory of behavioural integration, and guides small firms in their choices of behavioural and innovation practices.



**Dhal, M.** (2020) Labour Stand: The Face of Precarious Migrant Construction Workers in India, *Journal of Construction Engineering and Management*, Volume 146, Issue 6



The construction sector of India is the best representation of the informal workforce, which employs 36.12 million workers. These laborers flock together in a particular place on early morning every day in order to find a wage provider for them. It is a sale of labor for the day, where workers stand and make themselves available for a day to be hired by contractors or individual house owners. These places are known as labor stands, a stop for finding daily laborers for construction work, which is the distinctive addition of this research to the scant literature. This paper tries to explore the labor process among these unique informal construction workers' labor assemblies consisting of 15,000 laborers per day and explore their employment conditions and labor relations. The paper also aims to examine the role of various actors of industrial relations such as trade unions

and the government in regulating this employment relationship. The paper is based on a field study encompassing the transcribed records of observation, field interaction with 84 migrant construction workers, and 118 still photographs. The data were analyzed by using qualitative analysis software and adopting open thematic coding and later by developing categories and hierarchy and doing comparative analysis. The findings reveal that these laborers experience precariousness and are challenged by nonavailability of regular work, shortages of food, burden of large family size, and social evils of living in a slum, and also face being harassed by goons as well as contractors with minimal support from trade unions and government. Employers are apathetic toward their legal obligations. With labor stands being a primary source of labor supply to the construction sector, the findings of this paper will help in enriching labor relations and policy measures for its regulation.

Poulose, S. & **Dhal, M.** (2020) Role of perceived work–life balance between work overload and career commitment, *Journal of Managerial Psychology*, Vol. 35, Issue 3, Pages 169-183

**Purpose** - The purpose of the study is to examine the mediating effect of perceived work–life balance (WLB) between work overload and career commitment among law enforcement officers in India. The study also explores whether satisfaction with organizational WLB strategies moderates the relationship between work overload and perceived WLB.

**Design/methodology/approach** - This research is based on a sample of 819 law enforcement officers through a structured questionnaire based data collection. The reliability coefficient of the scales varied between 0.86 and 0.94. The study adopted a hierarchical multiple regression analysis to test the hypotheses.

**Findings** - The result supported the mediating role of perceived WLB in the relationship between work overload and career commitment. It also demonstrated that the impact of work overload on perceived WLB would be diminished among employees having high levels of satisfaction on organizational WLB strategies.

**Practical implications** - The research findings have significant policy implications for the organization under study and a reference for many others with deteriorating WLB to amend the existing policy or formulate new measures.

**Originality/value** - The present study expands the scant literature on the mediating role of perceived WLB between work overload and career commitment. The study also furthers the literature by exploring the moderating roles of WLB strategies between work overload and perceived WLB.

#### FORTHCOMING REFEREED PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL
<b>Anand, P.</b> Mishra, S. K.	Linking core self-evaluation and emotional exhaustion with workplace loneliness: does high LMX make the consequence worse?	<i>The International Journal of Human Resource Management</i> , Volume 33, Issue 6
<b>Rastogi, A.</b> <b>Pati, S. P.</b> Kumar, P. Dixit, J. K.	Development of 'Karma Yog' Instrument, Core of Hindu Work Ethic	<i>IIMB Management Review</i>
Tandon, A., <b>Nair, U. K.</b>	Understanding and managing learning in social enterprises: The role of implicit organizational boundaries	<i>Nonprofit Management &amp; Leadership (Wiley)</i>



### BOOKS, BOOK CHAPTERS PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	CATEGORY	DETAILS	YEAR
<b>Pawar, B. S.</b>	Employee Performance and Well-being: Leadership, Justice, Support, and Workplace Spirituality	Book	<i>Routledge (India)</i>	2019
Scillitoe, J. Poonamallee, L. Joy, S.	Socio-Tech Innovation: Harnessing Technology for Social Good	Book	<i>Palgrave Macmillan</i>	2020
<b>Rajeev, P. N.</b> <b>Joy, S.</b>	CropIn: Addressing Farmer Poverty Through “Connected” Farming	Book Chapter	<i>Palgrave Macmillan</i>	2020

### CONFERENCE PAPERS PRESENTED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
<b>Anand, P.</b>	Knowledge hiding and its negative outcomes: A study among management students in India	<i>7th PAN IIM World Management Conference, IIM Rohtak, 14-16 December</i>	2019
<b>Joy, S.</b>	(Nearly) 60 years of business schools in India: A chronicle of the ongoing quest for Indian management knowledge	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
<b>Krishnan, T. N.</b> <b>Nath, A.</b>	Notion of talent management in SMEs	<i>8TH EIASM Workshop on Talent Management, Toulouse, September 30 - October 1</i>	2019
<b>Pati, S. P.</b>	The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal ) Act, 2013: Effective Implementation Through CEPA	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
<b>Pati, S. P.</b> <b>Dhal, M.</b>	Counterproductive work behaviour by drivers of platform based cab aggregators in India: a human rights perspective	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
<b>Rajeev, P. N.</b>	“Working together, winning together”: Exploring shared leadership in a community based enterprise.	<i>EGOS Colloquium, Enlightening the Future: The Challenge for Organizations, 4-6 July</i>	2019
	When Women Lead Together: The Dynamics of Shared Leadership in Community Based Enterprises.	<i>British Academy of Management Annual Conference (BAM 2019), Aston University, 3-5 September</i>	2019
	Feminine Leadership: A review of concept and research.	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
	Finding Oneself: Individuation and Identity Discovery Through Art based Exploration.	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
	What does it mean to be happy? A multi-lens exploration.	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
<b>Rajeev, P. N.</b> <b>Joy, S.</b> <b>Mitra, S.</b>	Community Based Organisations (CBOs) and Participatory Governance: Insights and Best practices from Nenmeni, a rural water supply management CBO in Kerala	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
<b>Verma, K.</b> K.Y.T. Yu	Thank you for the Justice: Can Gratitude explain why Fairness experiences enhance Work engagement?	<i>79th Annual Meeting of the Academy of Management (AOM), Boston, U.S.A., 9-13 August</i>	2019



<b>Verma, K.</b> Viswanathan, S.	Moral Character and Stewardship: Explaining the Role of Enlightened Self-Interest	<i>Academy of Management (AOM) Specialized Conference on Responsible Leadership, Slovenia, 23-25 October</i>	2019
<b>Gupta, R. K.</b>	Moderated- Mediation effects on the linkage between ambidextrous leadership and innovative behavior	<i>Sixth Biennial INDAM Conference, IIM Trichy, January 2-4</i>	2020

#### SESSION CHAIR

AUTHOR(S)	DETAILS	YEAR
<b>Pawar, B. S.</b>	International Conclave on Globalizing Indian Thought (GIT2020), IIM Kozhikode, 16 - 18 January	2020
<b>Gupta, R. K.</b>	International Conclave on Globalizing Indian Thought (GIT2020), IIM Kozhikode, 16 - 18 January	2020
	Sixth Biennial INDAM Conference, IIM Trichy, January 2-4	2020

#### NON REFEREED PUBLICATIONS/PRESENTATION

AUTHOR(S)	TITLE	CATEGORY	DETAILS	YEAR
<b>Dhal, M.</b>	Gender and Role Expectations	Regional/National	<i>Here &amp; Now (by Indian Society for Applied Behavioural Sciences) vol 35, October 2019</i>	Oct-19

#### CASE STUDIES PUBLISHED AND FORTHCOMING

AUTHOR(S)	TITLE	YEAR
<i>Hassan, Y.</i> <i>Pandey, J.</i> <b>Rajeev, P. N.</b>	Do or Delegate: Developing an Outsourcing Plan	2019
<b>Rajeev, P. N.</b> <b>Joy, S.</b>	Can Social Aspirations Be Realized Through A Market Model? Experiments of an Agtech Venture in India	2020

#### WORKING PAPERS

AUTHOR(S)	TITLE	YEAR
Poonamallee, L. <b>Joy, S.</b>	Key elements of compassion rousing communication: Lessons from media reports on Asian Tsunami in India	2019

Poonamallee, L. & Joy, S. (2019) Key elements of compassion rousing communication: Lessons from media reports on Asian Tsunami in India, *IIMK/WPS/350/OB & HR/2019/05*

Presence and pervasiveness of human suffering at organizational and societal levels necessitates rousing of collective compassion in order to alleviate it. Although communication has been found to be instrumental in rousing collective compassion, there is a dearth of studies that examine what constitutes compassion rousing communication. Our thematic analysis of media reports on Asian Tsunami in India revealed that they contained a number of compassion rousing elements, which were grouped into four categories – attention drawing elements, cognitive framing elements, affective arousal elements and behavior modeling elements. We argue that these elements have potential to influence individual compassion processes of noticing, appraising, feeling and acting respectively. This has implications for designing compassion rousing communication both at organizational and societal levels.



MEMBERSHIP OF EDITORIAL / REVIEW BOARD / AD HOC REVIEW

NAME	TITLE	DESIGNATION
Nair, U. K	IIMB Management Review, Elsevier	Associate Editor
	Asian Journal of Management Cases (SAGE)	Ad Hoc Reviewer
Rajeev, P. N.	IIMB Management Review, Elsevier	Ad Hoc Reviewer
	SAM – Advanced Management Journal	Ad Hoc Reviewer
Gupta, R. K.	South Asian Journal of Business Studies	Ad Hoc Reviewer
Joy, S.	SAM Advanced Management Journal	Member of the Editorial Review Board

FACULTY ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES



Prof. Badrinarayan Shankar Pawar



Prof. Debashis Chatterjee



Prof. K Unnikrishnan Nair



Prof. Kapil Verma



Prof. Manoranjan Dhal



Prof. Payal Anand



Prof. Priya Nair Rajeev



Prof. Roopak Kumar Gupta



Dr. Simy Joy



Prof. Surya Prakash Pati



Prof. T. N. Krishnan





## QUANTITATIVE METHODS & OPERATIONS MANAGEMENT

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

### REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL	YEAR
V Anjana R Sridharan <b>Ram Kumar P N</b>	Metaheuristics for solving a multi-objective flow shop scheduling problem with sequence dependent setup times	<i>Journal of Scheduling</i>	2019
<b>Ashutosh Sarkar</b> <b>Kavitha P</b> <b>Pankaj Kumar Baag</b>	Application of Lean Tool for Process Improvement of Bank Branches	<i>IIM Kozhikode Society &amp; Management Review</i>	2019
Anjana Viswanath R Sridharan <b>P N Ram Kumar</b>	Hybrid genetic algorithm for multi-objective flow shop scheduling problem with sequence dependent setup time: Parameter design using Taguchi's robust design method	<i>International Journal of Process Management and Benchmarking</i>	2019
Wenli Li Yong Wu <b>P N Ram Kumar</b> Kunpeng Li	Multi-trip vehicle routing problem with order release time	<i>Engineering Optimization</i>	2019
C R Vishnu R Sridharan Angappa Gunasekaran <b>P N Ram Kumar</b>	Strategic capabilities for managing risks in supply chains: current state and research futurities	<i>Journal of Advances in Management Research</i>	2019

Rajeev A <b>Rupesh Kumar Pati</b> <b>Sidhartha S Padhi</b>	Sustainable supply chain management in the chemical industry: Evolution, opportunities, and challenges	<i>Journal of Resources, Conservation and Recycling</i>	2019
Sreedharan V R Sunder M V Madhavan V <b>Anand Gurumurthy</b>	Development of lean six sigma training module: Evidence from an emerging economy	<i>International Journal of Quality and Reliability Management</i>	2019
Amarjit Kundu <b>Shovan Chowdhury</b>	On stochastic comparisons of series systems with heterogeneous dependent and independent location-scale family distributed components	<i>International Journal of Management and Decision Making</i>	2020
<b>Prashant Premkumar</b> <b>Jimut Bahan Chakrabarty</b> <b>Shovan Chowdhury</b>	Key Performance Indicators for Factor Score based Ranking in One Day International Cricket	<i>Operations Research Letters</i>	2020
<b>Abhishek Srivastava</b> <b>Arqum Mateen</b>	Supply chain contracts in the presence of gray markets	<i>Decision Sciences</i>	2020

Anjana, V., Sridharan, R. & **Kumar, P. N. R.** (2019) Metaheuristics for solving a multi-objective flow shop scheduling problem with sequence-dependent setup times, *Journal of Scheduling*, Volume 23, Issue 1, Pages 49-69

Industries such as textiles, paints, chemicals, paper, drugs and pharmaceuticals operate as flow shops with sequence-dependent setup times (SDST). The sequence-dependent setup environment is characterised by the dependence of the setup time on the current job and also on the previous job processed on that machine. To further complicate the problem, in most real-life scenarios, decision-makers have to optimise more than one performance measure while scheduling jobs on machines. This work considers such a multi-objective SDST flow shop environment. The objectives considered in the present study are minimisation of makespan and minimisation of mean tardiness. Four metaheuristics, viz. non-dominated sorting genetic algorithm (NSGA) II, hybrid NSGA II, discrete particle swarm optimisation and hybrid discrete particle swarm optimisation, belonging to the category of intelligent optimisation techniques, are developed to obtain a set of Pareto-optimal solutions. The proposed metaheuristics are applied on benchmark SDST flow shop problems and their performance compared using different measures. Analysis of the results reveals that hybrid NSGA II outperforms the other three algorithms for all problem sizes considered in the present research. The results also indicate that hybridisation of the metaheuristics with variable neighbourhood search improves their performance.

**Baag, P. K., Kavitha, P. & Sarkar, A.** (2019) Application of Lean Tool for Process Improvement of Bank Branches, *IIM Kozhikode Society & Management Review*, Volume 8 Issue 2, Pages 131-142

The drawbacks in the service operations of the Indian public sector banks include high cost per employee and lower service quality compared to private and foreign banks. This article for the first time confirms the application of lean thinking for process improvement of service operations in an Indian public sector bank through 'value stream mapping'. The article uses action research methodology and two case studies that describe the process and outcomes of the action research to achieve the objective of studying the applicability of lean thinking and lean tools in process improvement of bank branches. The results of introducing lean thinking in the branches of the public sector bank in India were efficiency improvements through lower wait time for customers and lower stress levels for employees, besides increased customer satisfaction, profit and business—factors which justify and support the use of lean thinking in banks.

Viswanath, R. A., Sridharan, R. & **Kumar, P. N. R.** (2019) Hybrid genetic algorithm for multi-objective flow shop scheduling problem with sequence dependent setup time: Parameter design using Taguchi's robust design method, *International Journal of Process Management and Benchmarking*, Volume 9, Issue 4, Pages 419-446

This paper determines optimal parameters of the proposed hybrid genetic algorithm for solving the multi-objective flow shop scheduling problem with sequence dependent setup time. The objectives considered in this study are minimisation of makespan and mean tardiness. In order to achieve these objectives, genetic algorithm is used in combination with a local search method to obtain Pareto-optimal solutions. The best parameters of the proposed algorithm are determined using the Taguchi's robust design method and the concept of utility index value. The set of parameters corresponding to



the highest utility value is selected as the optimal parameters for the proposed algorithm. The analysis of results reveals that crossover type is the most influential parameter. The other parameters in the order of importance are mutation probability, crossover probability, mutation type and initial population. The hybrid genetic algorithm is applied to the benchmark problems of flow shop scheduling with sequence dependent setup time.

Wenli Li, Yong Wu, **Kumar, P. N. R.** & Kunpeng Li (2019) Multi-trip vehicle routing problem with order release time, *Engineering Optimization*, Volume 52, Issue 8, Pages 1279-1294



This article studies a new variant of the vehicle routing problem known as the multi-trip vehicle routing problem with order release time. This problem frequently arises in the context of last-mile delivery in e-commerce. The order release time represents the time at which the customers' goods become available at the depot for final distribution. Vehicles attached to the depot are used to perform multiple trips owing to the relatively short delivery distance. In this work, firstly, a mixed-integer linear programming (MILP) model is formulated. As the problem is a proven NP-hard problem, for solving large-sized instances quickly, an adaptive large neighbourhood search algorithm combined with a labelling procedure (ALNS-L) is proposed. The performance of the algorithm is further augmented by incorporating an optimal serving sequence property. The effectiveness of both the mathematical model and ALNS-L framework is verified by conducting extensive computa-

tional experiments on existing benchmark problems and real-life data.

Vishnu, C. R., Sridharan, R., Gunasekaran, A. & **Kumar, P. N. R.** (2019) Strategic capabilities for managing risks in supply chains: current state and research futurities, *Journal of Advances in Management Research*, Volume 17, Issue, Pages 173-211

**Purpose** - The purpose of this paper is to investigate the distinction and relationships between the significant strategic capabilities for managing risks in supply chains. This intersectional review exposes a substantial conceptual contradiction between the perspectives reported by various researchers. Further, the current paper classifies the literature into four categories according to the broad objectives investigated by the research papers.

**Design/methodology/approach** - Initially, a bibliometric analysis aligned with the concepts of a systematic literature review is conducted followed by a descriptive review focusing on models and methods. The software called BibExcel is utilized to extract and analyze the bibliographic information in a textual form from the research articles associated with strategic capabilities of the logistics sector. The results are exported to the software known as Gephi to visualize keyword co-occurrence analysis as networks. A well-structured descriptive review is also conducted to identify avenues for future research.

**Findings** - Despite conventional supply chain capabilities like efficiency and effectiveness, eight significant strategic capabilities of supply chains for managing risks are identified from the literature. These capabilities with positive connotations include flexibility, reliability, resilience, robustness, agility, adaptability, alignment and responsiveness. Considering the vast literature on flexibility/reliability along with its numerous dimensions and scope, the authors found that resilience, robustness, agility, adaptability, alignment and effectiveness are achievable through flexibility/reliability. Accordingly, it is appropriate to state reliability and flexibility as supply chain capabilities to achieve the other six supply chain competencies. Furthermore, the entire literature in this domain can be classified into four genres according to the addressed objectives, namely, concept development/validation, capability assessment, network design and performance evaluation.

**Research limitations/implications** - The information revealed from the keyword co-occurrence analysis along with the research implications provided in the penultimate section will assist budding researchers in framing novel and promising research objectives. Supply chain administrators and policymakers can utilize the literature classification and the notable references provided in this review for locating potential methods for assessing supply chain strategic capabilities, designing the supply chain and evaluating the performance of the supply chain.

**Originality/value** - An integrated bibliometric and descriptive literature review procedure is utilized in this paper. Furthermore, this critical review is the first work on comprehensively mapping the research relationships among various strategic capabilities required for mitigating supply chain risks.

Rajeev, A, **Pati, R. K. & Padhi, S. S.** (2019) Sustainable supply chain management in the chemical industry: Evolution, opportunities, and challenges, *Journal of Resources, Conservation and Recycling*, Volume 149, Pages 275-291

Chemical industries play a significant role in the global debate on reasons behind climate change and adverse social effect. It is necessary to understand as well as find ways to improve the sustainability aspects of the supply chain in the chemical industry. This study presents a systematic review through content analysis using “Five W” namely Why, When, Where, Who, and What; and “Two H” namely How and How much framework, to understand the evolution of sustainable supply chain in the chemical industry over past two decades. Using 145 selected articles, this study attempts to understand the research trend over journal outlets, preferred methodologies, mathematical tools, theoretical perspectives, and issues studied over various stages of growth across various economies. Finally, the SWOT framework has been used to understand the strength-weakness of Sustainable Supply Chain research in the chemical industry and map it to the opportunities-threat across multiple sub-industries. This framework is further used to develop the future scope of research by identifying theories, techniques/tool to overcome challenges across multiple issues in the Chemical industry’s achievement of sustainability goal.



Sreedharan V., R., Sunder M., V., Madhavan, V. & **Gurumurthy, A.** (2019) Development of lean six sigma training module: Evidence from an emerging economy, *International Journal of Quality and Reliability Management* Volume 37, Issue 5, Pages 689-710

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

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

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

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

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

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



Kundu, A. & Chowdhury, S. (2020) On stochastic comparisons of series systems with heterogeneous dependent and independent location-scale family distributed components, *Operations Research Letters*, Volume 48, Issue 1, Pages 40-47

This paper carries out comparisons of heterogeneous series systems with location-scale family distributed components. It is shown that the systems with dependent components in series sharing Archimedean copula with more dispersion in the location or scale parameters result in better performance in the sense of the usual stochastic order. Moreover, if the components are independently distributed, it is possible to obtain more generalized results as compared to the dependent set-up.

Premkumar, P., Chakrabarty, J. B. & Chowdhury, S. (2020) Key Performance Indicators for Factor Score based Ranking in One Day International Cricket, *IIMB Management Review*, Volume 32, Issue 1, Pages 85-95

Player rankings are of concern to sports authorities, players and sports enthusiasts, and with commercialisation of sports, rankings are even more important to investors. New variables as well as refinement of existing variables based on certain key performance indicators have been introduced here, upon which the ranking of a player would depend in cricket. Many of these variables have been ignored by the earlier ranking systems, including the most widely used International Cricket Council ranking system. Using a dynamic rather than a static approach of generating factor scores through the factor analysis approach, on a match-by-match basis, this paper ranks batsmen and bowlers who have played One Day International (ODI) cricket during the calendar year 2015.

Srivastava, A. & Mateen, A. (2020) Supply chain contracts in the presence of gray markets, *Decision Sciences* Volume 51, Issue 1, Pages 110-147



Abuse of channel incentives by a manufacturer's authorized retailers often encourages gray markets to emerge, which affects supply chain profit as well as the manufacturer's brand image. Therefore, myopically selecting a product distribution contract can be harmful. We analyze the performance of a number of contracts in the presence of a gray market—primarily wholesale price, revenue sharing, and quantity discounts—and analyze their impact on prices charged, quantity ordered, as well as profits. We also investigate their impact on consumer surplus and social welfare. Our results indicate that selection of an appropriate contract is quite crucial, as different contracts give different results across a variety of operating parameters. Their performance is governed by the relative trade-offs involving diversion of excess quantity to the gray market at the end of the season, an extension of target market due to lower prices in the alternate channel, and the negative impact on the manufacturer's brand that also

affects its revenue. We delineate these characteristics and find that, in general, the quantity discount contract performs the worst. Interestingly, if the blowback suffered by the manufacturer on account of product availability in the gray market is high, the wholesale price contract may outperform the other contracts, including the revenue-sharing contract with a truthful retailer, which otherwise is a more attractive option. We discuss the implications of our analysis, and also provide strategies and pointers to manage the impact of gray markets.

#### FORTHCOMING REFEREED PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL
Chakrabarty, J. B. Chowdhury, S. Roy, S.	Optimum life test plan for Type-I hybrid censored Weibull distributed products sold under general rebate warranty	<i>International Journal of Production Research</i>
Harikannan, N. Vinodh, S. Gurumurthy, A.	Sustainable Industry 4.0 – An exploratory study for uncovering the drivers for integration	<i>Journal of Modelling in Management</i>



John, L. <b>Gurumurthy, A.</b>	Impact based disaster classification: A prerequisite for planning and operations of humanitarian supply chain	<i>International Journal of Services and Operations Management</i>
Kannan, G. <b>Rajeev, A.</b> <b>Pati, R. K.</b> <b>Padhi, S. S.</b>	Supply chain sustainability and performance of firms: A meta-analysis of the literature	<i>Transportation Research Part E: Logistics and Transportation Review, Volume 137</i>
<b>Kundu, A.</b> <b>Chowdhury, S.</b>	Ordering properties of the largest order statistics from Kumaraswamy-G models under random shocks	<i>Communications in Statistics - Theory and Methods</i>
Mokhtar, H. Krishnamoorthy, M. Dayama, N. R. <b>Kumar, P. N. R.</b>	New approaches for solving the convoy movement problem	<i>Transportation Research Part E, Volume 133, Issue C</i>
Nanda, A. K. <b>Chowdhury, S.</b>	Shannon's Entropy and Its Generalisations Towards Statistical Inference in Last Seven Decades	<i>International Statistical Review</i>
Narayanamurthy, G. Sengupta, T. <b>Pati, R. K.</b> Gupta, V. <b>Gurumurthy, A.</b> Venkatesh, M.	Assessment of Systemic Greenness: A Case Study of Tyre Manufacturing Unit	<i>Production Planning &amp; Control - The Management of Operations</i>
<b>Premkumar, P.</b> <b>Kumar, P. N. R.</b>	Locomotive Assignment Problem - Integrating the Strategic, Tactical and Operational Level Aspects	<i>Journal of Annals of Operations Research</i>

### CONFERENCE PAPERS PRESENTED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
<b>Gurumurthy, A.</b> <b>Shette, R.</b>	Does Investment in Quality Actually Pays Off? An Exploration	<i>13th Annual International Conference of the Indian Subcontinent Decision Sciences Institute (ISDSI 2019), Indian Institute of Management Sambalpur, 27-30 December</i>	2019
<b>Chowdhury, S.</b>	Optimum life test plan for censored Weibull distributed products sold under general rebate warranty	<i>INDSTATS 2019 - Innovations in Data and Statistical Sciences, IIT Bombay, 26-30 December</i>	2019
	On Control Charts for Monitoring Proportions Data	<i>Strategic Management, Decision Theory and Data Science, IAPQR, 4-6 January</i>	2020
	On Reliability acceptance sampling plan for censored Weibull distributed products	<i>International Conference on Maintenance and Intelligent Asset Management (ICMIAM2020), 17-18 January</i>	2020
	Statistical Analysis of Queuing System: An Application to Insurance Claims	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
<b>Kumar, P. N. R.</b>	Ant Colony Optimization based heuristic for the integrated locomotive assignment problem	<i>International Conference on Operations Research and Decision Sciences 2019 (ICORDS), 28-30 December</i>	2019
<b>Kumar, P. N. R.</b> Nair, P.	Arc-based formulation vis-a-vis path-based formulation for the integrated locomotive assignment problem	<i>International Conference on Business Analytics and Operations Research, 14-16 June</i>	2019



<b>Kumar, P. N. R.</b> Rakesh, V.	Inventory related decisions in reverse logistics network design: Evidence from the EJOR	<i>International Conference on Operations Research and Decision Sciences 2019 (ICORDS), 28-30 December</i>	2019
Narayanamurthy, G. Sengupta, T. Shinde, S. <b>Gurumurthy, A.</b>	Lean journey of healthcare institutions: A literature review	<i>26th Annual International Conference of European Operations Management Association (EurOMA 2019) – Operations adding value to society, 17-19 June</i>	2019
<b>Padhi, S. S.</b>	Use of Twitter Data for Risk Management in an Organic Food Supply Chain	<i>POMS 2019</i>	2019
	Sentiment analysis of culture-specific and nationwide product preference	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
<b>Padhi, S. S.</b> <b>Pati, R. K.</b>	From Sustenance (Nutraceutical Industry) to sustainability (UNSDG-2030) : An Exploratory Network Analysis	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
<b>Pati, R. K.</b>	The Industry 4.0 role in sustainable supply chain - A literature review	<i>International Conference on Operations Research and Decision Sciences 2019 (ICORDS), 28-30 December</i>	2019
	Improving Municipal Solid Waste Management in Industry 4.0 Age - A Stakeholder's Perspective	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
<b>Praveen, P.</b> <b>Gurumurthy, A.</b>	Sustainability in healthcare: A literature review	<i>POMS International Conference India: Supply Chain in the New Environment of Industry 4.0, 13-14 December</i>	2019
<b>Roy, S.</b>	Inference Based on Progressive Type-I Interval Censored Data with Competing Risks	<i>INDSTATS 2019 - Innovations in Data and Statistical Sciences, IIT Bombay, 26-30 December</i>	2019
	Inference Based on Progressive Type-I Interval Censored Data	<i>ISGES 2020, 2-4 January</i>	2020
<b>Sarkar, A.</b>	Competitive contract design for a backup supplier under demand uncertainty and supply disruption risk	<i>INFORMS Annual Meeting, October 20-23</i>	2019
	Consumer Choice Behaviour and Models: Implications for Retail Assortment Planning	<i>XXII Annual International Conference of the Society of Operations Management</i>	2019
<b>Shette, R.</b> <b>Gurumurthy, A.</b>	Does International Financial Reporting Standards Prevent Cosmetics Earnings Management in India?	<i>13th Annual International Conference of the Indian Subcontinent Decision Sciences Institute (ISDSI 2019), Indian Institute of Management Sambalpur, 27-30 December</i>	2019
<b>Srivastav, D.</b> <b>Gurumurthy, A.</b>	Implementing lean thinking in e-commerce industry – An exploration	<i>XXIII Annual International Conference of the Society of Operations Management (SOM 2019)</i>	2019
<b>Srivastav, D.</b> <b>Praveen, P.</b> <b>Gurumurthy, A.</b>	Role of situational factors and decision making: Comparison between one-day cricket and twenty20 cricket	<i>Sixth Biennial Conference of the Indian Academy of Management (INDAM 2020), 2-4 January, INDAM &amp; IIMT</i>	2020
<b>Srivastava, A.</b> <b>Mateen, A.</b>	Impact of gray markets on strategic channel choice and social welfare	<i>International Conference on Operations Research and Decision Sciences 2019 (ICORDS), 28-30 December</i>	2019

<b>Srivastava, A. Mateen, A.</b>	Role of Power Dynamics for Greening Investment in Sustainable Supply Chain-Contracts, Efficiency and Channel Performance	<i>30th Annual POMS Meeting</i>	2019
	Strategic channel choice and impact of gray markets on the supply chain and social welfare	<i>XXIII Annual International Conference of the Society of Operations Management, December 19-21</i>	2019
	Gray markets: Impact of supply chain structure and social welfare	<i>Sixth Biennial Conference of the Indian Academy of Management</i>	2020
<b>Srivastava, A. Chakrabarty, J.B. Premkumar, P. Mateen, A.</b>	Eco-friendly Development of a Strategic Supplier in a Competitive Triadic Setting	<i>POMS International Conference</i>	2019
<b>Thangamani, G.</b>	Availability Assessment of Multi-state system using Markov Process	<i>SRU International Conference, 12 - 13 December</i>	2019
	Evidential Reasoning Approach to Technology Evaluation for Product Innovation	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
	Factors for Implementing of ERP in Higher Education - A Literature Review	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020

#### SESSION CHAIR / TRACK CHAIR

AUTHOR(S)	DETAILS	YEAR
<b>Gurumurthy, A.</b>	Session Chair, 13th Annual International Conference of the Indian Subcontinent Decision Sciences Institute (ISDSI 2019), Indian Institute of Management Sambalpur, 27-30 December	2019
	Track Chair, Decision Sciences, Sixth Biennial Conference of the Indian Academy of Management (INDAM 2020), 2-4 January, Indian Institute of Management Tiruchirappalli	2020

#### WORKING PAPERS

AUTHOR(S)	TITLE	YEAR
<b>Chakrabarty, J. B. Roy, S. Chowdhury, S.</b>	Optimum accelerated life test sampling plans for Type-I hybrid censored Weibull distributed products sold under general rebate warranty	2019
<b>Kundu, A. Chowdhury, S.</b>	Ordering properties of the smallest and largest lifetimes in Gompertz-Makeham model	2019



**Chakrabarty, J. B., Roy, S. & Chowdhury, S. (2019)** Optimum accelerated life test sampling plans for Type-I hybrid censored Weibull distributed products sold under general rebate warranty, *IIMK/WPS/349/QM&OM/2019/08*



In order to reduce avoidably lengthy duration required to test highly reliable products under usage stress, accelerated life test sampling plans are employed. In this paper, accelerated life test sampling plans (ALTSP) are developed for Type-I hybrid censored products sold under the general rebate warranty. The primary decision model proposed in this paper determines ALTSP by minimizing the relevant costs involved. The optimal solution is attained by utilizing appropriate analysis techniques following a constrained optimization approach. As a special case, ALTSP for Type-I censoring is obtained using the same approach. ALTSP under Type-I hybrid censoring using the variance minimization method is also derived. A well-designed sensitivity analysis is incorporated using a real-life failure dataset pertaining to low-metallic breakpads to analyze the sensitivity of the optimal solution due to the mis-specification of parameter values. The model is exemplified using a real-life case.

**Kundu, A. & Chowdhury, S. (2019)** Ordering properties of the smallest and largest lifetimes in Gompertz-Makeham model, *Arxiv Cornell University*

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



**MEMBERSHIP OF EDITORIAL / REVIEW BOARD / AD HOC REVIEW**

NAME	TITLE	DESIGNATION
<b>Gurumurthy, A.</b>	Journal of Applied Probability	Ad Hoc Reviewer
	Computers and Industrial Engineering	Ad Hoc Reviewer
	Reliability Engineering and System Safety	Ad Hoc Reviewer
	International Journal of Production Research	Ad Hoc Reviewer
	Operations Research Letters	Ad Hoc Reviewer
	Communications in Statistics-Theory and Methods	Ad Hoc Reviewer
	Journal of Manufacturing Technology Management, Emerald Publishers	Member of Editorial Board
	International Journal of Lean Six Sigma, Emerald Publishers	Member of Editorial Board
	Production Planning & Control - The Management of Operations	Ad Hoc Reviewer
	International Journal of Educational Management	Ad Hoc Reviewer
	Journal of Humanitarian Logistics and Supply Chain Management	Ad Hoc Reviewer
<b>Gurumurthy, A.</b>	International Journal of Production Research	Ad Hoc Reviewer
	International Journal of System Assurance Engineering and Management.	Ad Hoc Reviewer
	International Journal of Business and Data Analytics	Ad Hoc Reviewer
	International Journal of Services Operations Management	Ad Hoc Reviewer
	Journal of Manufacturing Technology Management, Emerald Publishers	Ad Hoc Reviewer
	International Journal of Lean Six Sigma, Emerald Publishers	Ad Hoc Reviewer
	Special Issue on Optimization Models in an Uncertain World, International Journal of Operational Research	Guest Editor
Special Issue on Operational excellence for services, International Journal of Services and Operations Management	Guest Editor	
<b>Pati, R. K.</b>	International Journal of Production Research	Ad Hoc Reviewer
	Supply Chain Management: An International Journal	Ad Hoc Reviewer
	International Journal of Logistics Management	Ad Hoc Reviewer
	International Journal of Operations Research	Ad Hoc Reviewer
<b>Sarkar, A.</b>	Special Issue on Optimization Models in an Uncertain World, International Journal of Operational Research	Editor
	Special Issue on Operational excellence for services, International Journal of Services and Operations Management	Editor
	International Journal of Production economics	Ad Hoc Reviewer
	Transportation Research: Part E, Computers & Industrial Engineering	Ad Hoc Reviewer
	Transport Policy, Socio-Economic Planning Sciences	Ad Hoc Reviewer
	Journal of Modelling in Management	Ad Hoc Reviewer
<b>Mateen, A.</b>	Computers & Industrial Engineering	Ad-hoc Reviewer
	International Journal of Logistics Management	Ad-hoc Reviewer
	International Journal of Logistics – Research & Applications	Ad-hoc Reviewer
	International Journal of Operations Research	Ad-hoc Reviewer
	IIMK Society & Management Review	Ad-hoc Reviewer



**FACULTY** > **QUANTITATIVE METHODS AND OPERATIONS MANAGEMENT**



Prof. Anand G



Prof. Arqum Mateen



Prof. Ashutosh Sarkar



Prof. Raju C



Prof. Ram Kumar P N



Prof. Rupesh Kumar Pati



Prof. Saji Gopinath



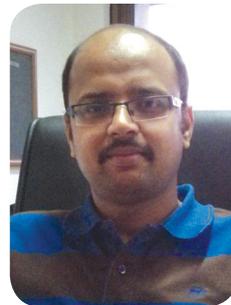
Prof. Saparya Suresh



Prof. Shovan Chowdhury



Prof. Sidhartha S Padhi



Prof. Soumya Roy



Prof. Thangamani G





## STRATEGIC MANAGEMENT

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



### REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL	YEAR
Pradeep Kumar Hota <b>Sumit Mitra</b> Israr Qureshi	Adopting Bricolage to Overcome Resource Constraints: The Case of Social Enterprises in Rural India	<i>Management and Organization Review</i>	2019
Vidya Sukumara Panicker <b>Sumit Mitra</b> Rajesh Srinivas Upadhyayula	Institutional Investors and International Investments in Emerging economy Firms: A behavioral risk perspective	<i>Journal of World Business</i>	2019
<b>S Subramanian</b>	The Emergence of Principal-Agent- Principal Model in India: The Case of Infosys Ltd	<i>IIM Kozhikode Society &amp; Management Review</i>	2019
	Internationalization and governance of Indian family-owned business groups	<i>Journal of Family Business Management</i>	2020
Aparna Venugopal <b>T N Krishnan</b> Rajesh Srinivas Upadhyayula Manish Kumar	Finding the microfoundations of organizational ambidexterity - Demystifying the role of top management behavioural integration	<i>Journal of Business Research, Volume 106</i>	2020



Hota, P. K., **Mitra, S.** & Qureshi, I. (2019) Adopting Bricolage to Overcome Resource Constraints: The Case of Social Enterprises in Rural India, *Management and Organization Review*, Volume 15, Special Issue 2, Pages 371-402

Social enterprises (SEs) primarily aim to create social value, that is, to generate benefits or reduce costs for society, while maintaining financial sustainability. Owing to their unique operating conditions and organizational characteristics, SEs face more severe resource challenges than their commercial counterparts. These challenges are exacerbated for SEs operating in emerging economies with complex social contexts. Overcoming these resource constraints and social challenges is vital for SEs to achieve their mission. Using an inductive multiple case-study approach, we identify a unique bricolage solution for achieving the dual objectives of SEs. Our findings suggest that identifying locally embedded village level entrepreneurs is a bricolage activity that social entrepreneurs leverage in the resource constrained environment of emerging economies, especially for the social enterprises that are active in the villages but were founded by social entrepreneurs who are not from these villages. This article therefore contributes to both social entrepreneurship literature as well as entrepreneurial bricolage literature and has important implications for future research and practice.

Panicker, V. S., **Mitra, S.** & **Upadhyayula, R. S.** (2019) Institutional Investors and International Investments in Emerging economy Firms: A behavioral risk perspective, *Journal of World Business*, Volume 54, Issue 4, Pages 322-334



While the extant literature has examined the influence of controlling and non-controlling principals on the internationalization decisions of emerging market firms, heterogeneity among non-controlling principals is largely ignored. The risk characteristics of different groups of owners, shaped by their institutional environments, could contribute to the differences in their preferences for firm internationalization. In this paper, we draw insights from institutional theory and behavioral risk perspective to examine the risk propensities and risk perceptions of various non-controlling principals, such as pressure-resistant (FIIs and mutual funds) and pressure-sensitive (banks, insurance companies and lending institutions) institutional investors. Empirical results from a sample of 2364 unique Indian firms during the 2005–2014 time-period show that, after controlling for firm-level resources and capabilities

identified in prior literature, the ownership share of different types of institutional investors is associated with firms' international investments differently. While pressure-sensitive institutional investors, such as banks and insurance companies, are not supportive of foreign investments by firms, pressure-resistant institutional investors, such as FIIs and mutual funds, are supportive of this strategic decision. Furthermore, our results show that the family ownership in a firm (measured in terms of family shareholding) further lowers the preference of pressure sensitive institutional investors for internationalization, whereas family ownership positively moderates the pressure resistant investors towards internationalization.

**Subramanian, S.** (2019) The Emergence of Principal-Agent-Principal Model in India: The Case of Infosys Ltd, *IIM Kozhikode Society & Management Review*, Volume 8, Issue 2, Pages 120-130

The existing corporate governance literature focuses on a principal-agent model or a principal-principal model which demonstrate two-way conflicts. This study seeks to understand the emergence of a three-way principal-agent-principal conflict between the controlling/promoter shareholder, the professional manager and the minority shareholders in emerging market family-controlled firms which are professionalizing their management. Using the case study method, this article proves that in the listed emerging market firms, the professional manager gets empowered under a specific internal governance structure as the institutions of external governance become effective. This leads to a three-way principal-agent-principal conflict between the controlling/promoter shareholder, the professional manager and the minority shareholders. A principal-agent-principal model in the emerging markets changes the very basics of corporate governance framework and opens up new research avenues in the field of corporate governance. The evolution of the three-way conflict might call for unique regulations to deal with corporate governance problems in the emerging markets.

**Subramanian, S.** (2020) Internationalization and governance of Indian family-owned business groups, *Journal of Family Business Management*, Volume 10, Issue 1, Pages 76-94

**Purpose** - The purpose of this paper is to study the relationship between corporate governance practices and internationalization through foreign direct investments in the context of family-owned business groups in India.

**Design/methodology/approach** - The comparative case study method is used to understand the relationship between corporate governance practices and internationalization using four family-owned business groups in India.

**Findings** - The ownership concentration negatively influences the internationalization, while transparency has a positive association. Professionalization of management helps in internationalization. Overall, good corporate governance practices have a positive influence on group internationalization.

**Research limitations/implications** - This paper provides detailed discussions based on the case study research which would help the future research work on the relationship between corporate governance practices and internationalization.

**Originality/value** - The existing literature studies in this field in the context of emerging markets are inconclusive. Hence, this paper uses the case study method to understand the relationship better.

Venugopal, A., **Krishnan, T. N., Upadhyayula, R. S.** & Kumar, M. (2020) Finding the microfoundations of organizational ambidexterity - Demystifying the role of top management behavioural integration, *Journal of Business Research*, Volume 106, Pages 1-11

Organizational ambidexterity in a firm is significantly influenced by the behavioural integration of the Top Management Team (TMT). Researchers observe that ambidextrous firms are associated with two dimensions of dexterity, namely, balanced and combined dimensions. However, studies do not explain the varied effects of behaviourally integrated TMTs on the different dimensions of ambidexterity. A clear understanding of this relationship will help firms choose the specific TMT processes needed to facilitate specific dimensions of ambidexterity. We address this research gap and test our research model with structural equation analyses on data collected from 78 SMEs. We observe that behavioural integration processes mostly enhance a firm's combined ambidexterity. Further, we find that combined ambidexterity completely mediates the relationship between behavioural integration and firm performance. Our study adds to the literature on ambidexterity, micro-foundations, and the theory of behavioural integration, and guides small firms in their choices of behavioural and innovation practices.



#### FORTHCOMING REFEREED PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL
Rameshan, P.	Case: Boss Was Not Yet Pleased: Did the Performance Matter?	<i>Emerald Emerging Markets Case Studies</i>

#### CONFERENCE PAPERS PRESENTED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Balasubrahmanyam, S.	Caveats to 'Crossing the Chasm' Paradigm	<i>GLOGIFT-2019, 06-08, December</i>	2019
	Dynamic Capabilities and Resource Leverage Practices: A Synthesis of Concepts	<i>GLOGIFT-2019, 06-08, December</i>	2019
	Strategic Nuances of the Razor & Blade Business Model	<i>GLOGIFT-2019, 06-08, December</i>	2019



<b>Balasubrahmanyam, S.</b>	Strategic Prioritization of Corporate Goals: A Novel Perspective	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
	Sustainable Competitive Advantage: Drona's Metaphor	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
	The Perspective of Bifocal Vision in the Global Automobile Industry	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
<b>Dhayanithy, D.</b>	Joy to the World - Global Burgeoning of Chess GMs since 'Vishy' Anand in 1988	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
	Online Wagering Games (OWG) - Business, Legal and Policy debates in India	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
	Sports Management Pyramid (SMP) - Strategic Exploration of the India Context	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
<b>George, N.</b>	Business model design and entrepreneurial orientation	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
	Dynamic capabilities and dynamic managerial capabilities in new ventures	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
<b>Kerai, A.</b>	How top management team diversity influences power balance within a family firm?	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020
Malik, A. <b>Nandakumar, M. K.</b> Pereira, V. E. Sahasranamam, S.	Sustainable Business Model Innovation in Social Enterprises INDAM PDW	<i>Academy of Management Annual Conference, Boston, USA, 9-13 August</i>	2019
<b>Nandakumar, M. K.</b> Malik, A.	Sustainable Business Model Innovation in Social Enterprises: A Potential Solution to the Tensions of Hybridity?	<i>British Academy of Management Annual Conference, Aston University, Birmingham, UK, 3-5 September</i>	2019
<b>Ojha, A. P.</b> <b>Nandakumar, M. K.</b>	The Impact of Shame on Entrepreneurial Opportunity Recognition Process	<i>The Institute of Small Business and Entrepreneurship Conference, 14-15 November</i>	2019

<b>Hazarika, L. Yadav, S. Nandakumar, M. K.</b>	An Attention-based view of Corporate Entrepreneurship: Review and research agenda	<i>Indian Academy of Management Conference, IIM Tiruchirappalli , 2-4 January</i>	2020
<b>Yadav, S. Nandakumar, M. K.</b>	Effect of M&A on Post- Merger Innovation of firms: Evidence from India	<i>Indian Academy of Management Conference, IIM Tiruchirappalli , 2-4 January</i>	2020
<b>Ojha, A. P. Nandakumar, M. K.</b>	Impact of Shame on Entrepreneurial Action	<i>Indian Academy of Management Conference, IIM Tiruchirappalli , 2-4 January</i>	2020
<b>Rameshan, P.</b>	Personal Strategy & Leader Behaviour in a Large Emerging Asian Country: An Exploratory Conceptual Study	<i>Asian Academy Of Management (AAOM), Bali, Indonesia, 17-19 June</i>	2019
<b>Sinha, A. S.</b>	A theoretical kaleidoscope of hybrid organizations: Conflicts in a Social Enterprise	<i>British Academy of Management Annual Conference (BAM 2019), Aston University, 3-5 September</i>	2019
	Incubators in Emerging Economies: Do They Give the Reins In The Hands of Women Entrepreneurs? - A Social Network Perspective	<i>AIB 2019 Copenhagen Conference</i>	2019
	Social innovation- Developing a process framework	<i>The ISPIM Innovation Conference – Celebrating Innovation: 500 Years Since daVinci, Florence, Italy, 16-19 June</i>	2019
	Understanding Social Innovation and Related Constructs	<i>British Academy of Management Annual Conference (BAM 2019), Aston University, 3-5 September</i>	2019
	Effect of virtual organizing on formal-informal interplay within an organization	<i>Sixth Biennial Conference of the Indian Academy of Management (INDAM 2020) taking place from January 2-4, 2020 at Indian Institute of Management Tiruchirappall</i>	2020
	Feminism: Evolution and Movements in India	<i>Sixth Biennial Conference of the Indian Academy of Management (INDAM 2020) taking place from January 2-4, 2020 at Indian Institute of Management Tiruchirapalli</i>	2020
	Managing Innovation in Emerging Market Multinationals: A Systematic Literature Review	<i>Sixth Biennial Conference of the Indian Academy of Management (INDAM 2020) taking place from January 2-4, 2020 at Indian Institute of Management Tiruchirapalli</i>	2020
<b>Subramanian, S.</b>	Relationship between failures of joint ventures involving foreign partners and the value system of the family owned business group- A study of Godrej Group.	<i>Academy of International Business India Chapter Conference (AIB 2019) on “Going International : Challenges and Opportunities”, 22 - 24 April</i>	2019
	Corporate Governance issues at ‘Religare Enterprises-Fortis Healthcare’ Group	<i>International conclave on Globalizing Indian Thoughts (GIT2020), 16-18 January</i>	2020
	Importance of socioemotional wealth in Indian Family Business Group- The case of Tata group	<i>INDAM-2020 Conference, 2-4 January</i>	2020



Upadhyayula, R. S.	Agglomerations of firms into geographic clusters and business groups, Substitutes or Complements for Performance	<i>EIBA Annual Conference Leeds, December 13-15</i>	2019
	Board Activity, Family Ownership and International Investments in Emerging Market Firms	<i>EIBA Annual Conference Leeds, December 13-15</i>	2019
	Nominee Directors on the Board and Internationalization Strategy: An Institutional Agency Perspective	<i>AIB Annual Conference, June 25-27</i>	2019
Venkataraman, S .	Do Sustainability Practices Reveal Cultural Biases? Exploring the Influence of National Culture on Corporate Responsibility Orientations	<i>Academy of Management Specialized Conference, Slovenia, 23-25 October</i>	2019
	Framing the Heterogeneity in Corporate Social Practices: An Integrative Approach	<i>Academy of Management Specialized Conference, Slovenia, 23-25 October</i>	2019
	Influence of National Culture on Corporate Sustainability Orientations	<i>Academy of International Business India Chapter Conference (AIB 2019) on "Going International : Challenges and Opportunities", 22 - 24 April</i>	2019
	Strategic Framing of Diversity in Corporate Approaches to Social Sustainability	<i>17th AIMS International Conference on Management (AIMS-17), AIMS International &amp; Indian Institute of Management Kozhikode (IIMK), 2-4 January</i>	2020

#### SESSION CHAIR / TRACK CHAIR

AUTHOR(S)	DETAILS	YEAR
Upadhyayula, R. S.	Track Chair, European International Business Academy Conference, Leeds	2019
Upadhyayula, R. S.	Track Chair, Indian Academy of Management Conference, IIM Tiruchy	2020
Rameshan, P.	Session Chair, 17th AIMS International Conference on Management (AIMS-17), AIMS International & Indian Institute of Management Kozhikode (IIMK), 2-4 January	2020
Nandakumar, M. K.	Track Chair, Track 18: Critical Management Studies, Indian Academy of Management Conference, IIM Tiruchy, 2020	2020

#### NON REFEREED PUBLICATIONS/PRESENTATION

AUTHOR(S)	TITLE	CATEGORY	DETAILS	YEAR
Subramanian, S.	Passing the baton Smoothly	Popular Press	Business Standard newspaper	Nov 7, 2019

#### CASE STUDIES PUBLISHED AND FORTHCOMING

AUTHOR(S)	TITLE	YEAR
Dhayanithy, D.	Project Chariot – Hyperlinked Live Case (HLC)	2020



WORKING PAPERS

AUTHOR(S)	TITLE	YEAR
Dhayanithy, D.	Skill in online cash and tournament poker – evidence from India	2019
Hazarika, L. Nandakumar, M. K.	Corporate Entrepreneurship Performance from an Attention-based View Perspective	2020
Hazarika, L. Yadav, S. Nandakumar, M. K.	Determinants of Corporate Entrepreneurship: A meta-analysis	2020
Dixit, D. Sinha, A. S.	Effect of Stigma on Women Entrepreneurship	2020
Dixit, D. Sinha, A. S.	How Institutions Influence Women Entrepreneurship?	2020
Nandakumar, M. K.	Hybridity in Social Enterprises	2020
Dixit, D. Sinha, A. S.	I Am My Own Boss: Do I Have Quality of Work-Life?	2020
Yadav, S. Nandakumar, M. K.	Post-M&A Innovation in Indian firms – An Empirical Investigation	2020
Nandakumar, M. K.	Scenario Planning and New Venture Creation	2020
Shah, C. S. Krishna, B. Sinha, A. S.	A critical hermeneutical analysis of CSR reports of three major IT firms in India	2020

**Dhayanithy, D.** (2019) Skill in online cash and tournament poker – evidence from India, *IIMK/WPS/344/SM/2019/14*

This paper employs player level online cash and tournament poker performance data to examine empirically whether there is indeed performance persistence and hence evidence of skill in online cash and tournament poker, in the India context. The paper is novel in two respects. First is in its use of long term performance data (return on investment, RoI), of a year, to rank players and subsequent examination of whether top player perform better than the rest. Second is in its examination of effects size of the differences in RoI between top players and others. Top decile (per base year RoI) players do indeed out-perform the rest of the active field in the performance year (measured using RoI). Difference between top decile players' RoI performance and others is 'very large' in the case of online cash games, and this difference is 'small' in the case of online poker tournaments. Through this examination of effects sizes in the India online poker context of a well established poker operator, the expert view of tournaments being inherently high variance formats is supported. In both cohorts, the hypothesis that poker is a game of skill is supported through the t-tests of average RoI.



**Hazarika, L. & Nandakumar, M. K.** (2020) Corporate Entrepreneurship Performance from an Attention-based View Perspective, *IIMK/WPS/368/SM/2020/04*

Leading organizations use corporate entrepreneurship as a key growth strategy. Many researchers have examined this phenomenon resulting in many publications in top tier journals. To understand the current state of the literature and to identify the key gaps, we did a comprehensive review of the papers on corporate entrepreneurship published in leading journals. We found that researchers by and large have used theoretical perspectives namely knowledge-based view, organizational theory, agency theory, entrepreneurial thinking, upper echelons theory, leadership theory, structural contingency, behavioral theory, network theory, and resource-based view to examine this phenomenon. Attention-based view presents a theoretical model to understand the behavior of an organization from the attentional pattern of its de-



cision makers and hence we found a need to examine corporate entrepreneurship from this perspective. Based on our assessment, we have identified some antecedents of corporate entrepreneurship and developed some propositions. We have presented a conceptual framework depicting the propositions we have developed.

**Hazarika, L., Yadav, S. & Nandakumar, M. K. (2020)** Determinants of Corporate Entrepreneurship: A meta-analysis, *IIMK/WPS/369/SM/2020/05*

Many scholars have enriched the corporate entrepreneurship literature by conducting empirical studies examining key research questions. There have been a few meta-analytic studies examining the impact of corporate entrepreneurship on organizational performance. However, ours is the first meta-analytic study conducting an integrative analysis of the determinants of corporate entrepreneurship. The current study therefore integrates the quantitative studies done to estimate the determinants of corporate entrepreneurship through a meta-analytic approach. We found that some meta-factors like management support, environmental dynamism and reward system contributed significantly towards corporate entrepreneurship within established firms.

**Dixit, D. & Sinha, A. S. (2020)** Effect of Stigma on Women Entrepreneurship, *IIMK/WPS/352/SM/2020/02*



Necessity-driven entrepreneurs are driven by economic needs and are pushed in entrepreneurship owing to factors such as family suffering or lack of employment opportunities otherwise available in the economy (George et al., 2015). It is often seen as a survival strategy and the last resort to earn. Across the globe, the significant proportion of necessity driven entrepreneurs are women, and this is increasing by more than fifty percent (Global Entrepreneurship Monitor, 2018). Moreover, many of these economies have conservative gender ideals and are highly patriarchal. Although, there is a general discourse on necessity driven entrepreneurship and their outcomes, how societal norms influences this category of entrepreneurship is not understood. Society stigmatizes them either by blaming them for their financial situation or by stereotyping them as a less-regarded individual in the societal arena (Barreto, 2015). So, we explore the moderating effect of confidence in one's skill on the relationship between stigma and necessity-driven women

entrepreneurship. To explore this, we analyzed data of 83 countries from 2006-2012 using Generalized Least Square Random-Effect Model. We find a concave relationship between stigma and necessity-driven women entrepreneurship. Further, we find that at relatively low levels of stigma, the negative relationship is stronger for lower skill necessity-driven women entrepreneurs, rather than higher skill lower skill necessity-driven women entrepreneurs and at relatively high levels of stigma, the positive relationship is weaker for lower rather than higher lower skill necessity-driven women entrepreneurs.

**Dixit, D. & Sinha, A. S. (2020)** How Institutions Influence Women Entrepreneurship?, *IIMK/WPS/351/SM/2020/01*

We look at the interplay between institution and entrepreneurship; how formal and informal institutions influence women entrepreneurship. The informal institution largely comprises of the cultural-cognitive dimension and normative dimension of the institution; collectivism and trust are used as constructs, respectively, for them. The formal institution largely comprises of the regulatory dimension of the institution, and ease of doing business in a country is used for it. We find that women entrepreneurship thrives in countries, where ease of doing business is moderate and is low in countries with low or high levels of ease of doing business. We also find that women entrepreneurship thrives in countries with low as well as high levels of collectivism, while it suffers in countries with moderate levels of collectivism. We find that ease of business moderates the relationship of collectivism with entrepreneurship; in effect, it smoothens the adverse effects of collectivism. Finally, we find that trust mediates the relationship between collectivism and entrepreneurship at micro levels - that is at their family and community levels, but not at the level of the larger economy.

**Nandakumar, M. K. (2020)** Hybridity in Social Enterprises, *IIMK/WPS/364/SM/2020/07*

Social enterprises (SEs) face challenges due to the need to achieve their social and economic objectives. Hybridity, as a result of their emphasis on social and economic logic, is a typical characteristic of SEs. In this paper, I discuss the two



forms of hybridity, namely hybridity in governance and hybridity in organizational logics leading to the identification of organizational forms resulting from their interaction. Subsequently, I focus my attention on the degree of hybridity in social enterprises on the basis of hybrid relativity and hybrid intensity. SEs can effectively manage the challenges associated with hybridity by making use of business model typologies. I discuss two business model typologies that help manage hybridity. I also discuss further development of this paper at the end.

**Dixit, D. & Sinha, A. S.** (2020) I Am My Own Boss: Do I Have Quality of Work-Life?, *IIMK/WPS/353/SM/2020/03*

The finding of the studies in this review provide insights on how self-employment, as a work, influence work-life and non-work-life domain of the self-employed individual. It is essential as self-employment has more to offer than mere survival strategy to unemployed. It provides an opportunity for individuals from diverse backgrounds to seek a novel career path. This study spans the broad literature of self-employment and aims 1. To examine the extent, range, and nature of quality of work-life in self-employment, 2. To examine major themes revealed by the research studies and 3. To identify gaps and opportunities for both practice and academics. Empirical investigation of the non-work life domain of self-employed is under-researched. Work characteristics are widely studied; however, studies considering other factors are scanty. Further, the contingencies are not considered restricting our understanding of the mechanism underlying quality of work-life in terms of non-work life domains. Secondly, studies suggest that non-work life domain such as marital satisfaction, life satisfaction influences the work-life domain such as job satisfaction, burnout among self-employed, and vice-versa. Impact of work-family conflict on work-domain such as job satisfaction and non-work life domain such as health outcomes are widely studied. We find that individual, work, family, and institutional characteristics influence the satisfaction in the work-life as well as non-work life domain of self-employed.

**Yadav, S. & Nandakumar, M. K.** (2020) Post-M&A Innovation in Indian firms – An Empirical Investigation, *IIMK/WPS/370/SM/2020/06*

A large number of studies have examined the antecedents of post-M&A performance especially in the case of cross-border acquisitions. However the literature on post-M&A innovation is very limited. Furthermore, not many studies examining M&As in the Indian context have been published in leading journals. We try to fill this gap by conducting an empirical study on post-M&A innovation. We analyzed a sample of 85 domestic M&As by Indian firms during the period between 2000 and 2015. We found a positive relationship between relative absorptive capacity of the acquirer and post-M&A innovation performance. Size of the firm positively moderated the relationship between relative absorptive capacity and post-merger innovation performance. The M&A activities between firms in the same industry increased post-merger innovation performance.

**Nandakumar, M. K.** (2020) Scenario Planning and New Venture Creation, *IIMK/WPS/372/SM/2020/08*

Scenario planning is a widely used technique in the strategic planning process. It can give critical inputs to the strategic planning process. Scenario planning is useful in gaining a good understanding of the opportunities and challenges which might emerge in the future. Hence it helps organizations to overcome uncertainties relating to their future to a large extent. Many risks characterize the new venture creation process. In this paper, I discuss the utility of scenario planning in helping start-ups to make crucial decisions during the business planning phase. First, I explain how scenario planning is conducted in organizations. Second, I discuss the critical elements of a business plan and explain the significant uncertainties faced by startups in this phase. Third, I discuss how scenario planning helps start-ups to overcome some of these uncertainties.

**Shah, C. S., Krishna, B. & Sinha, A. S.** (2020) A critical hermeneutical analysis of CSR reports of three major IT firms in India, *IIMK/WPS/397/SM/2020/13*

The aim of this paper to analyze to what extent and why the firms started or continue to practice the non-financial reporting amidst the financial crisis of 2008. Towards this goal, this study analyses the collection of CEO letters to stakeholders as published in sustainability reports of three big Indian information technology (IT) firms between 2008 and 2012. This article uses critical hermeneutics as a methodology to unearth the linkages between CEO letters to the stakeholders in their sustainability reports and context in which they were communicated. This is done by critical analysis of the style and motive of text in the sustainability report while juxtaposing it against the context in which it was written. The data set of CEO letters to the stakeholders allows us to assess the true motives of the firms in publishing sustainability reports during the global financial crises.

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / AD HOC REVIEW

NAME	TITLE	DESIGNATION
Upadhyayula, R. S.	Journal of Business Research	Ad Hoc Reviewer
	Journal of World Business	
	Journal of International Management	
	Journal of World Business	Member of Editorial Review Board
Nandakumar, M. K.	Journal of Business Research	Ad Hoc Reviewer
	California Management Review	
	Journal of Small Business and Enterprise Development	
	Management Decision	
	Asia Pacific Journal of Management	
	Asian Business and Management	
	IIM Kozhikode Society and Management Review	

FACULTY STRATEGIC MANAGEMENT



Prof. Anita Kerai



Prof. Anubha Shekhar Sinha



Prof. Deepak Dhayanithy



Prof. Nandakumar M K



Prof. Nycil George



Prof. P Rameshan



Prof. Rajesh Srinivas Upadhyayula



Prof. S Subramanian



Prof. Sumit Mitra



Prof. Suram Balasubrahmanyam



Prof. Venkataraman S

Conferences and Workshops at IIM Kozhikode

Seventeenth AIMS International Conference on Management (AIMS-17) organized jointly by AIMS International and Indian Institute of Management Kozhikode (IIMK)  
January 2 - 4, 2020

International Conclave On 'Globalizing Indian Thought'  
January 16-18, 2020

Forthcoming Conferences

4th International Conference on Marketing Technology & Society  
7-9 December 2020

Doctoral Symposium  
10-11 December 2020



## IIMK Research in Media

**BusinessLine**  
 HOME | BUDGET 2021 | NEWS | MARKETS | COMPANIES | INFO-TECH | OPINION | SPECIALS | PORTFOLIO | PRESENT | MORE  
 LATEST NEWS | PORTFOLIO | BLNK | ECONOMY | BLON CAMPUS | MONEY & BANKING | DATA FOCUS | CARTOONS | RESOURCES | KNOWLEDGE

**Opinion**

### Does credit induce agricultural growth?

Sthanu R Nair | Updated on June 20, 2019 | Published on June 20, 2019

Empirical studies show its impact is limited. Farm GDP is driven more by output prices, irrigated area & public spending

Recently, there has been an intense discussion on the strategies needed for

**The Chronicle**  
 Home | World | South | Entertainment | Sports | Technology | Lifestyle | Gallery | Business | Opinion | More

UNLIMITED + 4G INTERNET CHANNELS ₹499

Lessons from the field

Through a lot has been written about direct income support schemes for farmers, little is known about their actual responses.

MOST POPULAR

**Firstpost**  
 Health | India | World | Arts & Culture | Sports | Entertainment | Tech | Budget 2021 | Engage

**BUSINESS**

### Budget 2020: Unless govt is firm about its basic economic ideology, it will continue to make ad-hoc, ill-planned changes in name of policy

In today's dynamic world, it may be appropriate to adopt quarterly budget announcements in line with the publicly affirmed economic ideology. Instead of policy making through frequent press releases.

Rudra Sensamma | January 28, 2020 13:37:28 IST

Given that fiscal prodigies will give us nothing but higher interest obligations and inflation, we have only two options through an increase in taxes (libertarian conservatism)

**BusinessLine**  
 HOME | BUDGET 2021 | NEWS | MARKETS | COMPANIES | INFO-TECH | OPINION | SPECIALS | PORTFOLIO | PRESENT | MORE  
 LATEST NEWS | PORTFOLIO | BLNK | ECONOMY | BLON CAMPUS | MONEY & BANKING | DATA FOCUS | CARTOONS | RESOURCES | KNOWLEDGE

**Economy**

### How to resolve Indian corporate vulnerability to COVID-19 through policy options

Balagopal Gopalakrishnan, Joshy Jacob, Sanket Mohapatra | Updated on March 26, 2020 | Published on March 26, 2020

The immediate response of Indian policymakers should be to ensure the survival of the broader corporate sector and facilitate

**Business Standard**  
 Restoration of sound taxation principles should be govt's next big reform

**GET ALL NEWS AND UPDATES**

### Passing the baton... smoothly

Challenges of succeeding a CEO with a long tenure

Topics: CEO Jobs | Top Group

Updated on February 7, 2019 05:52 IST

IIM Kozhikode Operations Mgmt

In an ideal world, a poorly performing business leader (Chairman, CEO) will be replaced by the board. In reality, this seldom happens.

It could be due to interpersonal skills, family ties, difficulty in

**THE HINDU**  
 Home | News | Opinion | Business | Sport | Entertainment | Free Games | Crossword | Science

OPINION | COMMENT

### Examining the slowdown

Sthanu R. Nair

JANUARY 29, 2020 00:15 IST  
 UPDATED: JANUARY 28, 2020 22:45:15T

That the Indian economy is facing a structural consumption slowdown is not borne by facts

Setting aside the gloomy projections based on short-term economic trends, what does long-term and comparative evidence reveal about the health of the Indian economy? After the 1991 economic reforms, the Indian economy reached a higher growth plateau of 7% compared to a prior rate of 3.85%. India witnessed a high growth momentum during 2003-04 and 2010-11 with a period average of 8.45% (GDP with base 2004-05) or 7% (base 2011-12). The momentum lost steam in 2011-12 and 2012-13, gradually picked up again gradually to reach the 8% mark in 2015-16, and then started falling consistently to reach 6.63% in



Thought Pad

A series of horizontal dotted lines for writing, spanning the width of the page.









Indian Institute of Management Kozhikode (IIMK) is the fifth IIM, established in 1996 by the Government of India in collaboration with the Government of Kerala. It aims to contribute significantly to education, training, consulting, and research in management. IIMK is dedicated to offering world class programmes in management. Research is a continuing area of emphasis since it serves as a link between theory and practice in management.



भारतीय प्रबंध संस्थान कोषिकोड  
Indian Institute  
of Management  
Kozhikode

*Globalizing Indian Thought*

Indian Institute of Management Kozhikode, IIMK Campus P.O., Kozhikode - 673570. Kerala, India