



AN ANNUAL RESEARCH BOOKLET 2021



ACCELERATING RESEARCH
FOR AN EVOLVING WORLD

**AT THE HEART
OF CUTTING-EDGE
KNOWLEDGE**

110+

FACULTY



500+

RESEARCH



200+

IN 'A' CATEGORY





BANKING



Research Title: A Study on Mediating Effect of Learning on Training and Performance: Evidence from the Banking Sector in India

Publication: Mahmood, A., & Ahmad, M. (2020). A Study on Mediating Effect of Learning on Training and Performance: Evidence from the Banking Sector in India. *Indian Journal of Economics and Development*, 16(3), pp 411-17.

Category: WOS

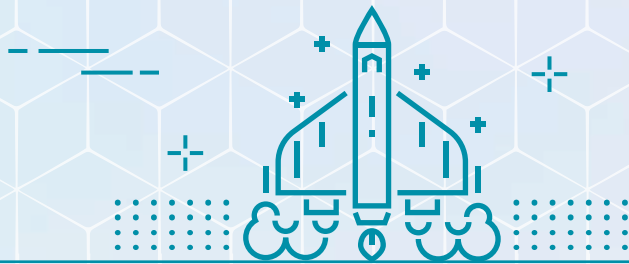


Dr. Athar Mahmood

Abstract

Literature is abundant on the relationship between training and learning; learning and performance; training and performance, but there is little evidence for mediating of learnings on the relationship between training and performance for bank employees. Using regression analysis, the current study, based on a sample of 600 bank employees from India, studied the mediation of learning on the relationship between training and performance. The study found a high level of mediating effect of learning on performance. The relationship between learning and performance was found to be 61.7 percent which implied that performance resulted from learnings and more training bring about enhanced learning which shall translate into better performance. Another significant finding was that employees who were not promoted or working in the same position for a long time did not show an improvement in performance even with training. Therefore, periodic changes in designation (promotions) would make training more effective.





BUSINESS COMMUNICATION

Research Title: Using Teaching Philosophy Statement for Management Education Reforms in Higher Educational Institutions

Publication: Solid State Technology

Category: Scopus-Indexed



**Dr. Daneshwar
Sharma**



**Dr. Prabhat
Pankaj**

Abstract

Teaching Philosophy Statements (TPS) provide a space for reflection and self-development to teachers. However, academic leaders use TPS very narrowly, i.e. during the time of recruitment and/or promotions. The authors offer a framework to use TPS to promote a quality teaching-learning environment (QTLE) from academic leaders' perspectives at Higher Education Institutes (HEIs). The authors designed and implemented the proposed framework at a management institute to create QTLE. Within the action research design, the authors use sentiment analysis using R and focus group discussions to analyze the collectively composed TPS. The framework to create QTLE using TPS as a tool can be used effectively to make teachers as a harbinger of improving the teaching-learning processes at HEIs. The student satisfaction with the HEIs increases if TPS informed initiatives are taken at the HEIs. The proposed TPS framework can be used by academic leaders (Directors, Dean Academics/Teaching & Learning) as a stand-alone activity or as part of an FDP (Faculty Development Program) to create QTLE. From sensitizing about TPS to collectively composing, analyzing, and implementing, the framework provides steps to create QTLE, using TPS as an effective tool. In all the previous researches on TPS, it has been used at the individual faculty level for improving the teaching quality/efficacy of individual teachers. This is the first research of its kind where TPS has been used at the institutional level at an HEI to create QTLE.



Research Title: A Business Communication Assessment Tool based on Workplace Assessment Processes and Service-Learning

Publication: Business and Professional Communication Quarterly

Category : ABDC- "C" and Scopus-Indexed



Dr. Daneshwar Sharma

Abstract

The instructor developed an assessment tool based on Service-Learning (S-L) for developing business and professional communication (BPC) skills in business school students in India (N = 117). The students practiced their organizational, leadership, and interpersonal communication skills in an authentic, contextual, and workplace atmosphere during this S-L assessment project. The effectiveness of the assessment tool has been studied with a posttest and then pretest. The need for an innovative and holistic BPC skills assessment tool is discussed. The article also presents implications of the project for students and pedagogy along with the challenges in using the assessment project.



Research Title:

Reading and re-writing poetry
on life to survive COVID-19 pandemic

Publication: Journal of Poetry Therapy

Category: Scopus-Indexed



Dr. Daneshwar Sharma

Abstract

The pandemic COVID-19 has changed every aspect of human life. Lockdowns have halted the ever-throbbing heart of humanity. As we become prisoners in our homes, the age-old habit of looking at life, inside and outside, has changed. As humans, globally and collectively, suffered the zoo-like caging for the first time in the history of humankind, Nature, in the absence of her biggest polluter, started healing. After a long, rampant, unmindful industrialization era, animals, birds, fish felt free for the first time to roam around and reclaim their territory. In these troubled times, I look toward poetry as a means to understand the changes happening due to the pandemic. I see the pandemic crisis and its aftereffects from a personal point of view, as a father and as a working-class male, and from a social point of view as a human being.



Research Title: Popularity of India's Regional Comic Strips: A Study of the Stylistics of Narayan Debnath's works

Publication: Rupkatha Journal on Interdisciplinary Studies in Humanities

Category: Scopus-Indexed



Dr. Rima Namhata

Abstract

Though celebrated amongst the western literati and the intelligentsia thereof, Comic strips, especially the Indian produce with regional flavours in them, are seemingly juxtaposed, in the acceptance of their stylistic essence, if placed next to their western counterparts. This is also the reason why they have been infamously disregarded in the Indian academia. This paper proposes to study the stylistics aspect of the comic strips from Bengal especially the ones written by Shri Narayan Debnath, and the coming into vogue of this printed visual medium. This article aims to identify the uniqueness and the formal aspects of the stylistics of Indian Comic tradition from Bengal. Additionally, it aims to leaf through the popularity markers through Debnath's stylistics aspect of the three comic strips that have kept the imagination of his audience alive for more than five decades. He successfully addressed the first objective through a systematic literary review with inclusion and exclusion set as a benchmark. The identification of the stylistics through close reading of the texts along with their systematic review of secondary literature, formed the basics of the second objective. Particularly those stylistics were considered which were typical of their prominence and were integral across the literature and the texts. Furthermore, a matrix was also successfully designed to map the identified stylistics. A couple of implications portray that the said interpretation may help the Post-Millennials or the Generation Z to examine and consider the sublimity and allegiance of reading, and shape the imagination prowess of young minds, apply their intellectual faculty and develop a comic disposition in life. Development of creativity in any narrative style and development of conversational mechanisms are often found to be an added bonus. However, making today's generation read this form of narrative and chisel their fertile imagination remains a challenge for the digital-natives. There is no doubt however, that this age-old art form can be tremendously advantageous as an academic endeavour and become an integral part of children's systematic reading habit.



CONSUMER BEHAVIOR



Research Title: The Rising Interest in Workplace Spirituality: Micro, Meso and Macro Perspectives

Research Domain: Consumer Ethnocentrism, Corporate social responsibility and consumer purchase preferences

Publication: Purushartha, 13(1), pp 56-66.

Category: Scopus



Dr. Puneet Rai

Abstract

This paper explores the reasons for emergence of the work-place spirituality from micro (individual employee level), meso (organizational level) and macro (societal level) perspective of human aggregation. At the micro or individual employee level increased job insecurity due to business process reengineering, downsizing, mergers and acquisitions, and outsourcing has motivated employees to search for the deeper meaning in life and work. The demise of traditional neighborhood and improved socio-economic conditions amongst younger employees has also led to contemplation on purpose of life and work at the individual employee level. Scholars argue that the organizational leaders need to create organisational climate to facilitate employees' experiences of spirituality at work. They suggest that spiritual climate build around core spiritual values would result in deeper employee engagement and thus, it will increase organizational strength and competitive energy. The interest in workplace spirituality at societal level could be attributed to the deteriorating ecological conditions and social problems due to rapid industrial growth. The paper also discusses the challenges in wider adoption of workplace spirituality in the commercial organisations and how it could be addressed.



Research Title: An Analysis on Consumer Preference of Ayurvedic Products in Indian Market

Research Domain: Consumer Behaviour

Publication: International Journal of Asian Business and Information Management (IJABIM), 11(4),1-15

Category: Scopus



Dr. Renuka Mahajan



Dr. Richa Misra

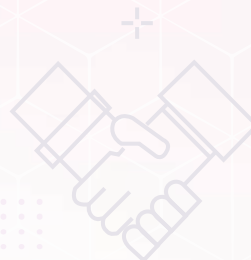


Prof Sonali Srivastava

Abstract

With the growing awareness of lifestyle diseases and risk related to chemical-based products, there has been an increasing interest in green/natural products. The purpose of this study is to analyze the recent surge in the growth rate of Ayurveda Market and to explore factors that are driving or inhibiting the said pattern. The study will use descriptive statistics and exploratory factor analysis to understand the factor influencing the consumer perception of Ayurvedic products. The study will also investigate the relation between the demographic factors and preference for Ayurvedic products.

The study identifies the factors which influence the brand preferences and to know how these factors are further influenced by demographics. The result of the study indicates that the factors of trust and satisfaction have positive and significant impact on the brand preferences, whereas price has negative but insignificant influence on brand preferences. This study is an attempt to understand the role of Ayurveda in food science as well as medical science.



CORPORATE GOVERNANCE



Research Title: Exploring non-linear relationship between foreign ownership and firm performance

Publication: Corporate Ownership and Control



**Dr. Neeraj
Gupta**

Abstract

This study aims to examine the impact of foreign ownership on the performance of Indian firms. Additionally, it also analyses the non-linear relationship of foreign ownership with firm performance. A panel data approach has been used in this study. Specifically, the fixed effect estimation technique is used to examine the relationship between foreign ownership and firm performance during the period 2009–2010 to 2018–2019. The foreign institutional shareholders and the foreign corporate bodies hold more shareholding than the foreign individual investors. The authors find that foreign institutional investors and foreign corporate bodies bear a positive relationship with the performance of Indian firms. Additionally, foreign ownership shows a non-linear relationship with firm performance. The results are robust across the various proxies of firm performance, and sub-samples based on foreign ownership.



Research Title: Ownership, Bank size, capitalization and Bank performance: Evidence from India

Publication:
Cogent Economics & Finance



Dr. Neeraj Gupta

Abstract

This study focuses on assessing the role of various bank-specific, industry-specific and macroeconomic determinants in Indian commercial banks performance. Performance of the Indian banks has been measured by Return on Assets (ROA), Return on Equity (ROE) and Net Interest Margin (NIM) and Pre-provision profit ratio. The study analyses impact of various bank-specific factors like bank size, capital ratio, risk, cost to income ratio, funding cost, revenue diversification, labour productivity and bank age on bank performance. It also tries to assess the relationship between various bank-specific and industry-specific variables like bank concentration, inflation rate and GDP growth rate with bank performance. Fixed effects estimation model and Generalized Method of Moments (GMM) have been used on a panel data of 19 years for 64 commercial banks of India. The findings reveal that private sector banks are more profitable than the public sector banks. Additionally, the results of the study show that bank size, non-performing loan ratio and revenue diversification are the major determinants of the commercial banks performance in India. Furthermore, the results reveal that during the crisis period the impact of bank size, bank age, labour productivity and revenue diversification on the performance of the Indian banks is robust. The higher non-government stake leads to the enhanced performance of the commercial banks in India. The higher capital adequacy leads to the increase in the performance of the banks. The larger banks are less profitable. The results provide better insights about the determinants of Indian banks profitability.



Research Title: CEO Characteristics & Bank Performance: Evidence from India

Publication: Managerial Auditing Journal



Dr. Neeraj Gupta

Abstract

Purpose : The purpose of this study is to examine the impact of chief executive officer (CEO) personal characteristics on the performance of Indian commercial banks. Additionally, it also analyses the nonlinear relationship of CEO age and CEO tenure on the bank performance.

Design/methodology/approach : A balanced panel data approach has been used in this study. Particularly, the fixed effect estimation technique is used to examine the relationship between CEO characteristics and bank performance during the period 2009–2010 to 2016–2017.

Findings : The authors find that professional qualification of CEOs in finance stream enhances performance. Additionally, the impact of CEO duality is found to be positive and significant on performance. Male CEOs are beneficial for bank performance. Well experienced CEOs contribute to higher performance. The results are robust across the various proxies of bank performance, and sub-samples based on ownership, size of the bank and board size.

Practical implications : This study provides insights to policy regulators and policymakers who are entrusted with the appointment of the CEOs in the banks in the light of the ongoing regulatory reforms.

Originality/value : This study can be considered as one of the early studies, which examines the association between CEO characteristics and bank performance from an emerging economy perspective. It also extends the existing study by considering both public and private banks operating in India.





CORPORATE SOCIAL RESPONSIBILITY



Research Title: Decision Making as a Contributor for Women Empowerment: A Study in the Indian Context

Publication: Journal of Comparative Asian Development, 1 (1), 79-99

Research Domain: CSR

Category: Scopus



Dr. Renuka Mahajan



Dr. Richa Misra



Dr. Shalini Srivastava

Abstract

As per United Nations Development Program's Human Development Report 2016, India ranks 131 out of 188 countries on the gender inequality index, which positions it in the medium category. Women need intervention at various levels and the role of decision making at different spheres is a critical part of it. A major facet of empowerment is equal contribution of women in decision making, irrespective of any constraint of relatives or societal norms. This study measures the status of women's decision-making power in different areas like household, economic freedom, children, society, and awareness of their rights. It includes a survey of 278 women from the lower economic stratum in urban India. It further involves construction of empowerment indices on different decision-making indicators and hypothesis testing using statistical tests like independent sample t-test, ANOVA test. The findings in the Indian context are compared with other parts of the world. The survey results reported are of high social and policy importance for Indian women.





Research Title: Conceptualization of an Explicit Knowledge Management Framework: an institutional approach

Journal: Solid State Technology



**Dr. Pooja S
Kushwaha**



**Prof. Arindam
Saha**

Abstract

Based on previous researches and on a two-year experiment done in an Indian business school, this paper conceptualizes a knowledge management framework that leads to a centralized unambiguous knowledge repository for student internship projects. The study pertains to business schools imparting management education where a Student Internship Project (SIP) is an essential part of the two/three/four years' curriculum. SIP is the only industry experience sometimes a management student can mention in their resumes and it not only helps to enhance their network with the industry where these graduates would work, but also helps generate a vast set of explicit knowledge.

The study also proposes a model KM repository development process that can be replicated (with own customizations) across all institutions. The framework and repository creation process, both as integral features of a KM system in an institution, can be utilized for the overall development and enhancing employability.





Research Title: Are the Sustainable Development Goals really sustainable?
A policy perspective

Publication: Sustainable Development

Category: ABDC - "C" and Scopus-Indexed.



Dr. Prerna Jain

Abstract

Sustainable development seeks human well-being without stretching the ecological limits. It is assumed that if sustainable development is aspired at global level, the goals prescribed should be within the planetary limits. A comparison of the scores of countries with respect to Sustainable Development Goal Index (SDGI) and scores on Ecological Footprints (EF) portrays quite a grim picture where countries with high EF have attained high scores on SDGI. A further investigation into the causal relationship between SDGI, Human Development Index (HDI) and EF reveals that SDGs are being achieved in an unsustainable manner. The environmental policy perspective of the total, direct and indirect effects of EF on SDGs estimated through path analysis unveils that the existing mode of achieving SDGs is at the cost of environmental degradation. SDGs have shown improvement through the improvement in the level of HDI, where human development is being attained in an environmentally unsustainable manner. The paper establishes that SDGs achieved are ecologically unjustifiable, and a reorientation of the existing patterns of human development well within the limits of ecological capacity of the earth is to be targeted.



Research Title: How upright a public bus transport system is desirable for sustainable mobility?

Publication: Economics And Policy of Energy And The Environment

Category: Scopus-Indexed



Dr. Perna Jain

Abstract

Sustainable mobility demands the inclusion of environment, social and economic sustainability. Public transport especially the bus system can be explored to fulfill these three sub goals. Globally the uses of personal vehicles have noticed an exponential growth owing to high per capita income and not up to the mark standards of public transport system. The emphasis on the requirement to probe significant questions while designing urban transport policies motivates this study to investigate what an ideal public bus system should be like, in the eyes of, those who either do not use or have shifted from public to private mode of travel. A survey on 1554 respondents is conducted to identify the various attributes that the public desire for, of a public bus system. These 12 items or attributes are clubbed into four categories using factor analysis. The logit regression run on the binary outcome "Shift" variable of opting or not opting for public bus system with the four predictor variables (institutional, personnel, personal and qualitative) obtained using factor analysis shows positive association of improvement in these predictors to the outcome of opting for public transport.



Research Title: Defeating the water crisis:
Community matters!

Publication: Local Economy

Category: Scopus-Indexed



Dr. Prerna Jain

Abstract

Community participation is critical in enhancing rural sustainability in terms of managing indigenous water harvesting structures. The long-standing illusion that the water crisis can only be tackled through a top down strategy design has been shattered by a successful community engagement model using the social, financial, and human capital of the community in the semi-arid village Laporiya of Rajasthan in India. The positive externalities created through the process of community engagement are not only via knowledge sharing but also water sharing with neighboring villages. The appropriate policy suggestion for the positive externalities so created is to build an extra market for 'ideas' creating incentives for these innovative practices in rural settings by allowing them to flourish in a hazard free manner, free from the risk of encroachment of common lands, or of future inter-sectoral resource conflict arising out of any industrial activity. The state-managed community participation has also been successful in reviving and creating water harvesting structures, but the sustainability of such program is at stake, in the absence of social capital. Communities do matter but in ways that sustain the local economy.



Research Title: Economic and Financial Analysis of Development Projects, Rural Development, Poverty, Women Empowerment

Research Domain: Economic and Financial Analysis of Development Projects, Rural Development, Poverty, Women Empowerment

Publication: Irfan, M., Mahapatra, B. & Ojha, R.K. (2021). Examining the effectiveness of low-carbon strategies in South Asian countries: the case of energy efficiency and renewable energy. Environment, Development and Sustainability.

Category: Scopus & WOS



Dr. R.K. Ojha

Abstract

This paper examines the impact of energy efficiency (EE) and renewable energy (RE) on carbon emissions, using a panel data of South Asian countries over the period 1990–2014. The empirical investigation involves the estimation of a panel autoregressive distributed lag model in a multivariate framework by employing the pooled mean group estimator. The estimates are presented for homogenous long-run effects and heterogeneous (country-specific) short-run effects of EE and RE on carbon emissions. The estimated results suggest that a co-integrating link is evident between carbon emissions, EE and RE in South Asian countries, especially after controlling the effects of economic growth and trade openness. The homogenous coefficient estimates reveal that in the long run, carbon emissions decline with a rise in RE, but emissions increase with an improvement in EE. Moreover, heterogeneous coefficient estimates indicate that in the short run, both low-carbon strategies (EE and RE) are effective for India and Nepal. However, only one strategy is effective for Pakistan, Bangladesh and Sri Lanka, that is, RE, RE and EE, respectively. The findings of this study provide new and valuable insights about the impact of EE and RE on carbon emissions in South Asian countries. Based on the results of this study, several crucial suggestions and implications are deliberated to promote long-term environmental sustainability in the region.



Research Title: Adoption of Internet of things in pharmaceutical industry and supply chain management in India

Research Domain: Economic Analysis, International Economics and Public Relations

Publication: Srivastava, S., Bhadauria, A., Dhaneshwar, S., & Gupta, S. (2020). Adoption of Internet of things in pharmaceutical industry and supply chain management in India. Solid State Technology, 63(6).

Category: Scopus



Dr. Suneel Gupta

Abstract

Internet of things or IoT relates to inter network of physical devices with sensors and network connectivity to facilitate easy exchange of data in real- time. Although the industrial automation and control technologies are well established in pharmaceutical industry but the real time status of products delivered is still not readily available to take timely decisions. Advancement in such process of digitization and the data across value chain along with the advent of Internet of things (IoT) can transform pharma industry. Although the implementation and adoption of IoT is at its nascent stage in life sciences industry but use of such smart device communication activities will thereby increase agility, safety and cost efficiency in pharmaceutical operations. The adoption of such technological advancement can make a dramatic difference in various areas such as monitoring of supply chain, R&D and clinical development. Investments in such areas can address the concern of improving supply chain management and manufacturing performance with varying degree of success. Using IoT platforms pharmaceutical companies can digitise and connect vital functions, elevate efficiencies and assure product quality and compliance. The study focuses on how IoT has the potential to transform pharmaceutical industry by offering value to cost optimization, higher productivity, faster time to market and improved compliance adherence. Also focusing on the IoT framework and best practices for accelerating the transition to digital.



Research Title: Determinants of mobile bank Usage Among the bank users in North India

Research Domain: Economic Analysis, International Economics and Public Relations

Publication: Srivastava, S., & Vishnani, S. (2021). Determinants of mobile bank Usage Among the bank users in North India. *Journal of Financial Services Marketing*, 26, pp 34-51.

Category: B, Scopus & WOS



Dr. Shalini Srivastava



Dr. Sushma Vishnani

Abstract

This manuscript purports to assess the determinants of service quality and their implications for continuance intention of usage of mobile banking. Our research model investigates the moderating influence of trust between service quality and user's satisfaction, and mediating impact of satisfaction on service quality–Continuance Intention relationship. The study used a sample size of 258 respondents from North India. All hypotheses were tested using SPSS and PROCESS Macro (Hayes). A positive connection was found between all study constructs. Furthermore, results revealed that trust did not moderate the impact of service quality on satisfaction; satisfaction partially mediated the service quality–Continuance Intention relationship. Findings of the study suggest that banks must emphasise on user-friendly interface for the m-banking application as well as the relevant service processes related to perceived ease of use. It is advisable that the user interface looks orderly and is easy to navigate. Also, results derived from the study suggest that banks must consider mobile security as a very important issue in order to protect the customers from fraud, and thus encourage use of m-banking application. The results cannot be generalised since data was collected only from northern part of India.



Research Title:

Public Expenditure and Economic Growth:
Evidence from the Developing Countries

Publication:

FIIB Business Review

Category: Scopus



**Dr. Deepak
Pandit**

Abstract

Regardless of theoretical grounds that presumed a positive relationship between government spending and economic growth, the extant research on this nexus is inclusive. This article re-examines the relationship between public expenditure and economic growth using more copious panel data set covering 59 countries in 1990–2019. Our empirical results confirm the unidirectional causality between economic growth and government expenditure where the causation runs between public spending and GDP growth. The results at large support the Keynesian framework that asserts the importance of government expenditure in stimulating economic growth. Further, the analysis reveals that after considering all the control variables such as trade accessibility, investment and inflation public spending positively affects economic growth. With regards to control variables, it was found that investment has a significant and positive bearing on economic growth. Evidence from the regression estimates further displays that trade openness encourages evolution in developing countries. However, population growth and unemployment have a detrimental effect on economic growth.



Research Title:

Leverage Effect in Foreign Exchange Markets: A Study of BRICS Economies

Publication:

IEEE Xplore-ICCAKM 2020-, 543-546
DOI: 10.1109/ICCAKM46823.2020.9051478

Category: Scopus



**Dr. Surender
Kumar**

Abstract

This paper is an attempt to investigate exchange rate volatility in foreign exchange markets of Brazil, Russia, India, China and South Africa, for the period of post financial crises, from January, 2009 to December, 2018. EGARCH model is employed to reveal the asymmetric impact of information available in the market. Study successfully examines the volatility transmission and volatility and asymmetry in market volatility. Investors and decision makers may utilize this research to hedge risk in current scenario. Investigation in this paper may provide information to make a minimize risks investment portfolio. Outcome of the research can also be employed to understand higher risks susceptibility of market.





Research Title: Effect of Fund Age on The Performance of Equity Mutual Fund Scheme in India

Research Domain: Finance

Publication: International Journal of Innovation, Creativity and Change

Category: Scopus-Indexed



Dr. Bhupendra Hada

Abstract

Mutual fund investors often look for a criterion for selecting a mutual fund scheme. There are various factors that affect the performance of an equity mutual fund scheme. One of these factors is fund age. There is often a controversy of whether older funds perform better as compared to their younger counterparts or is it the younger funds that provide superior returns as compared to older funds. The present study aims at analysing the relation between fund age and performance of equity mutual funds scheme in India. 65 open-ended equity schemes of top 9 fund houses (based on asset under management) were selected, which were launched until 31st December 2010. Researchers collected the data of the scheme returns on a yearly basis for the period 2014-2018. Parametric and Non-Parametric correlation coefficient between the scheme return and age of fund in months on annual basis were found for five years from 2014 to 2018. The results show a negative correlation between the fund age and scheme returns for four years 2014, 2015, 2016 and 2017 and a positive correlation for the year 2018. This shows that out of 5 years, younger funds have performed better as compared to older funds for 4 years. The study will help investors to select schemes from older and younger mutual funds to optimise their portfolio. Pages 1333 to 1351.



Research Title: Conditional relation between Return and Co-moments – An Empirical Study for emerging Indian Stock Market

Research Domain: Risk management, Investment Management, Corporate finance, Industrial Economics

Publication: Chaudhary, R., Misra, D., & Bakhshi, P. (2020). Conditional relation between Return and Co-moments – An Empirical Study for emerging Indian Stock Market. Investment Management and Financial Innovations, 17(2), pp 308-319.

Category: B & Scopus

Abstract

Due to many theoretical and practical shortcomings of the traditional CAPM model, this study aims at analyzing the CAPM with possible extensions. The analysis aims to know the empirical soundness of Conditional Higher Moment CAPM in emerging India's capital market. The sample consists of 69 company's daily stock price data from April 2004 to March 2019 from NSE 100. Panel data analysis is used on 21 cross-sections. The overall results show that when both up and down markets are incorporated separately, all three moments, namely, co-variance, co-skewness, and co-kurtosis, are priced during the normal Indian economy phase. Further, this study states that including higher moments (co-skewness and co-kurtosis) in the two-moment model provides symmetry in both the up and down markets. This is one of the first studies in the Indian Stock market explaining the variation in portfolio returns through panel data analysis by extending CAPM with conditional higher-order co-moments. The portfolio managers should consider skewness and kurtosis along with variance in constructing the optimal portfolios.



**Dr. Dheeraj
Misra**



**Dr. Rashmi
Chaudhary**



Research Title: Impact of financial risk on supply chains: A manufacturer-supplier relational perspective

Publication: A, Ghadge.,S Jena.,S, Kamble., M ,Tiwari., Misra,D. (2021). Impact of financial risk on supply chains: A manufacturer-supplier relational perspective, International Journal of Production Research

Category : A & Scopus



Dr. Dheeraj Misra

Abstract

This study aims to analyse the manufacturer-supplier relational perspective under the influence of exogenous financial risk. Following corporate finance theory, a multi-objective decision model for supplier selection and order allocation is developed to maximise the total profit of the manufacturer, and minimise the implicit equity stake and financial risk faced by selected suppliers. A two-echelon supply chain is explored under the influence of foreign exchange risk, default risk, market risk and price fluctuation risk, and solved using an NSGA-III algorithm. Three case scenarios are analysed to explore the influence of a set of financial risk on the manufacturer-supplier relationship and the behaviour of suppliers concerning risk profile, both in the short and long-term horizon. The results are analysed from both the manufacturer as well as supplier perspective, and the optimal conditions are discussed under the cascading risk circumstances. The study provides multiple insights into the impact of financial risk on supply chain relationship and will be valuable for dealing with similar uncertain economic environment. The research is likely to be of benefit beyond supply chain managers, like investors and financial risk managers in making informed decisions. The need to focus on systemic risk in supply chains is evident from the study.



Research Domain: Investment management, Corporate Finance, Financial Markets

Research Title: The Performance of Indian Stock Market during COVID-19

Publication: Chaudhary, R., Bakhshi, P., & Gupta, H. (2020). The Performance of Indian Stock Market during COVID-19. Investment Management and Financial Innovations, 17(3), pp 133-147.

Category: B & Scopus



Dr. Rashmi Chaudhary



Dr. Hemendra Gupta

Abstract

The current empirical study attempts to analyze the impact of COVID-19 on the performance of the Indian stock market concerning two composite indices (BSE 500 and BSE Sensex) and eight sectoral indices of Bombay Stock Exchange (BSE) (Auto, Bankex, Consumer Durables, Capital Goods, Fast Moving Consumer Goods, Health Care, Information Technology, and Realty) of India, and compare the composite indices of India with three global indexes S&P 500, Nikkei 225, and FTSE 100. The daily data from January 2019 to May 2020 have been considered in this study. GLS regression has been applied to assess the impact of COVID-19 on the multiple measures of volatility, namely standard deviation, skewness, and kurtosis of all indices. All indices' key findings show lower mean daily return than specific, negative returns in the crisis period compared to the pre-crisis period. The standard deviation of all the indices has gone up, the skewness has become negative, and the kurtosis values are exceptionally large. The relation between indices has increased during the crisis period. The Indian stock market depicts roughly the same standard deviation as the global markets but has higher negative skewness and higher positive kurtosis of returns, making the market seem more volatile.



Research Title: Volatility in International Stock Markets: An empirical study during COVID-19.

Publication: Chaudhary, R., Bakhshi, P., & Gupta, H. (2020). Volatility in International Stock Markets: An empirical study during COVID-19.

Publication: Journal of Risk and Financial Management, 13(2018), pp.1-17

Category: B & WOS



Dr. Rashmi Chaudhary



Dr. Hemendra Gupta

Abstract

Predicting volatility is a must in the finance domain. Estimations of volatility, along with the central tendency, permit us to evaluate the chances of getting a particular result. Financial analysts are frequently challenged with the assignment of diversifying assets in order to form efficient portfolios with a higher risk to reward ratio. The objective of this research is to analyze the influence of COVID-19 on the return and volatility of the stock market indices of the top 10 countries based on GDP using a widely applied econometric model—generalized autoregressive conditional heteroscedasticity (GARCH). For this purpose, the daily returns of market indices from January 2019 to June 2020 were taken into consideration. The results reveal daily negative mean returns for all market indices during the COVID period (January 2020 to June 2020). Though the second quarter of the COVID period reflects a bounce back for all market indices with altered strengths, the volatility remains higher than in normal periods, signaling a bearish tendency in the market. The COVID variable, as an exogenous variance regressor in GARCH modeling, is found to be positive and significant for all market indices. Furthermore, the results confirmed the mean-reverting process for all market indices.



Research Title: Corporate Governance and Public Sector Banks Consolidation: Evidence from India



Dr. Sahil Jasrotia

Abstract

Government of India recently, initiated a major consolidation of public sector banks with the purpose of addressing corporate governance issues of these banks. Our study is to evaluate the rationale of bank consolidation considering their existing capital adequacy framework, asset quality and profitability of public sector banks and how consolidation can help improve their performance. An implication of this paper is that it flags important corporate governance issue and provides a prescription for good corporate governance practices of public sector banks.



Research Title: CEO Compensation and Shareholder Value Creation: Impact on Corporate Governance in India

Publication: The Journal of Developing Areas



Dr. Sahil Jasrotia

Abstract

The issue of CEO compensation has been a sticky point both in the developed market and emerging market economies. The purpose of this paper is to provide empirical evidence about the linkages between CEO compensation and shareholder value creation thus enabling good corporate governance environment. Our study provides an interesting natural experiment to test the ageless question of whether a socialistic approach to executive compensations affects economic efficiency. Our finding is a clear departure from the CEO compensation experiences in the developed countries where large scale excesses and mismatches were reported. The study finds that good corporate governance stands established, if the CEO pay is linked to shareholder value creation.



Research Title: Does gender diversity on firm's board affect dividend payouts? Evidence from India



Dr. Sahil Jasrotia

Abstract

This study attempts to determine whether gender diversity on the firm's board affects the dividend payout ratio concerning firms listed on Nifty 50 in India. Multiple regression analysis and the logit model have been employed. The dependent variable is the dividend payout policy of the firm, and the independent variable is gender diversity. The regression model incorporated control variables that have been popularly listed in the extant literature. The robustness of the results has also been tested. It was found that there exists a positive association between the percentage of female directors and the dividend payout ratio. Results also found that there is a positive impact of the number of female directors on the dividend to total assets. This implies that gender diversity on board positively affects the payout ratio of firms. This study is the first of its kind to investigate the association of gender diversity on the firm's board and dividend payout ratio.



Research Title: Inclusive corporate governance for creating shared values: Indian experience

Publication: International Journal of Indian Culture and Business Management



Dr. Sahil Jasrotia

Abstract

The change in original design of a private corporation producing profits for a relative few is being redefined as a public institution engaged in a wide range of activities some of which appear unrelated to short-term profitability. Businesses can no longer stay insulated from wider obligations, to employees, consumers, environment, and to the people and society in general. The purpose of this paper is to analyse whether the current regime is adequate to deal with the changed corporation, and if not, what changes need to be wrought to make it adequate. Our study establishes that Indian companies' perspective towards stakeholders stands enhanced, creating an ideal environment for good corporate governance. An implication of this study is to make management of corporations to be accountable to non-shareholder interests and other community prerogatives, in making corporate decisions.



Research Title: Board composition, ownership structure and firm performance: New Indian evidence

Publication: International Journal of Disclosure and Governance



Dr. Santanu K. Ganguli

Abstract

This paper studies the impact of board composition and ownership structure on accounting as well as market performance of Indian firms in presence of certain unique statutory provisions relating to independent directors and limits on ownership concentration. The study uses a sample of 265 non-finance, non-banking and non-PSU Indian companies of S&P 500 index and applies OLS models initially. Having identified evidence of a possible feedback loop, the study then employs instrumental variables and 2 SLS models to explore how firm performance is impacted by ownership concentration and board composition after controlling for firm-level and industry-level characteristics. A series of robustness tests are used to substantiate the findings from the main analysis. A two-way relationship and 'nonlinearity' are recorded between market performance and ownership concentration. The study shows that a moderate-to-high ownership concentration between 25 and 75% enhances firm performance and very low level of concentration adversely impacts the same. Performance is positively impacted by board size but not by board independence. The findings of the study become particularly important for legislators and investors in the backdrop of SEBI's regulations fixing a maximum limit on promoter's shareholding and existence of a minimum external directors in the board for listed Indian companies that might have an implication on firm performance from liquidity, agency and information asymmetry perspective. The study documents that an optimal shareholding concentration and large board size with internal directors rather than a high percentage of independent external directors leads to value creation in Indian context. The paper provides new insights onto the relationship between board composition, ownership structure and firm performance in the backdrop of regulations brought out by SEBI in this behalf. The findings of the study have varying degree of application in common law origin countries with strong regulatory framework for investors' protection.

Research Title: Impact of Education on Financial Inclusion Study for India

Publication: Journal of Xi'an University of Architecture & Technology



Dr. Priti Bakhshi

Abstract

Whether Financial Literacy & Inclusion lead to an all inclusive Social Inclusion? In a human being's life across continents there are four basic financial products which touches and are needs of every one i.e. Savings, Credit, Remittance and Insurance. The objective of this paper is to study Financial Inclusion in holistic perspective in context of education level. It includes growth in Accounts, Savings, Borrowings, Digital payments, mobile accounts, remittances, internet payments etc. in context of primary and secondary education level. Keeping the above as the base, researchers for the purposes of this research have limited their study to the impact of secondary education in particular on Financial Inclusion. For analyzing the facts, data for the study has been gathered mainly through secondary sources including reports and other articles written in the space. Researchers observe that both, financial literacy and inclusion go hand -in-hand. In conclusion, paper proves that the level of education plays a critical role in Financial Inclusion as people with secondary education open and maintain more accounts, more savings, more borrowings, higher ownership of debit and credit cards, more use of digital payments, mobile payment accounts and internet payments.



Research Title:

Long term dependency between sovereign bonds and sectoral indices of India Evidence using Hurst exponent and wavelet analysis

Publication: Managerial Finance



Dr. Santanu Das

Abstract

Purpose : The purpose of this study is to provide a new way to optimize a portfolio and to show that combining the Hurst exponent and wavelet analysis may help to increase portfolio returns.

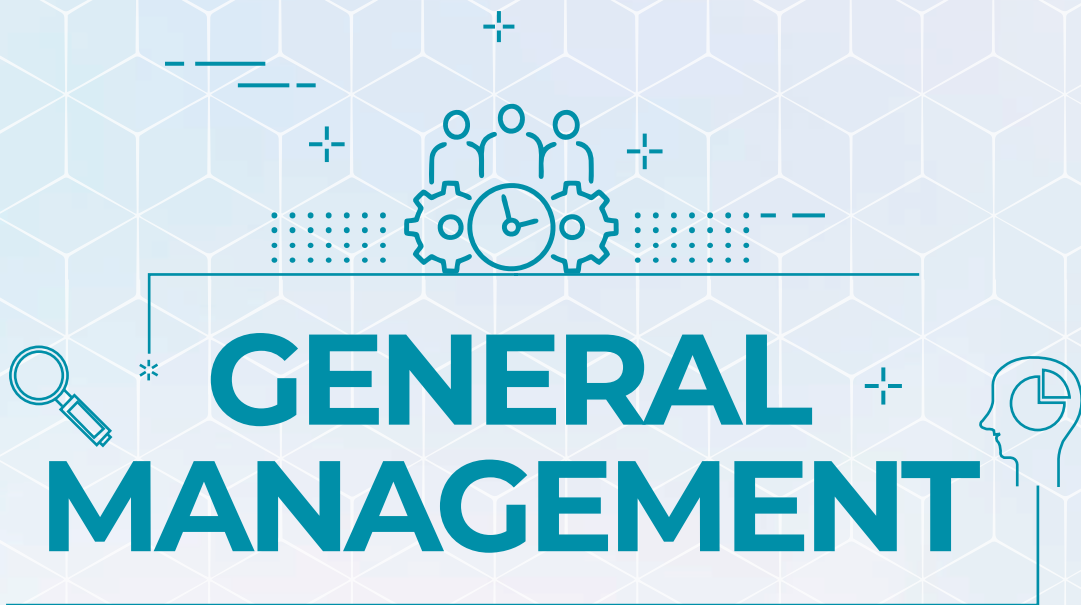
Design/methodology/approach : The authors use the Hurst exponent and wavelet analysis to study the long-term dependencies between sovereign bonds and sectoral indices of India. The authors further construct and evaluate the performance of three portfolios constructed on the basis of Hurst standard deviation (SD) – global minimum variance (GMV), most diversified portfolio (MDP) and equal risk contribution (ERC).

Findings : The authors find that an ERC portfolio generates positive superior return as compared other two. Since our sample includes periods of two crisis – post-2007 financial crisis and the ongoing pandemic, this study reveals that combining government bond with equities and gold provides a higher returns when the portfolios are constructed using the risk exposures of each asset in the overall portfolio risk.

Practical implications : The findings provide guidance to portfolio managers by helping them to select assets using the Hurst approach and wavelet analysis thereby increasing the portfolio returns.

Originality/value : In this study, the authors use a combination of Hurst exponent and wavelet analysis to understand the long-term dependencies among various assets and provide a new methodology to optimize a portfolio. As far as the authors' knowledge, no study in the past has attempted to provide a joint framework for portfolio optimization and therefore this study is the first to apply this methodology.





**GENERAL
MANAGEMENT**

Research Title: Sangisathi:
Reimagining a sustainable
future for handloom in India

Journal:
Journal of Public Affairs



Dr. Devika Trehan

Abstract

This paper describes the journey of the small family owned enterprise called “Sangisathi,” which aims to build a sustainable business model in handloom sector. Founders started their operations with the conflicting objectives of empowering small marginalized weavers and maximizing the profits at the same time. They soon realized that engaging with small weavers has significant downsides in terms of profitability. Supplier/weaver selection is very crucial for the survival of Sangisathi in a competitive environment. It intends to maximize the profit while at the same time, attempts to engage with small marginalized weavers. This paper shows how various models on supplier selection in literature can be utilized by Sangisathi to optimally trade-off their conflicting objectives (profit maximization and engaging with small weavers). Further, literature on sustainability is referred to evaluate the long-term sustainability of the business model. Our discussion on various challenges faced by Sangisathi and their prospective solutions will be helpful for various other similar handloom aggregator firms.



Research Title: From Resistance to Acceptance: Role of Moderating and Mediating Variables in Intention to use Mobile Payment Services

Research Domain: General

Publication: International Journal of Technology Marketing, Vol. 14, No. 4, 2020

Category: Scopus



**Dr. Shalini
Srivastava**



**Dr. Nidhi
Singh**

Abstract

The use of mobile payment services is increasing in the last few years due to its convenience, more secure purchase, and other benefits in performing transactions. However, despite benefits, the adoption of mobile payments still faces consumer's resistance. The present study intends to understand user's resistance in using mobile payment services and proposes a conceptual model by integrating innovation resistance theory (IRT) with innovation diffusion theory (IDT) and perceived value theory to change user's resistance to intention to use mobile payment service. The study used 380 respondents for the purpose of the analysis. The study confirms the significant influence of perceived value in changing the mindset of consumers from resistance to intention to use. The study also suggests the crucial role of innovation diffusion elements media usage, subjective norms, and word-of-mouth in overcoming resistance and enhancing consumer's intention to use mobile payment services. The study offers several theoretical and practical implications for researchers and practitioners





Research Title: Data Driven Modelling for Predicting Financial Performance of BSE 500 companies

Publication: AWESHKAR

Domain: HR Analytics



Prof. Arindam Saha



Prof. Nitin Merh

Abstract

The paper attempted to develop data driven model for predicting performance of Indian companies listed in BSE 500. The paper used a variety of statistical techniques to analyze past data and made predictions. Data driven modelling was developed on various selected financial attributes using techniques of Multiple Linear Regression (MLR). Efforts are made to predict Net Sales and to find relationship between dependent and independent variables. A comparison is made between the results derived from techniques to check the robustness of the model. On the basis of the errors calculated between the actual and predicted values of net sales, performance evaluation of the organisations was done. Various statistical methods were used for finding goodness of fit. Various error scores are calculated to evaluate best model and check robustness of the models under study. Validation and Training of the model was done using data sets of various sectors of BSE500 collected from website ACE Knowledge Portal (www.acekp.in) (Dated 05.02.2018).



Research Title:

Work-Life Conflict and Burnout among Working Women: A Mediated Moderated Model of Support and Resilience

Research Domain: HR**Publication:** International Journal of Organizational Analysis**Category:** B

**Dr. Pragya
Gupta**



**Dr. Shalini
Srivastava**

Abstract

Purpose : Using job demand-control-support (JDCS) model as its foundation, the purpose of this paper is to examine the important but under-explored, relationship between perceptions of work-life conflict and burnout being mediated and moderated by support systems and resilience among female employees in India.

Design/methodology/approach – A total of 270 female employees belonging to various sectors such as IT/ITES, retail, bank and hospitality located in Northern India were surveyed. The study used stratified sampling method for good coverage from different departments of the organizations. The structural equation method was used to test the direct effect, and for the mediation effects, they were tested by the method of indirect effects (Preacher and Hayes, 2004).

Findings : The results supported the hypothesized model that there exists a significant and positive relationship of work-life conflict with burnout, and work-life conflict has a negative association with both family support and organizational support. The findings also supported the hypothesis that family support and organizational support mediate the relationship of work-life conflict and burnout. This analysis expectedly confirmed that resilience not only displayed a negative relationship with burnout but also moderated its relationship organizational and family support.

Research limitations/implications : The research design was co-relational and cross-sectional, so inferring causality is not possible. Future research must incorporate a longitudinal design to investigate the causal effects of work-life conflict on employees' experiences of burnout and whether it gets buffered by availability of workplace support and family support.

Practical implications : It is imperative for the organizations to take substantial steps to reduce job burden and deadline pressure on the female employees, nurture decision autonomy at all levels of hierarchy and encourage amiable relationships of employees with their supervisors and peers based on mutual trust and support.

Originality/value : Although most of the research studies on work-life conflict have been unidirectional, i.e. investigating spillover of work demands on to family domains (Greenhaus and Beutell, 1985; Byrne and Barling, 2017), these conflicts have been found to be bidirectional, meaning thereby that family issues do spill over into work realm (Makela and Sutari, 2011). This study examines both directions of work-life conflict.

Research Title: Validation of workplace spirituality scale in Indian Context

Research Domain: HR

Publication: The Journal of Indian Management and Strategy, Vol. 26(1),

Category: WoS



Dr. Pragya Gupta

Abstract

Purpose – This paper is first attempt to validate the spirituality at work scale developed by Kinjerski&Skrypnec (2006) in Indian context as so far it has been primarily tested successfully in US, Canada and Thailand.

Design/methodology/approach – A questionnaire-based survey was designed for data collection from employees working in IT and ITES sectors in Delhi-NCR. The sampling technique followed for this study was purposive sampling. Confirmatory Factor Analysis using AMOS version 20.0 was conducted to test the validity and reliability of the factorial structure of workplace spirituality.

Findings – The findings show that only a part of scale developed in western country was found appropriate along with an additional measure of organizational spirituality. The scale demonstrated adequate statistical reliability and validity, producing excellent fit for the overall SAW measurement model

Research limitations/implications – The study was able to produce strong empirical evidence for confirmation of SAW as a higher order latent construct, which is important considering that these findings may help in acceptability of workplace spirituality in academics and practice.

Practical implications – As the scale demonstrated good discriminant & convergent validity and acceptable internal consistency; scholars using this scale for future researches can be confident about the accuracy of the scale in capturing the intricate and ethereal essence of workplace spirituality.

Originality/value – This paper is probably the first attempt of validating the spirituality at work scale in Indian work settings, thereby an important contribution towards advancing the measurement development for the field of workplace spirituality.

Research Title: Linking personal growth initiative and organizational identification to employee engagement: Testing the mediating-moderating effects in Indian Hotel Industry

Research Domain: HR

Publication: Journal of Hospitality and Tourism Management, 45(2020), 79-89

Category: A Category



**Dr. Shalini
Srivastava**



**Dr. Sonali
Singh**

Abstract

Purpose - The study intends to study the association between personal growth initiative, organizational identification and employee engagement. It further investigates the mediating effects of psychological empowerment and hardiness on organizational identification, personal growth initiative and employee engagement relationship on hotel employees.

Design: Data was collected from 382 employees of hotels located in the vicinity of North India via questionnaire survey and analyzed using confirmatory factor analysis and mediation analysis.

Findings - Psychological empowerment was found to act as partial mediator between personal growth initiative, organizational identification, and employee engagement. Hardiness acted as a significant moderator between psychological empowerment, and employee engagement relationship.

Research limitations/implications - The study is based on the convenience sample and taking only three states of India. Different conceptual model explaining the mediating and moderating effects can also be added in future direction of research

Practical implications - The findings suggest that top level management should create an environment where the employees feel a sense of empowerment because empowered employees automatically become engaged employee. This is possible only when the organization has a culture where the employees have the power to 'say' 'stay' and 'strive'.

Originality/value - Going through the literature, the importance of psychological and social needs of the employees are much talked about in western world. However, there is a paucity work done in Indian context which has addressed these needs in the hospitality sector. The study is the first of its kind which has taken hardiness and psychological empowerment as mediators in Indian context.

Research Title: Linking conservation of resource perspective to personal growth initiative and intention to leave: role of mediating variables

Research Domain: HR

Publication: Personnel Review,
Vol. 50 No. 2, pp. 686-708

Category: A Category



Dr. Shalini Srivastava

Abstract

Purpose – The present study intends to explore the underlying mechanism of the effect of personal growth initiative on employee engagement and intention to leave, in the presence of openness to experience and neuroticism as mediating variables. Support from conservation of resource theory and action regulation theory were taken to study the variables.

Design/methodology/approach – A time span of four months was taken to collect data from 382 employees belonging to hotel industry of Delhi NCR region of India. Structure equation model and mediation analysis were used in the present study

Findings – A positive association was found between personal growth initiative, engagement and openness to experience and a negative association was found between personal growth initiative, engagement, neuroticism and intention to leave. Openness to experience and neuroticism acted as partial mediators

Research limitations/implications – The researchers have collected the data only from service sector organizations. Hence, there is scope for a cross sectional, longitudinal and experimental intervention-based study to generalize the findings of the study. We also suggest to check the mediating effect of other constructs on the different aspects of well-being of employees at the workplace. Apart from it, if personal growth initiative among employees has a causal role to play for different outcomes, a meta-analysis based on the antecedents and consequences of personal growth initiative would be beneficial. It would further reveal many more insights and possible research themes

Practical implications – Our results present significant practical implication for professionals engaged in day-to-day corporate affairs. As the managers at the workplace around the globe get heavily involved in decision making, and they are prone to observe negative information than the positive set of information, in the presence of both

Social implications – With the help of the study, society can be better conscious of literature related to personality, PGI and its outcome. This way, prospective professionals can understand the significance of personality along with PGI and harness their character accordingly. This would further contribute to prepare young professionals and also fill the supply demand skill gap in the industry and society at large. Any type of imbalance would harm the sustainability of the employment cycle in society

Originality/value – Due to limited literature available in management research on the topic, the researchers of the presented study selected personal initiative as the foundation of personal growth initiative. It has been seen that despite extensive work and interest of researchers, there is a difference in the concept and practice of employee turnover intentions. It is believed that research on human physiology and psychology affect the understanding about organizational research.

Research Title: Impact of Management Education on Personality of Management Graduates

Research Domain: Human Resources

Publication: Psychology & Education

Category: Scopus-Indexed



Dr. Anvay Bhargava

Abstract

Development of an individual as a manager requires a major shift in thought process of an aspiring management student. One of the key aim of management education is to build up the personality suitable so as to be of use as an efficient manager in the corporate world. To build up capacities lot of innovative teaching tools have been adopted worldwide by the B-schools like case based teaching, internships, use of media and online tools. Management education builds up these capacities in the form of personality traits. There are lot of psychometric tools available to assess the personality of individuals and other aspects of management like conflict management, leadership style, etc. This assessment helps in identifying the best talent suitable for a job in industry. This empirical study focuses on the impact of management education on personality change, on students entering the B-school and at the time of their exit. The students compared the perceived changes they have observed in themselves based on Cattell's sixteen factor personality model.



Research Title: Do Corporate Social Responsibility (CSR) Initiatives Boost Customer Retention?
A Moderation - Mediation Approach

Research Domain: HR

Publication: Journal of Hospitality
Marketing and Management

Category: A Category



**Dr. Shalini
Srivastava**



**Prof. Nidhi
Singh**

Abstract

This study investigates the direct and indirect associations between CSR and customer retention, with the mediating effect of C-C (Customer- Company) identification, company reputation, and customer satisfaction. A sample of 384 customers from the hotel industry was taken for the present study. The result found a significant mediating effect of the aforementioned variables to measure the impact of CSR activities on customer retention. The study also tested and confirmed moderated mediation effect of C-C identification between CSR and customer retention via company reputation. The study contributes to the existing literature on stakeholder theory, and highlights its association with social identity theory, social exchange theory, and signaling theory, with respect to CSR activities in the hospitality industry. Encouraging a holistic approach to strategic CSR in hotels, this study contributes a framework of stakeholder roles, emanating from stakeholder responsibility and stakeholder involvement in CSR in the hotel sector, that will be of interest to both academics and practitioners.



Research Title:

A JD-R Perspective for Enhancing Engagement through Empowerment: Role of Moderators

Research Domain: Human Resources

Publication:

Journal of Hospitality and Tourism Management, 46 (2021) 12–25

Category: A Category



Dr. Shalini Srivastava



Prof. Prasoon Tripathi

Abstract

The study intends to examine the association between psychological empowerment and employee engagement with perceived organizational support and locus of control as moderating variables. The job demands-resources model is used to study the association among the variables. Data were collected from 224 hotel employees located in the vicinity of North India via survey. The structural equation modeling and moderation analysis was conducted to evaluate the hypothesized model.

During the study, a significant effect of the dimensions of psychological empowerment on employee engagement was observed. Perceived organizational support and locus of control were found to act as significant moderators for psychological empowerment dimensions and employee engagement relationship. The Human Resource managers need to pay considerable heed to empower employees in the organizations as empowered employees contribute to better decision-making, thereby strengthening the organization's excellence. To improve organizational effectiveness, the HR and OD professionals should provide the best possible support to strengthen the personality attribute resulting in a highly engaged workforce. The study augments the literature of psychological empowerment by assessing the association between dimensions of psychological empowerment and employee engagement. The study is the first of its kind that has taken the locus of control and perceived organizational support as moderators in the Asian context.



Research Title:

Workplace bullying and intention to leave: a moderated mediation model of emotional exhaustion and supervisory support

Research Domain: HR**Publication:**

Employee Relations, Vol. 42 No. 6, pp. 1547-1563

Category: B Category

**Dr. Shalini
Srivastava**



**Dr. Swati
Agrawal**

Abstract

Purpose – This study investigates the association between workplace bullying and intention to leave. The study further attempts to understand the mediating and moderating roles of emotional exhaustion and supervisory support respectively on workplace bullying and intention to leave relationship.

Design/methodology/approach – Statistical tools like SPSS and PROCESS Hayes were used for the analysis. Techniques like CFA, regression, moderation mediation analysis were used.

Findings – Utilizing conservation of resources (COR) theory and a sample of 480 employees from hospitality sector in India, we found that WPB was positively related to intention to leave. We also found that supervisory support moderated the relationships between emotional exhaustion and intention to leave and emotional exhaustion acted as a mediator between workplace bullying and intention to leave

Research limitations/implications – First, for the survey self-report questionnaire was employed; hence, it may be biased due to the social desirability effect. However, the researcher has stated that for workplace behavior like an intention to leave and supervisory support, the self-report survey is applicable (Bennett and Robinson, 2000). This study is limited in scope to measure cause-and-effect relationship because it is a cross sectional study. Therefore, in correlation, the chronological order cannot be established as data were collected at the same time

Practical implications – First, the result of the study established that workplace bullying can result in high intention to leave which will adversely affect the organization in the long term. Therefore, it is necessary that managers and businesses need to act to reduce workplace bullying. The managers in the organization should facilitate the friendly work environment and implement practices that are detrimental to bullying behaviors

Social implications – Since workplace bullying not only affects the target but also the team's success and organization and the society as a whole, the organization should think of exploring the impact of workplace bullying on team cohesiveness and organizational performance.

Originality/value – This study seeks to explore in more detail the problem of bullying in the hospitality sector in India. The impetus for the study was the growing concern that bullying is creating a lot of turmoil in the life of employees making them either face the situation by being emotionally strong or leave the organization.

Keywords – Workplace bullying, Supervisory support, Emotional exhaustion, Intention to leave, Hospitality sector,

Moderation - mediation | **Paper type** - Research paper

Research Title: Glass ceiling –
An illusion or realism?
Role of organizational identification
and trust on the career satisfaction
in Indian organizations

Research Domain:
Human Resources

Publication:
Journal of General Management,
Vol. 45(4) 217–229

Category: B Category



**Dr. Shalini
Srivastava**

Abstract

The motivation of the present study is to investigate the association between perceived glass ceiling and career satisfaction among Indian managers. The study examined the impact of glass ceilings at the career satisfaction level of employees mediated by organization identification and organizational trust. The sample for the present study embraces 237 middle level managers representing organizations in Delhi/NCR. For data analysis, descriptive statistics, correlation and regression were used. Results illustrate that a significant and negative relationship is found between glass ceiling and career satisfaction which implies that if employees feel that glass ceiling exists in the organization, their career satisfaction will be less. The results validate that the impact of glass ceiling decreases after introducing the mediating effects of trust and organizational identification on career satisfaction. The subsistence of the glass ceiling in the organizations will indirectly be fortified due to inadequacies in networking, mentoring, flexible working hours and family friendly initiatives. Therefore, modifying the human resource policies and practices and altering the organizational culture and attitudes of executives shall help organizations preserve their extremely able women workforce



Research Title: Resistance to change and turnover intention: a moderated mediation model of burnout and perceived organizational support

Research Domain: HR

Publication: Journal of Organizational Change Management, vol. 33 no. 7

Category: B Category



**Dr. Shalini
Srivastava**



**Dr. Swati
Agrawal**

Abstract

Purpose – This study investigates the association between workplace bullying and intention to leave. The study further attempts to understand the mediating and moderating roles of emotional exhaustion and supervisory support respectively on workplace bullying and intention to leave relationship.

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Techniques like CFA, regression, moderation mediation analysis were used.

Findings – Utilizing conservation of resources (COR) theory and a sample of 480 employees from hospitality sector in India, we found that WPB was positively related to intention to leave. We also found that supervisory support moderated the relationships between emotional exhaustion and intention to leave and emotional exhaustion acted as a mediator between workplace bullying and intention to leave

Research limitations/implications – First, for the survey self-report questionnaire was employed; hence, it may be biased due to the social desirability effect. However, the researcher has stated that for workplace behavior like an intention to leave and supervisory support, the self-report survey is applicable (Bennett and Robinson, 2000). This study is limited in scope to measure cause-and-effect relationship because it is a cross sectional study. Therefore, in correlation, the chronological order cannot be established as data were collected at the same time

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Social implications – Since workplace bullying not only affects the target but also the team's success and organization and the society as a whole, the organization should think of exploring the impact of workplace bullying on team cohesiveness and organizational performance

Originality/value – This study seeks to explore in more detail the problem of bullying in the hospitality sector in India. The impetus for the study was the growing concern that bullying is creating a lot of turmoil in the life of employees making them either face the situation by being emotionally strong or leave the organization

Keywords – Workplace bullying, Supervisory support, Emotional exhaustion, Intention to leave, Hospitality sector

Moderation – Mediation

Paper Type – Research paper

Research Title: Towards engagement through empowerment: a study on private sector managers

Research Domain:
Human Resources

Publication:
Int. Journal. Indian Culture and Business Management, Vol. 21, No. 2, 2020

Category: WoS



Dr. Shalini Srivastava



Dr. Nidhi Singh

Abstract

The purpose of this study is to analyse relationship between employee engagement and turnover intention. It further attempts to understand the role of employee empowerment as a moderator in the employee engagement and turnover intention relationship. 274 data were collected from the respondents belonging to private sector bank managers across Delhi/NCR of India. Techniques like exploratory factor analysis and confirmatory factor analysis were used to validate the dimensions under study. Structural equation modelling and regression analysis were further used to assess the moderating impact of employee empowerment on employee engagement-turnover intentions relationship. An inverse relationship between empowerment and turnover intentions was found and no relationship between engagement and turnover intentions was determined by the results. Furthermore, employee empowerment did not have a moderating effect of employee engagement-turnover intentions. The result derived from the present study accentuates the significance of empowering employees which leads to better engagement.



Research Title: Combating deviant behaviour for strengthening organization

Research Domain: HR

Publication: Int. J. Indian Culture and Business Management, Vol. 20, No. 4, 2020

Category: WoS



**Dr. Shalini
Srivastava**

Abstract

This study aims to examine the relationship between workplace deviant behaviour (WDB) and organisational commitment (OC), and to explore the role of emotional intelligence as a moderator on the relationship between WDB and OC. Data for the study were obtained from the respondents of information technology industries across Delhi/NCR by using convenience sampling. 302 middle level managers belonging to 24 different public and private sector IT companies were surveyed to investigate the above-mentioned relationship. The study reveals that work deviant behaviour negatively influences organisational commitment. Results further indicated that emotional intelligence weakens the negative influence of work deviant behaviour on organisational commitment. Due to the paucity of time, the present research work studies only small number of companies belonging only to Delhi-NCR region and a specific sector, hence, the results cannot be generalised. The study advances the existing literature on organisational commitment by identifying a significant association between organisational commitment, workplace deviant behaviour, and emotional intelligence, and highlighting its theoretical and practical implications.



Research Title: Coping Stress for Psychological Well-Being: Role of Locus of Control and Demographic Variables

Research Domain: HR

Publication: IJICBM, Vol. 22, No. 2, 2021
10.1504/IJICBM.2020.10030714

Category: WoS



Dr. Shalini Srivastava

Abstract

well-being of employees. It further attempts to study the moderating impact of locus of control on organizational role stress and psychological well-being relationship. The study consisted of 210 middle level managers belonging to public and private sector organisations of Delhi/NCR region. Statistical tools like descriptive statistics, correlation and regression were used to test the hypothesised model. A negative and significant association was found between organisational role stress and psychological well-being. Locus of control significantly moderated the ORS and PWB relationship



Research Title: A study on the relationship of abusive supervision and fear based silence in India the mediating role of dimensions of emotional intelligence

Research Domain: HR

Publication: Current Psychology

Category: Scopus



**Dr. Shalini
Srivastava**

Abstract

This study examines the relationship between abusive supervision and fear based silence and turnover intentions and how emotional intelligence (EI) dimensions mediate this relationship. Using “relationship theory” in high power distance work context of India, the authors predicted that abusive supervision is positively related to EI and also positively related to fear based silence and turnover intention. Data were collected from 347 employees from Indian manufacturing and retail industry in two stages. Results have supported the mediating impact of others' emotional appraisal on the relationship of abusive supervision and fear based silence. However other EI dimensions (self emotional appraisal, regulation of emotions and use of emotions) did not produce a significant mediating effect. Furthermore, abusive supervision had a negative relationship with self emotional appraisal and a positive relationship with others' emotional appraisal. The implications are discussed for understanding the relevance of others' emotional appraisal in diminishing the fear based silence among the employees. The study advances the use of relationship theory and its practices in Indian work context.



Research Title: : Unlocking Technology Adoption for a Robust Food Supply Chain: Evidence from Indian Food Processing Sector

Research Domain: HR

Publication:

HSE Economic Journal, 2021;
25(1): 147-164.

Category: Scopus



Dr. Vranda



**Dr. Tavishi
Tewary**

Abstract

This paper pioneers the identification of artificial intelligence (AI) enablers employment generation, enhancing industrial output and export growth. Policymakers can also get perspectives on harnessing the benefits of AI technology while creating an enabling environment for different supply chain partners. like technology feasibility, sophistication, data integrity, interoperability and perceived benefits that can boost operational efficiency of firms in Indian food processing industry. With the food processing industry contributing significantly to domestic gross value added and generating an export earning of close to USD 40 billion from agricultural and processed food exports, the study examines the role of AI in overcoming the existing inefficiencies of firms, particularly the small and medium enterprises (SMEs) involved in food processing. For this, questionnaire was circulated to 500 respondents comprising of IT and supply chain professionals, managers of food processing companies and academicians working in this domain, of which 341 complete responses were received. These responses were then analysed using PLS-SEM modeling, through which the relationship between AI adoption and operational efficiency of firm was established. The study found a significant relationship between AI adoption and operational efficiency. The R square and Q square values substantiate the predictive power of the model used in the study. The research has significant implications for supply chain professionals as technology adoption would boost resilience, integration and transparency of these firms. The study is also relevant for addressing issues pertaining to food security.



INVESTMENT MANAGEMENT

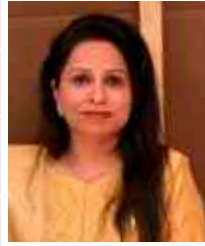


Research Title:

The performance of the Indian stock market during COVID-19

Publication:

Investment Management and Financial Innovations,



**Rashmi
Chaudhary**



**Priti
Bakhshi**



**Hemendra
Gupta**

Abstract

The current empirical study attempts to analyze the impact of COVID-19 on the performance of the Indian stock market concerning two composite indices (BSE 500 and BSE Sensex) and eight sectoral indices of Bombay Stock Exchange (BSE) (Auto, Bankex, Consumer Durables, Capital Goods, Fast Moving Consumer Goods, Health Care, Information Technology, and Realty) of India, and compare the composite indices of India with three global indexes S&P 500, Nikkei 225, and FTSE 100. The daily data from January 2019 to May 2020 have been considered in this study. GLS regression has been applied to assess the impact of COVID-19 on the multiple measures of volatility, namely standard deviation, skewness, and kurtosis of all indices. All indices' key findings show lower mean daily return than specific, negative returns in the crisis period compared to the pre-crisis period. The standard deviation of all the indices has gone up, the skewness has become negative, and the kurtosis values are exceptionally large. The relation between indices has increased during the crisis period. The Indian stock market depicts roughly the same standard deviation as the global markets but has higher negative skewness and higher positive kurtosis of returns, making the market seem more volatile.



Research Title:

Conditional relation between return and co-moments – an empirical study for emerging Indian stock market

Publication:

Investment Management and Financial Innovations,



**Rashmi
Chaudhary**



**Dr. Dheeraj
Misra**

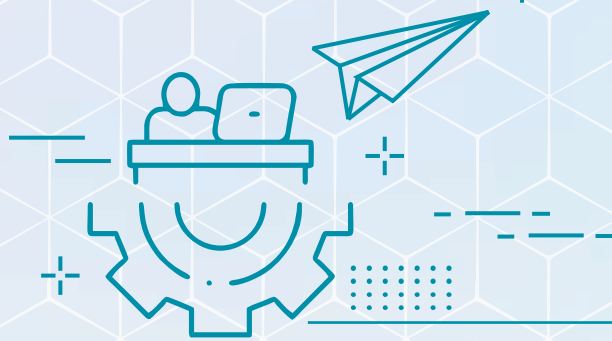


**Priti
Bakhshi**

Abstract

Due to many theoretical and practical shortcomings of the traditional CAPM model, this study aims at analyzing the CAPM with possible extensions. The analysis aims to know the empirical soundness of Conditional Higher Moment CAPM in emerging India's capital market. The sample consists of 69 company's daily stock price data from April 2004 to March 2019 from NSE 100. Panel data analysis is used on 21 crosssections. The overall results show that when both up and down markets are incorporated separately, all three moments, namely, co-variance, co-skewness, and co-kurtosis, are priced during the normal Indian economy phase. Further, this study states that including higher moments (co-skewness and co-kurtosis) in the two-moment model provides symmetry in both the up and down markets. This is one of the first studies in the Indian Stock market explaining the variation in portfolio returns through panel data analysis by extending CAPM with conditional higher-order co-moments. The portfolio managers should consider skewness and kurtosis along with variance in constructing the optimal portfolios.





INFORMATION TECHNOLOGY

Research Title:

Adoption of Blockchain in Retail Logistics: A Future Imperative

Publication:

Mehrotra, A., & Agarwal, R. (2021). Adoption of Blockchain in Retail Logistics: A Future Imperative. Solid State Technology, 64(2).

Category: Scopus



Dr. Reeti Agarwal



Dr. Ankit Mehrotra

Abstract

The use and adoption of blockchain in the logistics industry is in nascent stage. There are numerous concerns on adoption of blockchain, but the benefits derived are already leading towards the solution of adopting blockchain as contemporary technology. The Smart Contracts, a unique feature of blockchain, is the answer to many problems faced by the logistics industry. The present study attempts to offer a view on how blockchain has the latency to bring about a greater change in logistics management by bringing in more cost-effective solutions. The study further gives a brief description of the blockchain technology, its evolution, and benefits associated around it. This study depicts how blockchain technology may be applied in the logistics industry to lead to cost-savings and enhanced profitability.



Research Title:

An algorithm to secure data for cloud storage

Research Domain: Information Security, AI & Machine Learning, IoT, Big Data Analytics

Publication:

Suman, P.,& Singh, D. K. (2021). An algorithm to secure data for cloud storage. Information Technology in Industry, 9(1), pp1382-1387.



Dr. Deepak Singh



Dr. Preetam Suman

Category: WOS

Abstract

Now a day's cloud computing is the backbone of the digital world. Cloud service providers every type of service needed by consumers. It offers various resources to all consumers by dynamic allocation for guaranteed services. One of the major services of storage is primarily used by consumers. Many free services for cloud storage are available to use. On the other side, a group of malicious activities increases with an increase in facilities. The malicious activities may change the format of data, which can't be used by users. Some ransomware is very active, which is asking ransoms to recover the data. In view of many examples of security threats, this paper proposes a mechanism for data security. This paper describes a security algorithm, which is the encryption mechanism of data. The encryption algorithm encrypts all the data stored by cloud users. The algorithm is tested with different sizes and different types of files. It is designed in a manner so that it can work fast and efficiently in the cloud environment.



Research Title:

Fibre optic sensor enabled
containment zone

Publication:

Suman, P., Singh, D. K., & Srivastava,
R. (2021). Fibre optic sensor enabled
containment zone. Turkish Journal
of Computer and Mathematics
Education, 12(3), pp 5156-5163.



**Dr. Deepak
Singh**



**Dr. Preetam
Suman**



**Dr. Richa
Srivastava**

Category: Scopus

Abstract

There are many sensitive areas like country borders, banks, forests, army cantonments, jails which requires continuous monitoring and surveillance. Intruders and illegal elements try to break the security and enter into these areas. In the same way there is another sensitive zone called containment zone required protection to prevent spread of viruses like corona. Every country has established their own protocols to maintain containment zone. Security officials monitored the sensitive areas but still it was not safe enough. In this case there is need of an invisible security mechanism which can be applicable in maintaining movements in containment zones. It will be very important to detect any movement in the sensitive area. Therefore, this paper provides a solution to protect sensitive zones. The solution consists of optical fibre sensor along with reporting and alarming system. The design and implementation is explained in the paper along with results. The proposed solution can be implemented to secure zone for multiple applications.



Research Title:

Acoustic Pattern Recognition Based Digging Detection using Bayesian Network Classifier

Publication:

Turkish Journal of Computer and Mathematics Education, 12(10), pp 1320-1325.

Category: Scopus



Dr. Preetam Suman



Dr. Richa Srivastava

Abstract

Events happening around us generate many sound signals. Some examples of these incidents are shooting in cities or forested areas, humans chopping wood in forested areas, calling for wild animals or chi birds, talking to vehicles driving in the forest or talking to people illegally crossing a safe border. In these incidents, it is very important to detect the mine activities and their locations, because they indicate illegal intrusion by laying mines or digging holes, placing animal traps in the forest, etc. This paper proposes a method to identify soil dig events in the presence of other forest noise. The sound signal for soil dig is collected by keeping the microphone at different distances from the sound source and digging. Signals were analyzed using spectrogram. A Bayesian Network Classifier is applied to classify the event.



Research Title:

Online Teaching and Learning in Management Education during Pandemic: Student's Perspective

Publication:

Suman, P., Saxena, A., & Srivastava, R. (2020). Online Teaching and Learning in Management Education during Pandemic: Student's Perspective. *Psychology & Education*, 57(9), pp 5177-5185.

Category: Scopus



Dr. Preetam Suman



Dr. Anupam Saxena



Dr. Richa Srivastava

Abstract

The 2019 pandemic created lot of destruction in the world. There is no any sector left which was not affected due to pandemic. The education sector which is backbone of society is completely disturbed. All the traditional teaching methods became failed. That was the time when whole world moves towards the digital world. Every sector already moved to digital world. Now it was time for education sector to move towards digital world. School and colleges started digital platform like ZOOM and google meet for online classes. Due to various reasons there was lot of struggle done by teachers and students. But after sometimes everyone got familiar. This paper presents an analysis of various angles on online classes. The study projects the student's perspective. Students faces many challenges which includes concentration, anxiety, health issues, eyes problem etc. The survey was conducted among 210 management students of Jaipuria Institute of Management, Lucknow.



Research Title:

An IoT based model for Trucking transport system using predictive analytics

Publication:

Mahajan, R., Suman, P., & Misra, R. (2021). An IoT based model for Trucking transport system using predictive analytics. Scientific Journal of King Faisal University, 22(2), pp 5-10.

Category: Scopus



Dr. Preetam Suman



Dr. Richa Srivastava

Abstract

The Internet of Things (IoT) has enormous potential to revolutionize the transport industry. IoT can be used to optimize mobility of goods and people, add transparency, update information, and provide convenience at lesser cost. Speed of transportation drives requirements of the trucking industry with sustainability, safety without stress. After reviewing current challenges of supply chain networks, this paper proposes a new solution for booking freight, integrating data from multiple sources using smart cloud-based solutions. This paper provides a solution using two modules. The first module is development of a mobile application for order updates and live monitoring of vehicles. The second module is an IoT device that works as an intelligent device by using sensors and microcontrollers. This results in organizations' transparency on live monitoring of the status of their entire supply chain network, anticipating problems in advance, and providing immediate response to the problem. This paper has implications for organizations driven by enhanced customer expectations pertaining to lead time delivery services, product availability and reliability.



Research Title:

Assessment of mobile technology use in the emerging market: Analyzing intention to use m-payment services in India

Research Domain:

Information Technology adoption

Publication:

Telecommunications Policy, 44/9/102009

Category: Scopus



Dr. Nidhi Singh

Abstract

The potential use of mobile payment is enormous and it is receiving attention as an alternative mode of payment worldwide. The present study develops a conceptual model to analyze the intention to use mobile payment services in the emerging market. Data was collected in India, one of the biggest emerging market, through a survey. The research hypotheses were tested using structural equation modeling approach. The results offer support that innovativeness, stress and perceived ease of use influence the perceived usefulness of mobile payment services. Subsequently, perceived usefulness, perceived satisfaction, perceived risk and perceived trust influence the intention to use mobile payment services. The findings provide alternatives for companies to consolidate this technology-based payment service.



Research Title:

Understanding Factors Affecting Receptivity Towards Adopting Electronic Marketplace: A Merchant Perspective

Research Domain:

Information Technology adoption

Publication: e- Service Journal, 12/1/1-41

Category: B Category



Dr. Nidhi Singh



Dr. Richa Misra



Dr. Renuka Mahajan

Abstract

Electronic Marketplace (EM) has diminished the gap between big players and small players. Now, even a small business can compete with an established one by registering with an EM such as Amazon and Flipkart. EM provides a distinctive worldwide prospect for smaller merchants that can benefit from the affiliate channels within these marketplaces. Smaller businesses face the disadvantage of huge spend by bigger rivals for marketing, which can be countered to some extent through EM. Joining an EM gives them the added advantage of advanced technological infrastructure and website traffic that is usually high in EM as compared to discrete websites. In India, apparel and home décor categories are growing at a similar pace as the fast-paced electronic products category; many small merchants from metro and non-metro cities are trying to make their mark with infrastructure support provided by EM. There are a number of empirical studies conducted based on behavioral outcome of consumers with respect to ecommerce and EMs. However, only a few studies measured merchants' intention to adopt e-marketplace. Furthermore, hardly any empirical studies have discussed intention of small-scale merchants belonging to the home décor and apparel segments in the Indian context. The present study fills this gap and presents an analysis of factors affecting receptivity of EM by small sellers. The paper used SEM-ANN approach to test all linear and non-linear relationships in the conceptual model. Effectiveness of the UTAUT model in context of associated Indian small-scale sellers is validated and extended with additional constructs. Findings indicate that the benefits and supporting services, followed by environmental pressure, are the most influencing determinants for participating small sellers belonging to the home décor and apparel segments. Additionally, the significant moderating effect of sellers' category shows the unique contribution of the present study. Relevance of these factors is discussed from small sellers/electronic market perspectives. The study makes a theoretical contribution that helps electronic sellers to understand the challenges and expectations from electronic marketplace adoption in India. In this sense, awareness about adoption benefits of EM services would also be created among the sellers by marketplaces.

Research Title:

Understanding factors affecting receptivity towards adopting electronic marketplace a merchant perspective

Research Domain:

Information Technology adoption

Publication:

E-Service Journal, 12 (1), 1-40

Category: B Category



Dr. Renuka Mahajan



Dr. Richa Misra



Prof. Nidhi Singh

Abstract

Electronic Marketplace (EM) has diminished the gap between big players and small players. Now, even a small business can compete with an established one by registering with an EM such as Amazon and Flipkart. EM provides a distinctive worldwide prospect for smaller merchants that can benefit from the affiliate channels within these marketplaces. Smaller businesses face the disadvantage of huge spend by bigger rivals for marketing, which can be countered to some extent through EM. Joining an EM gives them the added advantage of advanced technological infrastructure and website traffic that is usually high in EM as compared to discrete websites. In India, apparel and home décor categories are growing at a similar pace as the fast-paced electronic products category; many small merchants from metro and non-metro cities are trying to make their mark with infrastructure support provided by EM. There are a number of empirical studies conducted based on behavioral outcome of consumers with respect to ecommerce and EMs. However, only a few studies measured merchants' intention to adopt e-marketplace. Furthermore, hardly any empirical studies have discussed intention of small-scale merchants belonging to the home décor and apparel segments in the Indian context. The present study fills this gap and presents an analysis of factors affecting receptivity of EM by small sellers. The paper used SEM-ANN approach to test all linear and non-linear relationships in the conceptual model. Effectiveness of the UTAUT model in context of associated Indian small-scale sellers is validated and extended with additional constructs. Findings indicate that the benefits and supporting services, followed by environmental pressure, are the most influencing determinants for participating small sellers belonging to the home décor and apparel segments. Additionally, the significant moderating effect of sellers' category shows the unique contribution of the present study. Relevance of these factors is discussed from small sellers/electronic market perspectives. The study makes a theoretical contribution that helps electronic sellers to understand the challenges and expectations from electronic marketplace adoption in India. In this sense, awareness about adoption benefits of EM services would also be created among the sellers by marketplaces.

Research Title:

The Resurgence of Cyber-Racism
COVID-19 Pandemic and its After Effects

Research Domain:

Information Technology

Publication:

JMIR Public Health and Surveillance

Category: Web of Science



Akash Dubey

Abstract

Background:

With increasing numbers of patients with COVID-19 globally, China and the World Health Organization have been blamed by some for the spread of this disease. Consequently, instances of racism and hateful acts have been reported around the world. When US President Donald Trump used the term “Chinese Virus,” this issue gained momentum, and ethnic Asians are now being targeted. The online situation looks similar, with increases in hateful comments and posts.

Objective:

The aim of this paper is to analyze the increasing instances of cyber racism during the COVID-19 pandemic, by assessing emotions and sentiments associated with tweets on Twitter.

Methods:

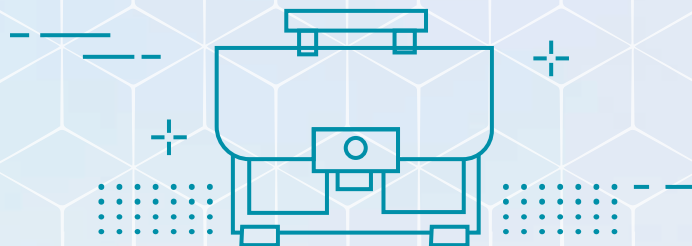
In total, 16,000 tweets from April 11-16, 2020, were analyzed to determine their associated sentiments and emotions. Statistical analysis was carried out using R. Twitter API and the sentimentr package were used to collect tweets and then evaluate their sentiments, respectively. This research analyzed the emotions and sentiments associated with terms like “Chinese Virus,” “Wuhan Virus,” and “Chinese Corona Virus.”

Results:

The results suggest that the majority of the analyzed tweets were of negative sentiment and carried emotions of fear, sadness, anger, and disgust. There was a high usage of slurs and profane words. In addition, terms like “China Lied People Died,” “Wuhan Health Organization,” “Kung Flu,” “China Must Pay,” and “CCP is Terrorist” were frequently used in these tweets.

Conclusions:

This study provides insight into the rise in cyber racism seen on Twitter. Based on the findings, it can be concluded that a substantial number of users are tweeting with mostly negative sentiments toward ethnic Asians, China, and the World Health Organization.



MARKETING

Research Title:

SEM Approach to Understanding M-Commerce Use in a Developing Country

Research Domain:

Marketing Analytics, Data mining

Publication:

Agarwal, R., & Mehrotra, A. (2021). SEM Approach to Understanding M-Commerce Use in a Developing Country. *International Journal of Business and Globalization*, 27(3), pp 403-423.

Category: C & Scopus



Dr. Ankit Mehrotra

Abstract

In the preceding years, substantial increase in the total of people using smart phones in India. This trend has resulted in customers carrying out more of their daily activities over a mobile phone. Deeper penetration and use of smartphones by Indians puts forth an immense potential for m-commerce industry in India. For their m-commerce strategies to be successfully leveraged, companies should understand how m-commerce is perceived by their target customers and identify factors which affect customers' use of m-commerce. Sample for the study consisted of 519 customers. Based on the responses, a structural equation model was developed wherein perceived ease of use, perceived usefulness, personal innovativeness and social influence were established to be influencing customers' current use behaviour of m-commerce. Current use behaviour significantly affected customers' intention of future use. The relationship between current use behaviour and intention of future use was influenced by age (used as a control variable).



Research Title:

From 'touch' to a 'multisensory' experience:
The impact of technology interface and product
type on consumer responses

Research Domain:

Marketing

Publication:

Mishra, A., Shukla, A., Rana, N., & Dwivedi, Y. (2021).
From 'touch' to a 'multisensory' experience:
The impact of technology interface and product
type on consumer responses. *Psychology &
Marketing*, 38(3), pp 385-396.

Category: A, Scopus & WOS



Dr. Anubhav Mishra

Abstract

Online retailers are increasingly using augmented reality (AR) and virtual reality (VR) technologies to solve mental and physical intangibility issues in a product evaluation. Moreover, the technologies are easily available and accessible to consumers via their smartphones. The authors conducted three experiments to examine consumer responses to technology interfaces (AR/VR and mobile apps) for hedonic and utilitarian products. The results show that AR is easier to use (vs. app), and users find AR more responsive when buying a hedonic (vs. utilitarian) product. Touch interface users are likely to have a more satisfying experience and greater recommendation intentions, as compared with AR, for buying utilitarian products. In contrast, a multisensory environment (AR) results in a better user experience for purchasing a hedonic product. Moreover, multisensory technologies lead to higher visual appeal, emotional appeal, and purchase intentions. The research contributes to the literature on computer-mediated interactions in a multisensory environment and proposes actionable recommendations to online marketers.



Research Title:

Terrorism–Tourism–Economic Growth

Research Domain:

Sales force management, consumer behaviour, rural/ BoP marketing and corporate communications. He consults for research projects in the area of health care

Publication:

PK, S. K., & Sanjeev, M. A. (SAGE).
Terrorism–Tourism–Economic Growth.
FIIB Review, 9(4),pp.300-308.

Category: Scopus



Dr. M A Sanjeev

Abstract

Some of the major tourist destinations in India are also reeling under terror. This study examines the causal relationship between terrorism and tourism and economy impact in the Indian states of Jammu and Kashmir, Assam and Manipur using the asymmetric nonlinear autoregressive-distributed lag (NARDL) approach. The study is an attempt to investigate the 'tourism–terrorism–economy' relationship which has hitherto been not widely studied. The estimates based on the Granger causality approach demonstrate that there is causality among terrorism, tourism and economic growth (proxied by state gross domestic products–SGDP) in the short run for all the three study states. The results indicate positive relation between SGDP and tourism in all the three states and between SGDP and terrorism in Assam and Manipur. However, the relation between SGDP and terrorism is negative for Jammu and Kashmir. The results indicate that the relation between the three study variables is highly contextual and cannot be generalized across tourist destinations.



Research Title:

SEM Approach to Understanding M-Commerce Use in a Developing Country

Research Domain:

Customer Relationship Management, Customer Satisfaction, Loyalty and Repurchase Behaviour

Publication:

Agarwal, R., & Mehrotra, A. (2021). SEM Approach to Understanding M-Commerce Use in a Developing Country. *International Journal of Business and Globalisation*, 23(3), pp 403-423.

Category: Scopus



Dr. Reeti Agarwal

Abstract

In the preceding years, substantial increase in the total of people using smart phones in India. This trend has resulted in customers carrying out more of their daily activities over a mobile phone. Deeper penetration and use of smartphones by Indians puts forth an immense potential for m-commerce industry in India. For their m-commerce strategies to be successfully leveraged, companies should understand how m-commerce is perceived by their target customers and identify factors which affect customers' use of m-commerce. Sample for the study consisted of 519 customers. Based on the responses, a structural equation model was developed wherein perceived ease of use, perceived usefulness, personal innovativeness and social influence were established to be influencing customers' current use behaviour of m-commerce. Current use behaviour significantly affected customers' intention of future use. The relationship between current use behaviour and intention of future use was influenced by age (used as a control variable).



Research Title:

Adoption of Blockchain in Retail Logistics:
A Future Imperative

Publication:

Mehrotra, A., & Agarwal, R. (2021). Adoption of
Blockchain in Retail Logistics: A Future Imperative.
Solid State Technology, 64(2).

Category: Scopus



Dr. Reeti Agarwal

Abstract

The use and adoption of blockchain in the logistics industry is in nascent stage. There are numerous concerns on adoption of blockchain, but the benefits derived are already leading towards the solution of adopting blockchain as contemporary technology. The Smart Contracts, a unique feature of blockchain, is the answer to many problems faced by the logistics industry. The present study attempts to offer a view on how blockchain has the latency to bring about a greater change in logistics management by bringing in more cost-effective solutions. The study further gives a brief description of the blockchain technology, its evolution, and benefits associated around it. This study depicts how blockchain technology may be applied in the logistics industry to lead to cost-savings and enhanced profitability.



Research Title:

Influence of socialization agents on Individual social media behavior

Research Domain:

Marketing

Publication:

JIMS8M : The Journal of Indian Strategy and Management, Vol. 25/ Issue 4/ Pages 23-31



Dr. Ajay Bansal

Category: Web of Sciences

Abstract

This study tries to review the good empirical work done, by examining the present state of research on socialization agents and their influence on social media behavior. It also builds up on theoretical aspects of behavioral approaches related to social media usage by individuals from the diverse backgrounds. Efforts have been made to present things related to socialization agents in a more pragmatic way. The researchers in their studies have found that maximum use of social media is for seeking information, for trading, and for social purposes. Few studies also point towards use of social media due to emotional and reinforcement reasons. This study is an attempt to check how various socialization agents influence these kind of information seeking etc behaviors.



Research Title:

An Integrated Framework for Millennial Males' Online Cosmetic Consumption Pattern: Role of Moderating Variables

Research Domain: Marketing

Publication:

NMIMS Management Review, Vol 38 (03), pp 87-107

Category: Web of Sciences



Dr. Deepak Singh



Dr. Shalini Srivastava

Abstract

The Indian beauty market is on a stratospheric growth trajectory. Interesting some favourite stereotypes about beauty industry no longer stand valid. Indian millennial males are a major constituent of this growth phenomenon while the online platform is shaping this buying behaviour in a big way as a channel of information as well as accessibility. The present study focusses on an integrated approach of understanding cosmetic consumption pattern among Millennial males using Theory of Planned Behaviour, Generational Cohort and Big Five Model. It distinguishes from the broader studies done earlier tend to generalize consumption pattern without distinguishing among generational cohorts. While major factors have been studied in past, the role of personality traits need to be highlighted for this consumption pattern in Indian context. The data for study was gathered through survey of 285 males in Delhi NCR and analysed using quantitative statistical methods. The analysis exhibited that behaviour of millennial males to purchase cosmetic products online is not only influenced by attitude towards buying cosmetic products online, subjective norm, perceived behavioral control, (i.e. purchase intent) but also moderated by personality traits as extraversion and openness to experience. This, in turn, affects e-WOM and online satisfaction. A comparative study between male and female would better give an idea of online cosmetic pattern. The sample size of the respondents can be increased. The demographic differences among the Millennials can also be a new area of research. The study contributes to practicing managers in shaping their online marketing strategies for the new age male consumers with demonstrated personality traits, thus benefiting from the positive e-WOM as well as consumer retention. This study differentiates as being among a very few researches in India highlighting the role of personality traits, as moderating variables, on the online buying behaviour of cosmetic products among the male consumers of the millennial cohort. Keywords: Millennial Generation, Online Buying Intention, Cosmetic Products, Moderating Variables, India

Research Title:

Wine related lifestyle segmentation in the context of Urban Indian consumer

Research Domain:

Marketing

Publication:

Emerald Publishing, Limited 1751-1062, ISSN: 1751-1062



**Dr. Poonam
Sharma**



**Dr. Sonali
Singh**



**Dr. Richa
Mishra**

Category: B Category

Abstract

Wine consumption in India is viewed as a rising graph and is expected to grow by 73.5% by 2017 (Vinexpo/IWSR survey 2014). Indian society is seeing a major transformation, especially with regards to the customs, habits and lifestyle of the metropolitan. The Indian wine consumers have a special liking for the traditional red and white wine but the market for sparkling wine is also picking up slowly. The largest consumers in India are not the regions rather the two cities Delhi and Mumbai account for 65% of the wine consumption in India. This number reaches the estimate of 80% after including the other major cities such as Bangalore, Chennai, Kolkata and Pune. The paper discusses the segmentation of Indian wine consumer on the basis of shopping behaviour, desired quality, consumption situations, drinking rituals and desired consequences. The paper further talks about Indian wine market and approaches used in market segmentation. We have thoroughly analyzed the literature related to wine market segmentation which is followed with cluster analysis to identify the consumer segments in Indian wine market. It will be a descriptive research. The study is based on Primary data. The segmentation is done on the basis of shopping behaviour, desired quality, consumption situations, drinking rituals and desired consequences.



Research Title:

Empirical Study on Consumer Characteristics for Buying Green Products

Research Domain:

Marketing

Publication:

International Journal of Advanced Science and Technology

Category: Scopus-Indexed



Shubha Johri



Dr. Lokesh Vijayvargy

Abstract

The idea of green consumerism describes the preference for environment friendly products and services by consumers. This concept also aims to create a harmony between the intentions of consumer for embracing green products and marketing strategies of the firms by adopting sustainable marketing practices. At the age of rapid transformation consumers have shown interest for green offerings which has been interpreted in terms of high demand witnessed by markets. Companies are trying to meet the demand by incorporating innovations in their offerings. Products should be built considering the environmental impact however this may range from small to large. Extent to which consumer seeks awareness to adopt environment friendly products is a matter of debate. Brands have been loaded with green benefits as a tool to be in the evoked set of consumer recall. In order to create long term impact of green concept consumer attitude and awareness towards the use of green products need to be deeply studied. This research discusses the measures to study the awareness of consumers to buy products which are sustainable to environment.



Research Title:

Are Two Hands Better than One? :
An Instructor's Dilemma

Research Domain:

Marketing

Publication:

Psychology & Education

Category: Scopus-Indexed



Swati Soni



**Lokesh
Vijayvargy**

Abstract

The corporate world needs a host of skills and its incumbent upon the B-schools to impart the same to the managers in the making. Team work, collaboration, decision making, leadership, communication, social skills and many more are the workplace norms today. Groups are high on productivity, creativity, and motivation when compared with than individuals working independently. Group projects therefore have assumed importance in a management education setting. Therefore, the paper proposes to study the factors affecting social loafing in group projects to enhance effective learning. The research proposes to put forth a model of learning through group projects. It makes recommendations towards a better project and group design so that free-riding gets minimized and learning is ensured for all the group participants.



Research Title:

Acceptance of digital payments among rural retailers in India



Dr. Sahil Singh Jasrotia

Abstract

The growing acceptance of digital payment instruments among rural retailers in India has significantly enhanced people's livelihoods, and represents a positive step in the country's journey to being a cashless economy. This paper uses the technology acceptance model as a theoretical platform understand better the drivers of these developments. The study concludes that retailers consider it risky not to accept digital payment modes at the point of purchase as they fear losing customers if they do not



Research Title:

THE TIE-UP BLUES FOR VANYA'S DANCE PLANET:
a failure case of social media marketing



Dr. Pooja Kushwaha

Abstract

This case study covers various aspects of social media as an alternative and cost-effective tool of marketing and promotion. The case also highlights the social media promotion tools used by a social media consultancy start-up for a client, and how it failed to achieve desired results.

In this world of digitisation, social media marketing is a trend that is prevalent across the globe. Social networks have changed the way information is delivered to the customers, shifting from traditional push marketing to pull marketing. Entrepreneurs are using social media marketing to promote their product or services by this they can not only promote their venture but at the same time efficiently utilises their marketing budget. Vanya's Dance Planet (VDP) is such an organisation which used Social media marketing to reach out to its target prospective customers. It required structured planning, professional knowledge about various social media platforms, and creative writing skills to post content on these platforms. The consultant organisation We4U planned and executed the social media campaigns for VDP Getting professional help from social media consultancy start-ups can be a wise decision for some entrepreneurial ventures. But sometimes these professional tie-ups would end up with the loss of time, money and trust. The case study deliberates upon such a fallout.



Research Title:

Adoption of Mobile Commerce
by Indian Small Retailers



Dr. Sahil Singh Jasrotia

Abstract

The study investigates the adoption of mobile commerce by small retailers in India. Based on UTAUT model, the study examines adoption of mobile commerce adoption among small retailers as a representation of developing economies. Adopting the pre-established scales, the study develops a survey which is administered to 439 small retailers in the suburbans of Mumbai and Indore, India. Further, structural equation modelling (SEM) was used to analyse the data and test the hypothesis. The study confirms a strong predictive power of UTAUT model in explaining the mobile commerce acceptance by small retailers. The entrepreneurial orientation strengthens the positive relationship between intention and use of mobile commerce.



Research Title:

Value Co-creation in Sharing Economy: Indian Experience

Publications :

Journal of the Knowledge Economy



Dr. Sahil Singh Jasrotia

Abstract

The advanced peer-peer business models, supported by new digital platforms, engage customers to collaboratively make use of resources. Sharing economy is one of the outcomes of the technology and customer-driven business model. It is not only adding value to the firm but to all the multiple stakeholders indulged in the business operations. Understanding this multifaceted value-driven approach, the current study delves deeper in understanding the concept of shared economy in Indian context. Theoretically, it adds the literature on the sharing economy by concentrating how value co-creation (VCC) is generated in case of shared economy. Additionally, the study suggests and tests a conceptual framework for VCC for the sharing economy, which offers an empirical support in concerned topics. Lastly, the study has managerial implications for the budding entrepreneurs in the sharing economy to building and value co-creation in service industry.



Research Title:

Do young consumers buy country made products? Evidence from India

Publications :

International Journal of Management and Enterprise Development



Dr. Sahil Singh Jasrotia

Abstract

The current study is an attempt to analyse the consumer behaviour of young customers towards the Indian made products. The results clearly indicate that young consumers are rational decision-makers as price and quality still influence their decision making. However, at the same time, constructs like ethnocentrism and country of origin equally dominate the final purchase decision. Young customers get attracted to India made products and do consider them in their choice sets. The study provides researchers in understanding the role of country of origin in shaping consumers' perceptions, preferences and buying. It also lends further support to retailers in understanding the need of dealing with technology-savvy customers who are leading to high cross-shopping phenomenon.



Research Title:

Influence of Brand's Societal Stewardship
on Brand Advocacy & Repurchase Intention

Publications :

Psychology and Education Journal



Dr. Rekha Attri

Abstract

The importance of customer brand loyalty is increasing day by day as organizations strive to create a unique brand image and positive brand associations in the minds of the customers. Brand trust has been observed to influence brand repurchase intentions and brand advocacy. More and more organizations are engaging in social causes as such activities have been found to result in positive and favorable brand associations by the customers. There is limited research on how brand's societal stewardship influences the repurchase intentions and brand advocacy by the consumers. This study was carried out in context of personal care brands engaged in social causes. The study examines the mediating role of brand societal stewardship on customer trust, brand advocacy and repurchase intentions. Data analysis was done using SPSS AMOS and SPSS Andrew Hays Process v3.4 Model 4. The output indicates that the customers were influenced by the societal initiatives taken by the brand and it impacted customer behaviour towards brand advocacy. However, the societal stewardship did not increase the repurchase intention of the customers.



Research Title:

Consolidation of Indian PSU banks and the way forward

Publications :

Journal of Public Affairs



Dr. Sahil Singh Jasrotia

Abstract

The increasing non-performing assets (NPAs) and to meet the higher funding needs, India witnessed the biggest consolidation in public sector banks. In India the surging NPAs is long witnessed concern and major economic reforms were initiated in Indian banking to curb the issue. The recent merger has brought in a major policy concern with this consolidation which is availability of loans to smaller businesses. The paper analyses the impact of banks consolidation on Indian economy by considering both positive as well as negative aspects of banks mergers. The paper also presents the history of Indian banking and recommending a way forward



Research Title:

Technology as a Mediator to Enhance Customer Satisfaction

Publication:

Journal of Xi'an University of Architecture and Technology



**Dr. Rekha
Attri**



**Dr. Jagdish
Bhagwat**

Abstract

Purpose: Customer satisfaction and customer loyalty can be considered as two important parameters for assessing customer retention. In today's world, technology is a vital link between moment of truth and customer satisfaction. This paper critically reviews the mediating role of technology between moment of truths and customer satisfaction at two distinct levels: zero moment of truth (ZMOT) as well as ultimate moment of truth (UMOT).

Method: A total of 326 responses were received out of which 265 responses were found suitable for the study and 51 responses were dropped due to incomplete information. Harman's single factor test was employed in the present study. Data analysis was done using SPSS AMOS and SPSS Andrew Hays Process v3.4 Model 4.

Results: The finding of this research indicates that the role of technology is more prominent between zero moment of truth and customer satisfaction i.e. before availing gymnasium services. The role of technology is observed to be weak between ultimate moment of truth and customer satisfaction.



Research Title:

Impact of COVID-19: An Indian Perspective

Publication:

Journal of Xidian University



**Dr. Rekha
Attri**



**Dr. Devika
Trehan**

Abstract

COVID-19 has created a new world, a new normal, with direct impact on health and leading to economic, social and political consequences. In-depth interviews of 27 professionals and 40 individuals were conducted to capture the sentiments of all the stakeholders constituting of the general public, the customers and the businesses. Responses were segregated through content analysis using grounded theory approach under nine categories for the sentiments of general public, two categories for impact on consumer behaviour and seven categories under impact on business operations. Finally, the paper discusses the implications of the study and areas for future research.



Research Title:

Chronicle of a Foodpreneur

Publication:

Psychology and
Education Journal



**Dr. Rekha
Attri**



**Mr. Rahul
Bairagi**

Abstract

Technology has brought about a big change in the operations of restaurant industry. Today most of the urban customers have one or the other online food delivery application (like Swiggy, Zomato, Food Panda, etc.) installed on their smartphones. With ever growing competition in the restaurant business; the experimental nature of customers to try out varied preparations from different joints and the increasing popularity and usage of food delivery services has resulted in lower footfalls at the restaurant and reduced margins for the owners. This case on a family run restaurant named Kuk-du-kuu describes the challenges of running a stand-alone restaurant. Prolonged marketing efforts require finances and short term efforts on the marketing and communication activities do not yield desired results. The increasing popularity of cloud kitchen has drawn the attention of the protagonist, the fitness of which, the readers can discuss for business development of Kuk-du-kuu restaurant. The case illustrates various decisions taken by the protagonist which the readers can discuss from an entrepreneurship and business development point of view





OPERATIONS

Research Title:

An Analytical Study of the Service Gap vis-à-vis Law Enforcement Agencies: As Perceived by Women

Research Domain:

Multivariate Analysis, SEM, Decision Modelling, Performance Evaluation, Problem Structuring Methods, Soft Operations Research

Publication:

Kapuria, M., Balani, S., & Siddiqui, M. H. (2020). An Analytical Study of the Service Gap vis-à-vis Law Enforcement Agencies: As Perceived by Women. *International Journal of Public Sector Performance Management*, 6(4).

Category: C & Scopus



Dr. Masood Siddiqui

Abstract

Crime of different nature against women in India has gained momentum and thereby drawing the attention of policy makers, law enforcement agencies, NGOs and researchers. This study aims to analyse and interpret the service gap and anticipated role of police officials in the purview of expectations and perception of women. The data has been drawn and inferred from the available literature on performance deliverables of police officers and citizen's satisfaction level. Cross sectional research design was applied to study the expectations of women from police officers and measures taken to handle atrocities against them. A sample of 300 respondents (women) was selected employing judgemental and quota sampling techniques. Here, 265 questionnaires were found to be complete in all respect (with a response proportion of 88.33%) and thus included in the study. The findings reveal that satisfaction level of women with the police officers, thereby listing their expectations from the law enforcement agencies in terms of controlling crime situations. It was also discovered that performance management system of the police department lacks the performance deliverables expected by the women in the state of Uttar Pradesh (India).



Research Title:

Aligning operational practices to competitive strategies to enhance the performance of Indian manufacturing firms.

Research Domain:

Operations Management

Publication:

Benchmarking: An International Journal

Category: ABDC- "B" and Scopus-Indexed



**Dr. Saumyaranjan
Sahoo**

Abstract

Purpose : The main purpose of this study is to understand how collective operational practices are adapted or stimulated by a firm's competitive strategy.

Design/methodology/approach : This study employed a data set drawn from 124 plant managers and directors of Indian manufacturing firms. Multiple regression was used to examine the impact of operational practices of lean, total quality management (TQM) and supply chain management (SCM) within competitive clusters of cost leadership, differentiation and focus strategy.

Findings : Results of the study show that the pattern of impact of operational practices on firm's performance varies according to type of the competitive strategy employed. All the three competitive strategy clusters have reported that TQM is the most important trigger for Indian manufacturing firms with relative effect of TQM practices on firm's performance being higher than that of lean and SCM practices.

Research limitations/implications : Cross-sectional data from Indian manufacturing firms were used, and it would be interesting to test the analytical framework of the study for more sectors and countries. Future studies can take a longitudinal research approach to strengthen the findings of the study.

Practical implications : The findings explain how operational practices are aligned with competitive strategies for practitioners so that they can assign limited resources to build diverse operational capabilities based on their strategic choices.

Originality/value : Although very few classical studies are reported in various contexts involving competitive strategy, operational practices and firm's performance, no existing study focuses on how these three domains are linked together in the context of Indian manufacturing sector.

Research Title:

Green Supply Chain Management Practices and its Impact on Organizational Performance: Evidence from Indian Manufacturers

Research Domain:

Operations Management

Publication:

Solid State Technology

Category: ABDC- "B" and Scopus-Indexed



Dr. Saumyaranjan Sahoo



Dr. Lokesh Vijayvargy

Abstract

Purpose : The purpose of this paper is to explore the impact of five dimensions of green supply chain management (GSCM) practices (i.e. internal environmental management, green purchasing, cooperation with customers, eco-design, and investment recovery) on three dimensions of organizational performance (i.e. environmental, economic and operational performance).

Design/methodology/approach : Data were collected based on a cross-sectional survey of managers of 160 manufacturing firms in India. Structural equation modelling was used to test the influence of GSCM practices on each of the organizational performance outcomes.

Findings : Except for internal environmental management and green purchasing, all other GSCM dimensions are found to significantly impact at least one of the performance dimensions, either directly or indirectly. The results highlight that investment recovery practice is a key predictor of environmental performance, whereas eco-design is a key predictor of operational performance. The structural equation modeling result also suggests that GSCM do not directly affect economic performance, but can improve it indirectly.

Research limitations/implications : Since data was collected from managers of manufacturing firms on the basis of their subjective evaluations, future research studies should employ objective performance indicators for analysis. Also, the study did not consider some dimensions of GSCM practices, which can be included in future studies.

Practical implications : Manufacturing firms should implement GSCM practices not just because of the pressure from regulatory bodies but also to elevate their environmental, operational and economic performance. The proposed model in this paper suggests practitioners which GSCM factors are driving these performance changes and supports the building of a roadmap for GSCM implementation in their organization.

Originality/value : Manufacturing firms from four different operating sectors, namely automotive, electrical and electronics, process and machinery sectors are the respondents. The originality of the paper lies in testing the influence of GSCM practices on organizational performance in a novel context, where most GSCM initiatives fail for one reason or another. Furthermore, the assessment of the interaction between five constructs of GSCM practices and three constructs of organizational performance in the Indian manufacturing context offers unique conceptual contribution to the researches in the GSCM field.

Research Title:

Multi-Objective Production Planning Problem:
A Case Study for Optimal Production

Research Domain:

Operations Management

Publication:

International Journal of Operational Research

Category: ABDC- "C" and Scopus-Indexed



Dr. Srikant Gupta

Abstract

In this paper, we have formulated a multi-objective production planning model for a hardware firm. This firm produces different types of hardware locks and other items in their production run. The objectives of the firm are to minimise the production cost, minimise the inventory holding cost and maximise the net profit subject to the set of realistic constraints. The production planning problem of a similar type in the past formulated under the certain environment where the input information precisely known to the decision maker (DM). However, in most of the situations, the input information is not precisely known. In such situations, fuzzy set theory plays a vital role in modelling of the problem where the input data has some vagueness. The proposed model of production planning also been formulated under fuzzy environment. Both triangular and trapezoidal fuzzy numbers used to present the vagueness in the input information. The equivalent crisp form of the fuzzy model obtained by two different defuzzification approaches namely ranking function and α -cut approach. Henceforth, the formulated models under the certain and fuzzy environment have been solved by the fuzzy goal programming approach.



Research Title:

The LR-type Fuzzy Multi-Objective Vendor Selection Problem in Supply Chain Management

Research Domain:

Operations Management

Publication:

Mathematics

Category: Scopus-Indexed



Dr. Srikant Gupta

Abstract

Vendor selection is an established problem in supply chain management. It is regarded as a strategic resource by manufacturers, which must be managed efficiently. Any inappropriate selection of the vendors may lead to severe issues in the supply chain network. Hence, the desire to develop a model that minimizes the combination of transportation, deliveries, and ordering costs under uncertainty situation. In this paper, a multi-objective vendor selection problem under fuzzy environment is solved using a fuzzy goal programming approach. The vendor selection problem was modeled as a multi-objective problem, including three primary objectives of minimizing the transportation cost; the late deliveries; and the net ordering cost subject to constraints related to aggregate demand; vendor capacity; budget allocation; purchasing value; vendors' quota; and quantity rejected. The proposed model input parameters are considered to be LR fuzzy numbers. The effectiveness of the model is illustrated with simulated data using R statistical package based on a real-life case study which was analyzed using LINGO 16.0 optimization software. The decision on the vendor's quota allocation and selection under different degree of vagueness in the information was provided. The proposed model can address realistic vendor selection problem in the fuzzy environment and can serve as a useful tool for multi-criteria decision-making in supply chain management.



Research Title:

A Multi-Level Programming Model for Supplier Selection in Green Supply Chain Management

Research Domain:

Operations Management

Publication:

Management Decision

Category: ABDC- "B" and Scopus-Indexed



Dr. Srikant Gupta

Abstract

Purpose : Industrial organizations often face difficulties in finding out the methods to meet ever increasing customer expectations and to remain competitive in the global market while maintaining controllable expenses. An effective and efficient green supply chain management (GSCM) can provide a competitive edge to the business. This paper focusses on the selection of green suppliers while simultaneously balancing economic, environmental and social issues.

Design/methodology/approach : In this study, it is assumed that two types of decision-makers (DMs), namely, the first level and second-level DMs operate at two separate groups in GSC. The first-level DMs always empathise to optimize carbon emissions, per unit energy consumption per product and per unit waste production, while the second-level DMs seek to optimize ordering costs, number of rejected units and number of late delivered units in the entire GSCM. In this paper, fuzzy goal programming (FGP) approach has been adopted to obtain compromise solution of the formulated problem by attaining the uppermost degree of each membership goal while reducing their deviational variables. Furthermore, demand has also been forecasted using exponential smoothing analysis. The model is verified on a real-time industrial case study.

Findings : This research enables DMs to analyse uncertainty scenarios in GSCM when information about different parameters are not known precisely.

Research limitations/implications : The proposed model is restricted to vagueness only, however, DMs may need to consider probabilistic multi-choice scenarios also.

Practical implications : The proposed model is generic and can be applied for large-scale GSC environments with little modifications.

Originality/value : No prior attempt is made till date to present interval type-2 fuzzy sets in a multi-objective GSC environment where the DMs are at hierarchical levels. Interval type-2 fuzzy sets are considered as better ways to represent inconsistencies of human judgements, its incompleteness and imprecision more accurately and objectively. Also, crisp or deterministic forms of uncertain parameters have been obtained by taking expected value of the fuzzy parameters.

Research Title:

Assessment of Stress level in Urban Areas during COVID-19 Outbreak Using CRITIC and TOPSIS: A Case of Indian Cities

Research Domain:

Operations Management

Publication:

Journal of Statistics & Management Systems

Category: Web of Science



**Dr. Srikant
Gupta**



**Dr. Lokesh
Vijayvargy**

Abstract

The paper deals with a multi-criteria analysis of stress intensity in the urban areas of India during COVID-19. For instance, a person may not be afraid of driving fast alone but might experience great fear when driving fast on the road with family. Such thoughts of panic and anxiety can overpower the person in these times of COVID-19. In these troubled times of Coronavirus pandemic, social distancing and the lockdown, it is usual for people to feel anxious and have no peace of mind. Thus stress triggers in many ways, i.e. staying healthy, concern for job etc. Some of the major economies in the world, including INDIA, are fighting to find a cure by way of vaccines to stop this pandemic. However, no luck to find a solution to end this pandemic so far is triggering the fear, anxiety and adding stress levels among many of us. The fear of pandemic and following guidelines of the lockdown in India have exacerbated symptoms like anxiety in those with existing stress levels. This paper provides a comparative analysis of TOPSIS in the sense of taking decisions to rate India's major urban cities according to their feeling of overload. The CRITIC method has been used to determine the weights of the different forms of tension felt by the residents in urban cities. A quantitative study has been used to show a feasibility of the methods in weighing and MCDM in stress assessment.



Research Title:

Impact of Process Quality Management on Firm's Operational Performance: A Mediation Analysis of Firm's Absorptive Capacity

Research Domain:

Operations Management

Publication:

Journal of Manufacturing Technology Management

Category: ABDC- "B" and Scopus-Indexed



Dr. Saumyaranjan Sahoo

Abstract

Purpose : The purpose of this study is to assess the effect of process quality management (PQM) activities on firm's operational performance (OP) through the mediation of firm's absorptive capacity (AC).

Design/methodology/approach : This research builds on the theory of knowledge-based view to conduct a survey of 294 manufacturing companies in India. With the use of Hayes' PROCESS Macro in SPSS, the collected data were used to analyze the proposed mediating effect of firm's AC and moderating effects of leadership commitment (LC).

Findings : Study results suggest that both PQM and firm's AC contribute to improved OP and should be promoted. The firm's AC was found to partially mediate the impact of PQM on the firm's OP. Results also show that improved firm's AC can have a substantial effect on improvement in OP by stronger support of LC.

Research limitations/implications : The results may lack generalizability due to the selected cross-sectional nature of the current study. Researchers are also encouraged to further test the proposed ideas using a longitudinal design approach.

Practical implications : To translate PQM initiatives into core strategic competencies, manufacturing firms need to develop their AC. Senior managers in the manufacturing sector should concentrate strongly on developing a knowledge-driven working culture to enhance operational efficiency and manufacturing productivity.

Originality/value : Current research study can be considered as one of the very few empirical analyses that investigated the mediating impact of the firm's AC on the PQM-firm's OP relationship. In the operations management (OM) literature, the investigation of the moderating effect of LC on the mediation of the firm's AC between the PQM and OP metrics can be considered to be a noteworthy theoretical addition.

Research Title:

Lean Practices and Operational Performance:
The Role of Organizational Culture

Research Domain:

Operations Management

Publication:

International Journal of Quality & Reliability Management

Category: ABDC- "B" and Scopus-Indexed



**Dr. Saumyaranjan
Sahoo**

Abstract

Purpose : There is a scarcity of research about cultural aspects of organization related to lean implementation. The purpose of this research is to investigate the effects of lean practices and organizational culture on the operational performance of small- and medium-sized manufacturing enterprises.

Design/methodology/approach : The study is based on a survey conducted and data collected from 215 manufacturing SMEs in India. The hypothesized relationships are then analyzed with structural equation modeling.

Findings : The results showed that the constructs of lean practices and organizational culture have significant and direct effects on the operational performance of Indian manufacturing SMEs. Further, this research shows the mediating effect of organizational culture on sustaining lean processes within small-medium manufacturing business setups.

Research limitations/implications : Future research is required in a more diverse context to confirm the generalization of the results. Future research may be extended to investigate the effects of lean and organization cultural aspects on measures of financial, social and environmental performance.

Practical implications : The results obtained would help managers of manufacturing SMEs to better understand the linkage between lean and operational performance, considering the aspect of cultural change management in an organization. The outcome of this research provides useful indications of how organizations can work to sustain the philosophy of lean manufacturing within their workplace.

Originality/value : There is a lack of research at the critical intersection of organizational culture and sustainability of lean implementation. Culture is key to making changes required for lean implementation and in sustaining the drive toward lean production and management. This research is an attempt to fill that gap.

Research Title:

Big Data Analytics in Manufacturing:
A Bibliometric Analysis of Research in the
Field of Business Management

Research Domain:

Operations Management

Publication:

International Journal of Production Research

Category: ABDC- "A" and Scopus-Indexed



**Dr. Saumyaranjan
Sahoo**

Abstract

Big data is of great importance in manufacturing, since knowing the diverse origin of underlying causes of problems is completely necessary for managing continuous improvement. As manufacturers are shifting towards digital transformation driven by big data, business analytics is becoming a dominant methodology for strategic decision-making in business management research. In response to this emerging phenomenon, the purpose of the current study is to provide a thorough literature review of the applicability of big data in manufacturing, with a perspective to exploring various research trends in this field and identifying the scope of potential investigations in the future. This study uses bibliometric and visual analysis approaches to systematically identify and analyse research articles from leading business journals in the Scopus database. The study sample included 89 research articles published in ABDC A*/A category journals to map thematic evolution and conceptual clusters related to keywords of 'big data', 'business analytics' and 'manufacturing'. Using factorial analysis in Biblioshiny software, the study presents three research clusters in which researchers shall be encouraged to expand the big data/business analytics research in the context of manufacturing.



Research Title:

Process Quality Management and Operational Performance: Exploring the role of Learning and Development Orientation

Research Domain:

Operations Management

Publication:

International Journal of Quality & Reliability Management

Category: ABDC- "B" and Scopus-Indexed



**Dr. Saumyaranjan
Sahoo**

Abstract

Purpose: The paper aims to assess the influence of process quality management (PQM) practices on firm's operational performance (OP) and investigate the mediating role of firm's learning and development orientation (LDO) in the PQM-OP relationship. The paper also assesses the extent to which the proposed mediation is moderated by senior management support (SMS).

Design/methodology/approach: This paper draws on the sociotechnical system theory to carry out a survey study of 278 functional managers of manufacturing firms in India through a postal mail survey approach. The response rate has been improved by frequent telephone follow-ups. The collected data was analyzed for mediation of LDO and moderated mediation of SMS in proposed framework using the Hayes's PROCESS Macro in SPSS.

Findings: The research findings show that both PQM and LDO leads to better performance and should be encouraged. LDO was found to partially mediate the effect of PQM on firm's OP. Results also show that an enhanced learning capability of an organization can significantly influence improvement in OP through a stronger support of senior management.

Research limitations/implications: The current study explored the mediating role of LDO in the relationship between PQM and OP, while providing a future research opportunity for an empirical review of the mediating effect of LDO between the effects of just-in-time, maintenance and process benchmarking activities on OP.

Practical implications: To transform PQM activities into competitive advantage, firms need to develop learning capabilities. Senior managers in the manufacturing industry should strongly focus upon creating a learning-centered work culture to improve performance and productivity.

Originality/value: The study provides insights into the type of people-related activities that manufacturing firms should undertake to enhance their OP. Few studies in extant literature have used SMS as a moderator to improve LDO's impact on business operations. The study aims at bridging this gap.

Research Title:

Significance of multi-objective optimization in logistics problem for multi-product supply chain network under the intuitionistic fuzzy environment

Research Domain:

Operations Management

Publication:

Complex & Intelligent Systems

Category: Web of Science



Dr. Srikant Gupta

Abstract

Determining the methods for fulfilling the continuously increasing customer expectations and maintaining competitiveness in the market while limiting controllable expenses is challenging. Our study thus identifies inefficiencies in the supply chain network (SCN). The initial goal is to obtain the best allocation order for products from various sources with different destinations in an optimal manner. This study considers two types of decision-makers (DMs) operating at two separate groups of SCN, that is, a bi-level decision-making process. The first-level DM moves first and determines the amounts of the quantity transported to distributors, and the second-level DM then rationally chooses their amounts. First-level decision-makers (FLDMs) aimed at minimizing the total costs of transportation, while second-level decision-makers (SLDM) attempt to simultaneously minimize the total delivery time of the SCN and balance the allocation order between various sources and destinations. This investigation implements fuzzy goal programming (FGP) to solve the multi-objective of SCN in an intuitionistic fuzzy environment. The FGP concept was used to define the fuzzy goals, build linear and nonlinear membership functions, and achieve the compromise solution. A real-life case study was used to illustrate the proposed work. The obtained result shows the optimal quantities transported from the various sources to the various destinations that could enable managers to detect the optimum quantity of the product when hierarchical decision-making involving two levels. A case study then illustrates the application of the proposed work.





ORGANIZATIONAL BEHAVIOR

Research Title:

An Empirical Study on Herd Mentality in Indian Investors

Research Domain:

Training & Development, Organizational Stress, Innovation, Leadership, Labour Relations

Publication:

Ahmad, M., & Mahmood, A. (2020). An Empirical Study on Herd Mentality in Indian Investors. JIMS-8M: The Journal of Indian Management & Strategy, 25(3).

Category: WOS



Dr. Athar Mahmood

Abstract

Behavioral finance is one field of study, which tries to explain the financial anomalies in markets, which are formed because of irrational behavior and personal biases of investors. It is because of this irrational behavior, people have their personal biases which leads to different behavior and a collection of similar biases create financial anomalies. Herd mentality or imitation phenomenon is one such bias where investor tends to follow other market participants and this phenomenon has not much been studied in Indian context. The objective of the current research is to study 'Herd mentality' and its interaction with other behavioral traits under the influence of demographic variables. The research uses a sample of 186 Indian investors and their 22 behavioral traits and analyzes them. The research generates a better understanding of herd mentality and related traits and it is expected that the findings would be useful for market participants for business development and product development. Three behavioral traits (preference for short-term gains; double mind mentality; Ignoring counter information) were found to be closely associated with herd mentality. The analysis also uses demographic variables as a moderator of behavioral traits. Techniques like regressions and moderating effects have been used in analysis





PROJECT MANAGEMENT

Research Title:

Quantification System for Key Performance Indicators of R&D Projects pertaining to Public Sector

Publication:

International Journal of Public Sector Performance Management



**Dr. Priti
Bakhshi**



**Dr. Manisha
Shukla**

Abstract

It is difficult for research and development (R&D) organisations pertaining to the public sector mainly defence to get the desired output. To overcome this problem, an attempt is made to develop a quantification system for key performance indicators for R&D Projects. An exhaustive discussion on issues in project management was done by interacting with 82 scientists and ten principal investigators; conducting a detailed survey from scientists to analyse the issues and probable parameters for evaluation; analysing auditors reports; analysing the performance of five years plan of R&D institute, etc. The developed flexi model has four heads input, process, output and outcome. There are 11 key performance indicators (KPI) under these four heads and each KPI is again divided into few parameters for which weights can be customised. Rubrics are defined to give a rating to each parameter to ensure fair evaluation of R&D projects. The developed flexi-model is applicable for any R&D organisation for measuring the projects performance.





PSYCHOLOGY

Research Title:

Selfies, Individual Traits and Gender: Decoding the Relationship

Research Domain:

Psychology

Publication:

Trends in Psychology

Category: Scopus



Dr. Nidhi Singh



Dr. Richa Misra

Abstract

In the present scenario, no event whether formal or informal is complete without clicking a selfie. Selfies are especially in trend among young people, and they go can go to any extent often risking their lives for a perfect selfie. The hype is so much that even the mobile companies advertise their new handsets on the basis of selfie camera. Previous empirical studies found that typical selfie sufferers were those who intend to seek attention and habitually low in self-confidence, and they believe that posting their images on social media platforms enhances their social standing. The present study is based in India, the country with the highest number of young population. Recently, the country reported numerous incidents, where selfie clicking has turned out to be in serious suffering. People also feel uncomfortable if they do not receive appreciation and likes on social media after posting selfies. Data were collected on the population age ranging from 12 to 30 years. The present study has uncovered the behavioral attributes of people who are more prone to taking selfies. The findings suggest that social exhibition and extraversion traits of an individual have a significant impact on the individual's selfie posting behavior.





RETAIL RESEARCH

Research Title:

Retail Service Quality and Customer commitment:
The Role of Affective and Continuance commitment
on word of mouth communication

Publication:

Academy of Marketing Studies Journal



Dr. Priti Bakhshi

Abstract

The purpose of the study is to understand the relationships between service quality of a retail outlet, customer commitment towards the retail outlet, and their tendency to communicate his/her experience with others through word of mouth (WoM). The population for the study is the retail shoppers across different 5 big cities one each from east, west, north, south, and central India, consisting of a mix of gender, income levels, age levels, and marital status. From this population, a random sample of 1000 was drawn which was then split randomly into two sets to test the hypothesis. Structured Equation Modelling is used to study the objectives of the Study. It is found in the study that both affective and continuance commitments jointly mediate the influence of retail service quality on WoM communication. Continuance commitment also mediates the influence of affective commitment on WoM communication. Quality of services enhances the customer commitment towards the store and customer commitment leads to propagating the in-store experience to other likely customers. As genders behave differently, proper practice should be taken into consideration while providing the service. Also, Retailers should adopt all those practices of providing quality services which can result in positive word of mouth communication.





EDUCATION

Research Title:

Exploring Challenges of
Online Education in COVID Times

Publication:

FIIB Business Review

Category: Scopus



**Dr. Deepak
Pandit**



**Dr. Swati
Agrawal**

Abstract

This work is an attempt to explore aspects of online teaching and its related impact from the perspective of stakeholders in education. The paper outlines faculty experience and effectiveness in the online teaching environment, perspective requisition of students, and the support and resource building called for from academic leaders. We use observations, viewpoints, practical steps taken or needed by higher education institutions and universities in India. The primary and secondary data are content analysed and are further informed by literature. We state that academic leadership, collaborative peer learning, know-how of digital technology and online learning tools, training of faculty, dean review, readiness of students and discourse are important to create an ecosystem for effective online teaching. The article highlights the need of long-term perspective from academic leaders and the significance of blended teaching for faculty, in response to readiness in uncertain times. This paper reflects on the need for educational institutes to respond to the pandemic by building resources and factors and taking actions that result in an effective learning environment. They need to ensure training of all stakeholders and availability of technology and related resources, along with building a community for peer learning.





SUPPLY CHAIN MANAGEMENT

Research Title:

Agriculture supply chain risks and COVID-19: mitigation strategies and implications for the practitioners

Research Domain:

Supply Chain Management

Publication:

International Journal of Logistics Research and Applications, 1-27



**Prof. Rohit
Sharma**

Category: B Category

Abstract

The agricultural supply chains (ASCs) are exposed to unprecedented risks following COVID-19. It is necessary to investigate the impact of risks and to create resilient ASC organizations. In this study, we have identified and assessed the ASC risks caused by disruptions. These threats were assessed using Fuzzy Linguistic Quantifier Order Weighted Aggregation (FLQ-OWA). The findings reveal that supply risks, demand risks, financial risks, logistics and infrastructure risks, management and operational, policy and regulation, and biological and environmental risks have a significant impact in ASC depending upon the organisations scope and scale. Various strategies such as adoption of industry 4.0 technologies, supply chain collaboration and shared responsibility is identified for sustainable future. Theoretical and managerial implications are provided based on the outcomes of the study



Research Title:

To Explore the Relationship of Factors in the Third-Party Logistics Industry using DEMATEL

Publication:

International Journal of Engineering and Advanced Technology, 359-366



Dr. Surender Kumar

Category: Other Referred Journal

Abstract

The 3PL market is a growing trend around the world, but it is already grown in the UAE, especially in Dubai, where it is having very high market and is growing fast in Abu Dhabi like Dubai. The DEMATEL approach is used to develop an important relationship between dimension and criteria. It uses the matrix and related theories of math to calculate the cause and effect of the degree on each variable. This approach is commonly accustomed to solve various sorts of complex studies which will effectively explain the complex structure and supply the reasonable choices of problem-solving. The primary motivation behind this paper is to break down the components impacting customers' practice in third-party logistics industry by applying DEMATEL strategy. Fourteen factors namely Responsiveness, Reliability of the 3PL provider, Quality of operation, Cost, Flexibility, Financial stability, Delivery time, Ability to meet customer needs, Document accuracy, Storage facilities, Good communication, Attitude towards customers, Technical competence and Reputation are chosen from many different studies. In this research, six experts were involved with a request to evaluate the degree of direct impact between two variables by means of a pair comparison. The results showed the best three significant factors influencing delivery time, quality of operation and cost. Besides, cause and effect connection outlines are additionally built to increase the understanding of the intuitive connection between those criteria. It is discovered that reputation has the most effect on the other factors and cost gets the most effect from different components. At last, this article gives realistic guidelines for the 3PL market in Abu Dhabi, UAE.





SUSTAINABILITY

Research Title:

Development of a framework for selecting a sustainable location of waste electrical and electronic equipment recycling plant in emerging economies

Research Domain:

Sustainability

Publication:

Journal of Cleaner Production,
Volume 277

Category: A Category



**Dr. Pratibha
Wasan**



**Dr. Ashwani
Kumar**

Abstract

Benefits of recycling will be mitigated if the recycling plant location is not aligned with the sustainability principles. The present study aims to build a guiding framework for managers and policymakers in selecting a sustainable location for Waste Electrical and Electronic Equipment (WEEE) recycling plant. It uses a case study approach and a three-phase novel methodology which includes Best-Worst Method (BWM) to rank the criteria for a sustainable plant location and VlsekriterijumskaoptimizacijaiKOMPromisnoResenje (VIKOR) to rank the recycling candidate locations present in the case. The results indicate that environmental and natural criteria like, distance from the residential areas and water bodies, and biodiversity conservation are the most significant considerations for a sustainable plant location. Policy and legal criteria like, support from local authorities and financial support, ranked as the second while, economical aspects like, proximity to the waste collection point, and slope ranked as the third best criteria for decision on a sustainable recycling plant location. The study established the consistency and robustness of the results by performing two sets of sensitivity analysis. One by changing the weight specified for the main criteria and the other, by modifying the weight specified for a specific expert. The study will facilitate WEEE recycling companies in their decision making for facility location and also, the policy makers in increasing the effectiveness of the national WEEE management policy, by providing insights on the sustainability factors for recycling plant locations around which incentives can be built and disclosure regulations be designed.



Research Title:

Industry 4.0, cleaner production and circular economy: An integrative framework for evaluating ethical and sustainable business performance of manufacturing organizations.



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Research Domain:

Sustainability

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Abstract

Organizations are increasingly facing pressure for changing manufacturing models from traditional to sustainable which accordingly reinforces the need for assessing their performance on sustainability issues. The present study developed a framework based on concepts of circular economy, sustainable cleaner production and Industry 4.0 standards to assess sustainability performance of manufacturing companies and to guide them in prioritizing investment in potential solutions for enhancing performance on sustainability. The study involved a mix of quantitative and qualitative research methods. An exhaustive review of related literature was conducted, followed by several rounds of discussions (Delphi Method) with experts, to identify and finalize practices related to Industry 4.0, cleaner production and circular economy. Best-Worst Method (BWM) was then used to prioritize identified practices. Majority of the sustainability frameworks in extant literature were validated using the case study approach. The present research combined case study approach with multi-criteria decision making (MCDM) tools, which enhanced applicability of the proposed framework. Findings suggest that circular economy practices are most important for increasing sustainability performance in manufacturing, followed by practices of cleaner production and Industry 4.0. 'Supply Chain Traceability/Information', 'Reuse and recycling infrastructure', and 'Natural and clean environment', were the top three practices identified for manufacturing organizations aiming to enhance sustainability. The findings provide empirical support for adopting practices of the circular economy, cleaner production and Industry 4.0 by manufacturing organizations to improve sustainability performance. The developed framework can be readily used by managers to evaluate their own as well as the upstream and/or downstream partners' sustainability performance. It also provides policy guidance for promoting sustainability approaches in manufacturing.