



**The Association of Indian  
Management Scholars International**

# **Twenty Third AIMS International Conference on Management**

**December 3-5, 2025  
IIM Shillong**

**Theme:  
*Managing AI: Ethics, Risks, and Opportunities***





# **PLENARY SESSION**

## **TB**

**Session: Plenary**  
**Dec. 4, 2025, 11:10am to 11:40am**

**Speaker: Sandhir Sharma**  
**Chitkara University**

**Session Chair: Omprakash Gupta**

### **The Last Mile Problem: Higher Education for a Real-world Implementation**

The “last mile” in higher education is the gap between rigorous academic research and its adoption in workplaces, communities, and policy. Closing it requires reengineering incentives, curricula, and partnerships so that practical research is not a byproduct but the core. Universities can embed implementation science into degree pathways capstones with real clients, policy and design labs, and venture or civic incubators that co-develop solutions with industry, government, and community organizations.

Interdisciplinary teams should tackle problem statements sourced from practitioners, using open data, reproducible methods, and ethical review aligned to real deployment risks. Faculty promotion and grant criteria must value translational outputs—toolkits, pilot deployments, patents with measured uptake, open-source releases, and policy briefs—alongside publications. Co-funded appointments and residency models (e.g., scholars-in-industry, practitioners-in-residence) accelerate bidirectional learning. Students gain “implementation literacy” through internships, micro-credentials in regulatory and procurement pathways, and coursework on change management, human-centered design, and cost-effectiveness.

Practical evaluation is essential: pre-registered field trials, equity impact assessments, and post-deployment monitoring with user feedback loops. Technology transfer offices can shift from IP-first to impact-first, supporting open licensing when it scales public good. By aligning pedagogy, research design, and stakeholder incentives, academia converts evidence into adoptable solutions shortening the last mile from discovery to durable, real-world impact.

*Dr. Sandhir Sharma, Ph.D., is Vice Chancellor of Chitkara University, Punjab, with 25+ years of experience in higher education, research, and industry. He focuses on academic excellence, sustainability, and global engagement, aligning Indian education with international standards.*

*At Chitkara University, Dr. Sharma drove growth, accreditation, and global partnerships. He scaled the institution from 60 to 4000+ students, launching industry-driven programs with E&Y, Deloitte, and KPMG.*

*A researcher, he authored 100+ publications, with contributions in strategic management, marketing, and sustainability. He supervised 14 Ph.D. scholars and guided student projects, fostering research and innovation.*

*Dr. Sharma lectured at institutions like University of Applied Sciences, Osnabrück, and Kedge Business School, France. He received the AIMS International Honorary Fellow Award (2023) and Best Researcher Award (2022), championing sustainable development and ethical leadership.*

# **REGULAR PAPERS**

**WC1**  
**Session: Operations Management-1**  
**Dec. 3, 2025, 11:30am to 1:10pm**  
**Session Chair: Thangamani G**

**166 An Optimization Based Sustainable Machining of CFRP using Nano-Algal Oil**

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CFRP composites are widely used in the aerospace and defense industries due to outstanding strength-to-weight ratio. Machining CFRP poses significant challenges, including rapid tool wear and poor surface quality in dry machining conditions. This research investigates the use of NAOs as sustainable cutting fluids. NAOs were formulated by dispersing alumina and hBN nano-particles into algal-based oil at optimized concentrations. Micro-graphic analysis showed reduced fiber pull-out and matrix cracking with NAO application, confirming decreased abrasive wear and brittle fracture mechanisms. Optimization technique is used to optimize and rank the sustainability indices of different lubrication conditions, integrating ecological, economic, and technological aspects.

**214 From Shop Floors to Global Shores: Plant Level Evidence on the Employment Impact**

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This study investigates how internationalisation—through exports, imports, and foreign investment—affects employment in India's manufacturing sector. Using plant-level data from the Annual Survey of Industries (2008–09 to 2018–19) and employing the method of moments-based panel quantile estimation, it assesses trade's impact across the employment distribution. Results show a positive link between internationalisation and employment, with smaller firms benefiting more than larger ones. The findings highlight the role of global integration in job creation and provide insights for policymakers seeking to strengthen India's manufacturing competitiveness and employment generation.

**279 Influence of Industry 4.0 in Integrated Management System**

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The integration of Artificial Intelligence (AI) within Integrated Management Systems (IMS)—which combine Quality (QMS), Environmental (EMS), and Occupational Health and Safety (OHSMS) frameworks—represents a major step forward in the Industry 4.0 landscape. A wide range of opportunities are: 1. Use of Natural-Language processing to interpret ISO requirements, which will have a fully Automated Audit, 2. Indicator from QMS, EMS, and OHSMS in an Unified dashboards, which will give us real-time oversight, 3. To uncover the system interdependencies – a Predictive risk model can be generated4. Having actionable insights from complex data which can be converted into a Decision-support platforms.

**316 Type-2 Fuzzy Monte Carlo Model for Supply Chain Resilience Under Uncertainty**

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This study presents a Type-2 Fuzzy Monte Carlo framework using PERT distributions to quantify supply-chain resilience under deep uncertainty. The approach integrates linguistic ambiguity (via interval Type-2 fuzzy sets) with stochastic variability (via PERT-based sampling) to capture both epistemic and aleatory uncertainty. Applied to an electric-vehicle supply chain, the model estimates resilience indices and confidence bounds through iterative simulation. Results show that flexibility and visibility interactions critically shape resilience outcomes, offering managerial insights on investment priorities and risk-adjusted robustness. The framework advances quantitative modeling of resilience where probability data and expert judgments coexist.

**326 Digitalization for Building Crisis Proof Supply Chains: A Future Research Agenda**

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*Ashu Sharma, School of Business Management, NMIMS University, ashu.sharma@sbm.nmims.edu*

This study examines, through a comprehensive literature review and bibliometric analysis, the role of digital technologies in supporting Supply Chain Resilience across the four crisis phases: Prepare, Respond, Recover, and Adapt. Supply Chain Resilience, rooted in dynamic capability theory, encompasses interconnected capabilities such as sustainability, viability, agility, visibility, and teamwork. The study illustrates how technologies such as artificial intelligence (AI), blockchain, and big data analytics enhance sensing, seizing, and reconfiguring mechanisms, utilizing contingency theory. The suggested framework helps managers match technology investments with resilience priorities and provides theoretical clarification on the dynamic nature of SCR.

**WC2**  
**Session: Marketing-1**  
**Dec. 3, 2025, 11:30am to 1:10pm**  
**Session Chair: A K S Suryavanshi**

**240 Impact of Donation Message –framing, Donation Magnitude, and Product Type in CRM**

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Impact of donation message –framing, donation magnitude, and product type (vice hedonic vs virtue utilitarian) on CRM participation intention plays a major role in launch of product & services within horizon of overall landscape of firm's strategic landscape that determines sustenance and sustainable growth with reflective vortex of competitive areas without negative determinate factors undermining CRM verticals.

**258 Fairness or Fakes? Morals, Brands, and the Counterfeit Mindset**

*Anneswa Bose, IIT Kharagpur, boseanneswa@gmail.com*

Counterfeit consumption in emerging economies presents a moral and psychological paradox. This study examines how moral disengagement, social comparison orientation, and perceived brand injustice influence counterfeit purchase intentions among India's Bottom of the Pyramid (BOP) and Middle of the Pyramid (MOP) consumers. Using a mixed-method approach, Structural Equation Modeling (SEM) on 400 consumers and thematic analysis of 20 in-depth interviews. The findings reveal that moral disengagement and brand injustice strongly predict counterfeit purchase intentions among BOP consumers, while social comparison is a stronger driver for MOP consumers. Qualitative insights further contextualize these psychological and moral mechanisms in everyday consumption practices.

**288 A Glance at the Digitalization Effect on the Street Food Vendors of Kolkata**

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The 21st century witnessed the demands for quicker & faster payments. Nandana et al. (2023) observed that human beings want everything at their fingertips [1]. This study aimed to understand the adoption status of digitalization in payments by the street food vendors having a low level of literacy and a lack of understanding & its substantial impact on the safety & security of UPI on their business in the Eastern Kolkata Region. The study also revealed that proper awareness about e-payment must be provided by the NGOs & government to ensure their sustainable development.

**298 Choosing for Others: The Role of Relational Context in Consumer Decision-making**

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Generative AI (GenAI) systems such as Amazon's Rufus and ChatGPT are reshaping consumer decision-making through dynamic, personalized recommendations. This research investigates how relational context moderates consumers' acceptance of GenAI recommendations when choosing for oneself versus others. Across two experiments, findings reveal no difference in acceptance between self and close-friend decisions, reflecting psychological overlap and preference projection. However, acceptance declines when choosing for socially distant yet emotionally significant others (e.g., a grandmother), indicating heightened responsibility and protective cognition. By identifying social distance as a critical boundary condition, this study advances understanding of consumer-AI interactions in algorithmic decision-making contexts.

**325 Preferences of Aggrieved Individuals toward Technology-based Grief Management: A Literature Review**

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*Sandhir Sharma, Chitkara Business School, Chitkara University, Punjab, sandhir@chitkara.edu.in*

This study offers a secondary research assessment of literature (2015–2024) examining technology-assisted methodologies for grief management, encompassing digital platforms, virtual counselling, and AI-driven companionship. Findings indicate that grieving adults emphasize customisation, privacy, and emotional safety, favouring hybrid models that reconcile technological convenience with human empathy. The acceptance of virtual monuments and AI avatars is greatly affected by cultural, generational, and religious factors. Younger people use social media and digital storytelling to get involved, whereas elderly people prefer digital interventions that are supported by a therapist. The research underscores the necessity for ethical, user-centric, and culturally attuned design to guarantee that technology augments—rather than supplants—human empathy in bereavement support systems.

**WD1**  
**Session: Finance-1**  
**Dec. 3, 2025, 2:10pm to 3:10pm**  
**Session Chair: Sandhir Sharma**

**289 Integrated Reporting and Readability: Evidence from NSE 500 Companies in India**

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This study investigates the impact of Integrated Reporting (IR) adoption on the readability of corporate disclosures among NSE 500 firms in India. Focusing on 28 companies that voluntarily transitioned to IR between 2016 and 2025, the analysis compares annual reports across a five-year pre- and post-adoption period. Readability is assessed using the Fog Index and Flesch–Kincaid Index, established proxies for readability from the linguistic literature. Preliminary evidence indicates a statistically significant improvement in report readability following IR adoption. This study contributes to emerging market literature on disclosure quality and provides practical insights for regulators, investors, and corporate communicators.

**306 AI Transparency and Financial Performance: Evidence from Indian Financial Services**

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With 80% of retail lending decisions automated and the Banking Ombudsman receiving 42,000 complaints about unexplained loan rejections annually, AI transparency has become critical for India's financial inclusion agenda. This study examines Indian financial institutions using secondary data from RBI annual reports and customer complaints. We develop the Indian Financial AI Transparency Score (IFATS) and employ panel regression with fixed effects to establish causal relationships between transparency and performance metrics, such as NPAs, stock returns, and complaint rates. The research aims to provide evidence-based guidance for RBI's evolving AI governance framework, while investigating whether transparency enhances or compromises financial performance in India's digital landscape.

**318 ESG Performance and Firm Risk: Evidence from Indian Listed Firms**

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This study investigates the relationship between Environmental, Social, and Governance performance and firm risk using data from 556 Indian listed firms during 2015–2022. The findings reveal a significant negative association between ESG performance and firm risk, suggesting that firms with stronger ESG practices experience lower risk exposure. Drawing on legitimacy theory, stakeholder theory, and information asymmetry theory, the study argues that enhanced ESG disclosure strengthens stakeholder trust, reduces information gaps, and legitimizes corporate actions, thereby mitigating firm-specific risks. The results highlight the importance of sustainable practices in fostering corporate stability in emerging markets like India.

**WD2**  
**Session: Doctoral**  
**Dec. 3, 2025, 2:10pm to 5:10pm**  
**Session Chair: Prithvi Yadav**

**183 Adoption of Green Banking Practices in Private Banks: An Analytical Exploration**

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Amid growing environmental challenges and increasing calls for sustainability, private banks are adopting green banking to strengthen their environmental stewardship. This study investigates both external drivers—such as regulations, rising customer awareness, and competition—and internal factors, including leadership commitment, resource allocation, and cultural alignment. It also examines the benefits and barriers of green banking, from financial constraints to difficulties in measuring sustainability outcomes. Findings show that despite challenges, effective integration of green banking enhances environmental performance while improving profitability and competitiveness. The study highlights green banking's pivotal role in advancing sustainable practices within the banking sector and society.

**185 Circular Economy in Gold Jewelry Via Sustainable Industry 4.0 Practices**

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The gold jewelry manufacturing industry in developing economies faces growing challenges related to sustainability and competitiveness. Integrating Circular Economy (CE) principles and Industry 4.0 (I4.0) technologies offers significant potential to enhance efficiency and traceability but remains underutilized. This study identifies and ranks twenty critical barriers affecting the adoption of Sustainable Industry 4.0 (S-OSCM4.0) practices using a Fuzzy Delphi–Fuzzy DEMATEL approach. Key driving impediments include high technological costs, managerial commitment, and limited digital readiness. The findings develop a cause–effect model to guide managers and policymakers in formulating targeted strategies for sustainable digital transformation within the gold jewelry supply chain.

**216 AI-driven Transformation in Medical Tourism: Toward Smart Healthcare**

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The integration of Artificial Intelligence (AI) into healthcare is transforming medical tourism by enabling smarter, patient-centric services. This study explores AI's role in enhancing international patient experiences in India through technologies like predictive analytics, chatbots, virtual consultations, and robotic surgeries. It highlights improvements in diagnostics, treatment personalization, and post-care follow-up. The paper also addresses challenges such as data privacy, technological readiness, and patient trust. Findings suggest AI significantly boosts patient satisfaction, operational efficiency, and destination appeal. This research contributes to the discourse on smart healthcare ecosystems and offers a framework for leveraging AI to enhance global medical tourism competitiveness.

**236 Leadership Styles and Employee Performance**

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Using recent report data from 2017 to 2024, it states that different leadership styles are found to affect employee performance greatly in a variety of sectors. The findings have also indicated that transformational, participative, and servant leadership styles are effective in increasing motivation, job satisfaction, and organizational commitment, all of which ultimately lead to increased productivity (Soetirto et al., 2022; Lango et al., 2022; Mpuangnan et al., 2024). Authoritarian leadership, on the other hand, is associated with decreased engagement and stifles innovation (Tahir & Iqra, 2023).

**278 Exploring the Influence of Consumption Values on Masstige Service Experience**

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This study examines how consumption values influence service experience within masstige service sector. Drawing on the Consumption Values Theory, the study explores the relationships between functional, social, emotional, conditional, and epistemic values and the overall service experience. Data were collected from customers of masstige hotels in India through a structured questionnaire after applying appropriate screening questions. The proposed model was tested using structural equation modeling. The findings provide new insights into how distinct consumption values shape guests' service experiences, offering theoretical implications for masstige research and practical guidance for managers seeking to enhance customer experiences in competitive hospitality markets.

### **312 Ethical AI in Experiential Marketing: Hotel Sensory Branding Perspective**

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This study explores the ethical and emotional boundaries of AI-driven sensory branding in hospitality. It examines how algorithmic manipulation of sensory cues influences consumer preferences and purchase intentions subconsciously. The proposed Responsible Sensory Branding Model (RSBM) integrates Ethical AI Governance with Consumer Psychology to connect persuasive design with ethical accountability. The findings aim to advance responsible experiential marketing practices and align them with human-centered AI principles for ethical and sustainable consumer engagement.

### **313 Responsible AI in Fintech: Evaluating Fairness and Bias in Rural Credit Scoring**

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The study explores algorithms fairness and inclusion in credit score AI systems among the rural users of the digital payment platform in Gujarat. The research questions the impact that asymmetries in available data, the inaccessibility of model decision-making, or the perceived risk of discrimination, ensuring users trust AI schemes and will proceed to use digital financial services. Based on both the Algorithmic Fairness Theory and the Technology Acceptance Model, the research undertakes an empirical test that introduces Ethical Risk Assessment Framework which would guide the implementation of equitable, transparent, and accountable AI use in rural financial ecosystems.

**WE1**  
**Session: Artificial Intelligence**  
**Dec. 3, 2025, 3:30pm to 5:10pm**  
**Session Chair: Suraj Shah**

**176 Bridging Borders: Comparative AI Finance Regulation in India, EU, and the US**

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This article comparatively analyzes AI regulation in finance across India, the EU, and the US, examining technical governance explainability, validation, bias mitigation, data governance, and cybersecurity. The EU adopts a prescriptive risk-based model; India's FREE-AI framework emphasizes innovation and capacity building; the US follows a principles-based sectoral approach. Implementation challenges include model complexity, talent shortages, legacy systems, and cross-border fragmentation. The paper proposes harmonized standards, interoperable sandboxes, mutual recognition, and proportionate compliance to balance stability, protection, and innovation.

**178 Artificial Intelligence as a Driver of Business Transformation: Challenges and Best Practices**

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The adoption of artificial intelligence in business has transformative implications across various dimensions from enhancing operational effectiveness and decision-making processes to unlocking new avenues for innovations. The main aim of this paper is to explore the best practices and ethical concerns linked to the adoption of AI in various business contexts in an organization. This paper develops and tests a theory on AI capability comprising of perception prediction and prescription for achieving the desired objectives. It will help in improving the process related performance in respect of cost quality speed and flexibility in ensuring responsible and ethical AI deployment.

**203 A Compact Quantum Digital Signature Scheme Secure against Quantum Adversaries**

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Classical digital signatures, like RSA and ECDSA, which rely on computational hardness assumptions, are susceptible to Shor's algorithm and other quantum attacks. This paper introduces a Compact Quantum Digital Signature (CQDS) scheme that ensures strong security using minimal quantum resources. The scheme employs a lightweight quantum authentication code to map classical bits into single-qubit states and applies projective measurements for verification. This scheme is simulated on Qiskit, which demonstrates a 60% reduction in signature size with over 97% verification accuracy. The CQDS technique supports post-quantum secure infrastructures and hybrid classical-quantum communication, guaranteeing unforgeability and transferability.

**310 AI Agility and Ethics in Sustainable Brand Equity: Moderating Role of AI Literacy**

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The study developed a two-pathway model of AI-driven predictive agility (AIPA) and Ethical Consumer Experience (ECE) as key antecedents of Sustainable Brand Equity (SBE) in the current investigation. Based on the Resource-Based View and Stakeholder theory, the framework argues that, due to high-market foresight, AIPA will enhance the brand sustainability, and, through the development of consumer trust and moral congruence. Furthermore, the Consumer Perceived AI Literacy (CPAL) is a moderating factor of the relationship between ECE and SBE. The model enhances the impact of technological agility and ethical intelligence in a co-determination manner to create sustainable brand equities.

**327 AI Driven Project Based Learning for Advertising Course**

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Advertising in AI is having an exponential growth with availability of AI algorithm and tools across various digital platforms. However, the traditional courses have been quite limited to teach students real life AI applications. The authors have attempted to bridge this gap by incorporating AI in project-based learning. The results showcase that students were able to understand more about AI after employing project-based learning than theoretical lectures.

**TA1**  
**Session: Marketing-2**  
**Dec. 4, 2025, 9:30am to 10:50am**  
**Session Chair: Anitha Acharya**

**197 Identifying Regional and Demographic Disparities in Indian Household Consumption**

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This study examines consumption inequalities in India using the Household Consumption and Expenditure Survey (HCES) 2023–24. Results reveal a strong positive association between female education and household consumption, indicating that households with more educated women tend to consume significantly more. This finding supports the effectiveness of government schemes promoting women's education and empowerment, highlighting their socio-economic impact. Regional disparities persist, with the lowest consumption in the eastern region and the highest in the southern states. Occupational structure also influences outcomes, as salaried and self-employed non-agricultural households show the highest consumption, while agricultural casual and salaried households report the lowest.

**235 Affordable Prestige: How Motivation, Price, and Symbolic Needs Drive Mastige Consumption**

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The emergence of mastige brands—positioned between mass-market and luxury offerings—reflects a notable shift in contemporary consumer behavior. This study examines motivation, price, and symbolic needs as key antecedents of mastige consumption. Grounded in consumer motivation theory, it explores how psychological and economic factors influence consumers' attitudes and purchase intentions toward mastige brands. A quantitative survey of 200 Indian consumers, an emerging market with growing demand for affordable luxury, was conducted, and structural equation modeling (SEM) tested the proposed framework. The study advances theoretical understanding by integrating psychological and economic drivers into a unified model of mastige consumption.

**290 Service Failures in the Age of AI: A Cross-platform Discourse**

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This study examines how digital technologies reshape service encounters during extreme service failures, using the AI171 crash as a natural experiment. Analyzing Twitter posts (#DGCA) from both humans and Grok AI across three-time windows, alongside Reddit's human-only discourse, we find stark contrasts. Human sentiment on Twitter showed volatility, with outrage peaking post-report, while Grok maintained neutrality with limited emotional swings. Reddit discussions were more constructive, with declining negativity after the DGCA report. Findings extend service failure theory by positioning AI as a discourse participant and reveal platform-contingent dynamics crucial for crisis communication and recovery strategies.

**295 Cognition and Presence in Immersive Environments**

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This study explores how immersive media formats, such as 3D and 2D interfaces, influence users' information processing in simulated environments. It investigates the role of spatial presence and cognitive load in shaping how users perceive, comprehend, and retain information when interacting with immersive versus non-immersive media. By examining the interaction between these cognitive and perceptual factors, the study aims to explain why immersive environments may enhance engagement but also increase mental effort. The findings are expected to contribute to theories of media richness and cognitive processing, offering practical insights for designing more intuitive and cognitively balanced immersive interfaces.

**TA2**  
**Session: HRM**  
**Dec. 4, 2025, 9:30am to 10:50am**  
**Session Chair: Mukesh Narmetta**

**291 From Algorithm to Anxiety: How AI-induced Incivility Erodes Employee Mattering**

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Studies observe that Human-chatbot interaction within services are not always positive and may trigger customer incivility. However, how such incivility create downstream impact on employee wellbeing is under researched. Thus, using value co-destruction (VCD) lens, this study explores how AI-triggered customer incivility drive VCD and influence employees' sense of mattering in services. Using mixed method design, preliminary interview themes reflect misaligned expectations, algorithmic rigidity, emotional dissonance, erosion of dignity, and reciprocal frustration loops. These themes inform our empirical model linking AI-induced Incivility to reduced Employee Mattering via Role ambiguity and Emotional Labor contributing to employee well-being theory.

**292 Beyond Rationality: Emotions as Strategic Tools in Organisations**

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The dichotomy between rationality and emotionality has shaped philosophical, psychological, and organisational thought. This paper challenges the assumption that rationality can or should exist independently of emotion. Drawing from classical philosophy, behavioural economics, and evolutionary psychology, it argues that emotions play a functional and adaptive role in human decision-making. Within organisations, the pursuit of pure rationality often leads to short-term optimisation at the cost of long-term effectiveness. Recognising emotionality as an integral component of rational behaviour offers a more realistic and sustainable model for decision-making, leadership, and organisational success.

**297 Augmented or Automated? Exploring How Generative AI Shapes Workplace Creativity**

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This study examines how the use of Generative AI (GenAI) influences employee creativity in the workplace. While GenAI promises to augment ideation, it may also erode autonomy and psychological ownership - core drivers of intrinsic motivation and creativity. Drawing on Self-Determination Theory and socio-technical systems perspectives, we conduct a 2x2 experiment manipulating AI use (with/without) and task framing (autonomous/prescriptive). Creativity outcomes, cognitive load, and ownership perceptions are analyzed to uncover enabling and constraining mechanisms. Findings will advance understanding of human-AI co-creativity, offering design and management insights for fostering sustainable creativity in AI-augmented workplaces.

**322 Supervisor Support and Ethical Behavior at Work: The Mediating Role of Mindfulness**

*Arika Duggal, University of Delhi, arikaduggal@cvs.du.ac.in*

This study examines how supervisor support fosters ethical behavior through mindfulness in the workplace. Using a systematic literature review guided by PRISMA, it synthesizes research grounded in social learning and self-regulation theories. Findings reveal that supportive supervisors build trust and psychological safety, thereby enhancing employee mindfulness, which, in turn, strengthens moral awareness and ethical conduct. The review highlights mindfulness as a key pathway translating leadership support into ethical outcomes. It contributes to workplace ethics literature by integrating leadership, mindfulness, and moral behavior perspectives.

**TC**  
**Session: Workshop**  
**Dec. 4, 2025, 11:50am to 1:10am**

**Speaker: Prashant Kulkarni**  
**Indus Business Academy**

**Session Chair: Sriram Soundararajan**

**Simulation as an Effective Pedagogy in Teaching Business Economics**

Teaching Business Economics to management students or executives poses a unique challenge: how to make economic principles tangible, relevant, and applicable to decision-making contexts. Traditional lecture-based teaching often fails to demonstrate the dynamic interrelationships between variables such as demand, cost, price, and policy decisions.

Simulation-based pedagogy bridges this gap by allowing learners to experience real-time decision-making environments where theoretical models—such as market equilibrium, cost structures, or macroeconomic policy impacts—unfold interactively. Through economic simulations and gamified scenarios, participants can observe cause-and-effect relationships, understand trade-offs, and translate abstract theory into practical managerial insights.

*Prof. Prashant Kulkarni teaches economics, digital economy and globalization at Indus Business Academy Bangalore. He has authored more than twenty case studies which were bestsellers in European Case Clearing House. He has authored four books and has published and presented more than 75 research papers in leading journals and conferences. He has received awards in leading conferences hosted by IITs. Recently, he was awarded 'Indian Economic Association Award for Extraordinary Achievement in Teaching and Research' at the IBA-IEA Conference on Economics and Public Policy held in Dec 2024.*

**TD1**  
**Session: Sustainability**  
**Dec. 4, 2025, 2:00pm to 3:00pm**  
**Session Chair: Muthukumaran R.**

**175 Integration of Psychological Aspects for Sustainable Development in Institutions**

*Muthukumaran R, O P Jindal University, muthufs25@gmail.com*

*Nithya M, O P Jindal University, mnithya.me@gmail.com*

Sustainable development emerged as inevitable concept driven by Environment, Social and Governance across educational institutions. Sustainability model driven by policies were widely adopted. This current research focuses on the Psychological aspects such as eco-intelligence, moral responsibility, ESG behaviour, ecological awareness that orient the institution towards sustainable development. The study deploys a framework for integrating ESG and Psychological aspects to facilitate sustainable development. The findings aim to bridge psychology, ESG and educational leadership for sustainable development across institutions.

**299 Sustainable Fashion Choices: the Social Media Influence**

*Anandita Mulukutla, Mahindra University, anandita.mulukutla@mahindrauniversity.edu.in*

*Mohini Sonar, Mahindra University, mohini.sonar@mahindrauniversity.edu.in*

*Sonia Singh, Mahindra University, sonia.singh@mahindrauniversity.edu.in*

The fashion industry's environmental impact has raised consumer concern about the industry's contribution to sustainability. While prior studies explore how social media shapes attitudes toward sustainability, there is limited research on its effect on actual purchasing behavior. Using the Theory of Planned Behavior (TPB), this study investigates how social media fosters awareness and influences sustainable fashion choices among young Indian consumers. Semi-structured interviews were conducted which identify key barriers to sustainable purchasing mainly economic, emotional and environmental. Findings show that while awareness is high, it often fails to convert into action. The study contributes to the sustainable consumption behavior literature.

**303 Impact of Airbnb Host Density on Local Environmental Quality: A Geospatial Study**

*Garneti Siddhartha, Mahindra University, sm22ubbd035@mahindrauniversity.edu.in*

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*Athi Karthick, Mahindra University, athi.karthick@mahindrauniversity.edu.in*

Digital platforms like Airbnb have reshaped urban economies by enabling asset sharing and redefining residential space use. Yet, alongside their economic and social benefits, they may generate overlooked environmental externalities affecting local ecosystems. This study proposes to examine how the spatial intensity of home-sharing—measured through Airbnb host density—relates to neighbourhood-level air quality in New York City. Integrating data from Inside Airbnb with emissions data from Climate TRACE and Sentinel-5, it outlines a geospatial framework to explore potential environmental impacts. The aim is to advance understanding of platform externalities and contribute to ongoing dialogues on sustainable urban transformation.

**TD2**  
**Session: Organizational Behavior**  
**Dec. 4, 2025, 2:00pm to 3:00pm**  
**Session Chair: Uttam Kumar Mandal**

**276 Exploring OCB and Impression Management in the Performance of Healthcare Staff**

*Shirley Thomas, , shirlyth@yahoo.com*

In India's healthcare sector, Organizational Citizenship Behavior (OCB) is vital for teamwork and patient satisfaction, yet its darker side often goes unnoticed. When employees engage in OCB for impression management—seeking approval or advancement—it can lead to stress, burnout, and distorted performance assessments. This paper explores how genuine and strategic forms of OCB differently influence employee performance and organizational outcomes. It highlights that while authentic OCB fosters collaboration and service quality, impression-driven OCB undermines trust and well-being. The study calls for managerial practices that distinguish sincere citizenship from manipulative behaviors.

**286 Navigating Uncertainty through Agile Leadership: An Ado-based Systematic Review**

*Suruchi Chopra, GGSIPU, suruchichopra49@gmail.com*

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Agile leadership is increasingly recognized as critical for navigating VUCA environments marked by rapid change, complexity, and evolving organizational demands. Agile leaders promote adaptability, shared learning, and responsiveness by fostering collaboration and decentralized decision-making. However, scholarly research on agile leadership remains conceptually dispersed. This study conducts a Systematic Literature Review using the SPAR-4-SLR protocol, focusing exclusively on high-quality publications indexed in the Web of Science (SSCI and SCI) with impact factor greater than one. Using the ADO (Antecedents–Decisions–Outcomes) framework, the review synthesizes theoretical insights and identifies future research trajectories relevant to organizational agility and resilience.

**293 A Review of Legislations for Neurodiverse Employees in India**

*Apoorva Verma, Indian Institute of Technology Roorkee, apoarva\_v@ms.iitr.ac.in*

The present paper is a review of legislations and legal provisions, including guidelines from the statutory bodies of India which are in place for the welfare of disabled people. It needs to be noted that in diversity dialogue, people with intellectual disability are often left ignored. Therefore, we tried to review the diversity and inclusion practices that are being implemented worldwide for neurodiverse employees and whether there exists a scope in future to adapt these practices to the Indian organized sector in accordance with the existing laws.

**TE1**  
**Session: Case Study**  
**Dec. 4, 2025, 3:10pm to 4:10pm**  
**Session Chair: Atanu Adhikari**

**156 Entrepreneurial Developmental Stimuli and Trait Emergence: A Triangulated Case**

*Paul Mathew, Xavier Institute of Management and Entrepreneurship, paulvmathew.hr@gmail.com*

This qualitative case study explores the formative childhood experiences that influence the development of entrepreneurial orientation. Anchored in the framework of Entrepreneurial Developmental Stimuli (EDS), encompassing parental encouragement, family business exposure, maternal and paternal roles, sibling dynamics, and the cultivation of early resilience and creativity, the study investigates how these foundational factors shape the entrepreneurial mindset. The research is theoretically grounded in Social Cognitive Theory, Developmental Systems Theory, and Bronfenbrenner's Bioecological Model, while also drawing insights from Entrepreneurial Personality Theory, Psychodynamic Theory, and Effectuation Theory to explain how early behavioral patterns, role models, and environmental stimuli influence entrepreneurial identity.

**169 AI in the Auto Sector -What are the future challenges-A Case Study**

*Sriram Soundararajan, IBS Hyderabad, sriram.rajann@gmail.com*

Automobiles in the new age, are embedded with sophisticated electronic control units (ECUs), sensors, actuators and digital dashboards and interfaces that influence almost every parameter of driving- from power and safety to comfort and fuel efficiency. AI in vehicles is in Advanced Driver Assistance Systems (ADAS). AI is also at the center of autonomous driving technology, especially in Levels 3 to 5 autonomy where cars can drive with little to no human control. Tesla's Autopilot, Waymo's self-driving cabs, and Mercedes-Benz's Drive Pilot are various examples of this AI-driven revolution.

**262 Decolonizing Case Ecosystem in India: A Pluriversal Knowledge Framework**

*Atanu Adhikari, Indian Institute of Management Kozhikode, atanu.adhikari@iimk.ac.in*

The global dominance of Western epistemologies has historically marginalized indigenous knowledge creation and usage in management education. This paper theorizes how an India-centric, pluriversal case ecosystem can decolonize case studies in management by integrating multiple stakeholders in creation of case studies, facilitating collaboration for case creation and usage, and disseminating them. Drawing on Resource Orchestration Theory, Network Governance, and Platform Economics, the paper advances the Decolonized Case Ecosystem (DCE) Model. The DKE-Model extends the CASE-Loop framework with testable hypothesis to embed epistemic inclusivity, collaborative authorship, and ethical stewardship into case writing and dissemination.

**TE2**  
**Session: Economics**  
**Dec. 4, 2025, 3:10pm to 4:10pm**  
**Session Chair: Rajib Lahiri**

**253 At the Crossroad of Wellbeing, Digitalization and Stress: Literature Review**

*Vritika Chalia, IIT Roorkee, vritika\_c@ms.iitr.ac.in*

*Usha Lenka, Indian Institute of Technology, Roorkee, usha.lenka@ms.iitr.ac.in*

This systematic literature review presents comprehensive picture of how digitalization and technologies are shaping the future of work, evolving context of wellbeing and stress in business and management discipline. While offering flexibility, performance advantage, technology has reshaped the workplaces, literature have traces of drastic changes occurred due to covid however overarching picture of new normal remains scarce. This review reflects on the themes recontextualizing wellbeing towards the emerging pillar i.e. Digital wellbeing, organizational responses to digitalization and wellbeing management, future direction for enhanced human-technology interaction. The discussion reveals the triptych reconceptualization of wellbeing due to digitalized workplaces.

**284 Exporting with an Edge: Impact of Sectoral Comparative Advantage on Women**

*Neha Rai, Indian Institute of Technology Kharagpur, raineha2711@kgpian.iitkgp.ac.in*

*Anwesha Aditya, Indian Institute of Technology Kharagpur, anwesha.aditya@gmail.com*

Trade drives productivity and transformation, yet women entrepreneurs remain underrepresented in global markets due to gender-specific barriers. This paper examines whether sectoral competitiveness mitigates these barriers by enhancing women-owned firms' export performance. A theoretical model with gender-differentiated export costs shows women face higher productivity cutoffs for exporting, but sectoral advantage lowers these thresholds. Using World Bank Enterprise Survey data (29 countries, 22 manufacturing sectors, 2013–2019), fractional logit models confirm that women's export premium stems from operating in sectors of comparative advantage. The findings provide actionable insights for policymakers and trade agencies to align export strategies with sectoral strengths.

**296 Decoding Decision Making: Fatigue in Self V/s other Oriented Purchases**

*Manasa Chintalapati, Mahindra University, sm24pmar001@mahindrauniversity.edu.in*

*Abhinaya Gopu, Mahindra University, sm24pfin001@mahindrauniversity.edu.in*

The study examines decision fatigue in shopping context, contrasting Self vs other oriented purchases. By conducting 12 Semi-structured interviews with working adults, the study identifies cognitive and emotional dimensions of fatigue. We employ dual-process theory – Impulsive (System 1) and deliberate (System 2). Through deductive content analysis, the findings reveal three core themes – triggers, symptoms and copying mechanisms. While self-shopping leads to shortcuts and avoidance (System 1), Shopping for others evoke deliberation (System 2), emotional responsibility, and meaningful choice making. The study contributes to consumer behavior research by reframing decision fatigue as a cognitive, emotional and socially contextualized phenomenon.

**TF1**  
**Session: Operations Management-2**  
**Dec. 4, 2025, 4:30pm to 5:30pm**  
**Session Chair: Sriram Soundararajan**

**160 Shared Mobility: A Review**

*Wallace Jacob, Symbiosis International University, msecowall@gmail.com*

SM provides greater choice and flexibility to the customers pertaining to travelling and can deliver substantial monetary savings (Vine, 2014). Better deployment of vehicles that match trip activities through a sharing service can result in fuel savings (Esteva et al., 2020). SM can help in reducing: CO2 emissions, congestion on the roads, financial costs when equated with individual private ownership of vehicles and transportation infrastructure (Guyader et al., 2021); shared modes may offer environmental gains and help in reducing traffic congestion, the need for parking spaces, and decreasing the total number of vehicles (Machado et al., 2018).

**170 Indian Automobile Sector- ICE Vs EV: What Does the Future Hold**

*Sriram Soundararajan, IBS Hyderabad, sriram.rajann@gmail.com*

Automobiles have transformed from being purely functional machines to becoming symbols of progress, status, and style. CNG and Electric Vehicles (EVs) both were seen as answers to environmental concerns and rising fuel costs, yet each carried its own set of opportunities and limitations. High purchase costs remain a barrier. While lifetime savings on fuel and maintenance are attractive, most buyers in India make decisions based on upfront price. CNG is the bridge that eases today's fuel concerns, but EVs are the technology that will define tomorrow.

**315 Stochastic Supply Planning for Wind Nacelles with Profit–emission Trade-offs**

*Thangamani G, Indian Institute of Management Kozhikode, gtmani@iimk.ac.in*

Wind-energy manufacturers are adopting circular business models integrating new-build and remanufactured nacelles. This study formulates a multi-period stochastic MILP program for closed-loop supply planning that allocates capacity between manufacturing and remanufacturing under uncertain demand and cost returns. Uncertainty is addressed via Sample Average Approximation, and sustainability is internalized through an  $\epsilon$ -constraint on expected emissions to generate a profit–emissions Pareto frontier. The model, implemented using open-source Python and Excel tools, reveals how emission caps shift production toward remanufacturing and provides managerial insights on capacity allocation, channel interactions, and the marginal cost of carbon abatement.

**TF2**  
**Session: Finance-2**  
**Dec. 4, 2025, 4:30pm to 5:30pm**  
**Session Chair: Mihir Dash**

**151 A Study on the Impact of AI on Indian MSMEs**

*Rajib Lahiri, Derozio Memorial College, rajib281@yahoo.in*

The MSMEs are considered Engine of Growth due to the ability of the sector to generate employment, optimum utilization of locally available resources and production of a variety of products. Introduction of AI has ensured cost reduction, increased operational efficiency and better decision-making. This paper is an attempt to analyze the advantages and challenges AI is likely to pose on Indian MSMEs and the degree of preparedness of the sector to successfully implement AI. The MSMEs especially Micro firms need more awareness and expertise regarding data privacy and choosing appropriate AI model to satisfy their business needs.

**163 Comparison of Alternative Portfolio Selection Criteria**

*Mihir Dash, Alliance University & Research Scholar Department of Statistics, Periyar University,*

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*Rita S., Periyar University, ritasamikannu@gmail.com*

This study compares several different portfolio selection models including the Maxi-Min model, the Value-at-Risk model, the Minimum Variance model, the Minimum Semi-Variance model, the Minimum Range model, the Maximum Mean model, the Maximum Median model, the Maximum Sharpe ratio model, the Maximum Sortino ratio model, and the Maximum Omega ratio model. The comparison was performed in terms of a weighted risk score and a weighted risk-adjusted returns score. The study considers these models for a sample of twenty IT stocks in the Indian stock market. The study period considered was Apr. 1, 2023 - Mar. 31, 2024.

**165 How CEO Characteristics Drive Organizational Success**

*Ariba Anjum, IIT Roorkee, ariba\_a@ms.iitr.ac.in*

*Vinay Sharma, IIT Roorkee, vinay.sharma@ms.iitr.ac.in*

Firms prioritize the enhancement of organizational performance as a central objective. This study examines how variations in CEOs backgrounds, orientations, and leadership styles influence firm performance through a structured literature review. It categorizes CEOs based on their prior experience (inventor, founder, or professional CEO) and analyses their impact on firm performance. Findings indicate that founder and inventor CEOs are more inclined toward innovation driven and exploratory strategies, which contribute to superior performance in competitive environments. The study contributes to the theoretical understanding of executive influence on firm performance and provides practical implications for CEO selection and organizational strategy.

**196 Board Structure Characteristics and Liquidity: Evidence from Indian Banks**

*Abhay Pant, Rajiv Gandhi Institute of Petroleum Technology, abhaypant28@gmail.com*

*Rupanjali Devi, Indian Institute of Technology Guwahati, d.rupanjali@iitg.ac.in*

The study investigates the relationship between board characteristics and bank liquidity in India from 2007-2008 to 2015-2016. Using data of 37 banks and employing the System Generalised Method of Moments (GMM) technique, this study finds that board independence, number of board meetings, and board committees have a positively significant influence on bank liquidity. In contrast, the presence of financially expert directors has a negatively significant influence on liquidity. Therefore, policymakers, regulators, and bank managers should pay adequate focus on board independence, board committees, board financial expertise and board meetings to frame appropriate policies for enhancing liquidity in Indian banks.

# **VIDEO PAPERS**

**A11**  
**Session: Healthcare**  
**Dec. 15, 2025, 8:00am to 9:20am**  
**Session Chair: Kishwar Joonas**

**192 Virtual Human Twin in Healthcare – Ethics and Opportunity**

*Meenakshi Achalia, TATA IISc Medical School Foundation,*

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*Maria Martin, Tata Iisc Medical School Foundation, Intern7@iiscmedicalschoolfoundation.org*

*Sriram Menon Koottala, TATA IISc Medical School Foundation,*

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The Virtual Human Twin is an Artificial Intelligence-based model that digitally represents the anatomy and disease condition of an individual using clinical and synthetic data. It predicts disease progression and supports personalised treatment planning. This paper examines the ethical and operational challenges in implementing such systems, including data privacy, consent, and validation accuracy. Hospitals must create oversight frameworks to manage model safety and data security. When properly governed, Virtual Human Twin technology supports collaboration, improves predictive care, and represents a responsible balance between innovation and ethical accountability.

**199 Artificial Intelligence in Electronic Medical Records and Efficient Documentation**

*Uma Nambiar, TATA IISc Medical School Foundation, umanambiar@iiscmedicalschoolfoundation.org*

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Integrating Artificial Intelligence within hospital Electronic Medical Records (EMR) can reduce documentation time and improve accuracy. Through speech-to-text systems, doctors can dictate their findings, which are automatically converted into a structured Subjective, Objective, Assessment and Plan (SOAP) format. The same technology can generate discharge summaries by analysing previous progress notes and test results. This allows physicians to focus on patient care rather than repetitive typing. However, AI tools must be built directly into secure EMR platforms to prevent data leakage. Continuous human verification and ethical oversight ensure that AI improves clinical efficiency without compromising patient confidentiality.

**200 Malawi's National Digital Health Strategy through Artificial Intelligence**

*Joe Rory Chirwa, Indian Institute of Technology Roorkee, joe\_rc1@ms.iitr.ac.in*

*Vinay Sharma, IIT Roorkee, vinay.sharma@ms.iitr.ac.in*

This paper examines how artificial intelligence supports the implementation of Malawi's National Digital Health Strategy (2025-2025) by enhancing digital health infrastructure, Population health, Big data , Artificial Intelligence and health decision making. The research highlights key drivers and barriers, aligning with the NDHS goals for access, data driven policy and sustainable capacity building. This study generates new evidence and actionable insights for the scholar and policy makers for a developing country which is resource constrained.

**220 A Bibliographic Research of Nomophobia: Mitigating Strategies for Better Health**

*Kishwar Joonas, Prairie View A&M University, kajoonas@pvamu.edu*

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Research indicates the epidemic nature of addiction to digital screens. College students, in particular, are fearful of being away from a digital device. An extreme level of such fear can result in a psychological condition called "nomophobia". Bibliographic research showed reduced focus and learning as a result of screen use in academics. Cutting down on screen exposure, making lifestyle changes, and providing social support are some solutions offered. Measurable health outcomes at both the individual and community levels are discussed.

**A12**  
**Session: Economics**  
**Dec. 15, 2025, 8:00am to 9:20am**  
**Session Chair: Sudershan Kuntluru**

**232 Lines and Leviathan: Governance Capacity and Electricity Theft in India**

*Bankim Samaddar, IIM Kozhikode, bankims03phdpt@iimk.ac.in*

*Kausik Gangopadhyay, IIM Kozhikode, kausik@iimk.ac.in*

We study electricity theft embedded in AT&C losses across Indian states (2013–2023) using a balanced panel and fixed-effects regression. Comparing theft proxies, we evaluate socio-economic, political, and governance covariates. Governance—state capacity—dominates: road density (reach/enforcement), metering coverage, policing per capita, and tax capacity are consistently significant predictors of lower losses, while political regime alignment is positively associated with losses. Classic socio-economic controls (per-capita NSVA, tariffs) are weak; ACS is marginal; unemployment negative; industry share positive. Policy implication: investments that strengthen enforcement capacity, expand metering, and deepen state capability yield larger, more durable gains than purely technical fixes.

**274 Domestic Vs Foreign Institutional Investment in IPOs: Insights from India**

*Roshni Garg, IMI Delhi, roshni.garg@imi.edu*

*Abha Shukla, University of Delhi, ashukla@commerce.du.ac.in*

Using Indian IPO data, we show that domestic and foreign institutions differ markedly in investment preferences and impact. Domestic institutions prefer IPOs managed by domestic underwriters, reflecting a ‘home bias’. Foreign institutions favour issues with lower visibility. Moreover, foreign institutions strongly influence IPO outcomes. Their participation increases underpricing and reduces demand, especially from non-institutional investors – effects not observed for domestic institutions. However, consistent with a certification effect, both groups boost retail participation. Among sub-categories, sovereign wealth funds are the most influential participants with respect to impact. Overall, these findings highlight the importance of investor heterogeneity in shaping IPO outcomes.

**320 Home Ownership and Women’s Wellbeing: Evidence from India**

*Chitwan Lalji, IIM Kozhikode, laljichitwan@gmail.com*

The India Human Development Survey (2004-05 and 2011-12) data indicates that around 17% of women have their names on home ownership or rental papers. Existing literature suggests that women’s name in property empowers her. Using the two rounds of the IHDS data, we plan to see whether women’s name in home ownership or rental papers helps improve her health outcomes (such as incidence of underweight) and whether it empowers her (through indicators such as higher say in household decisions namely, decision to buy expensive items, decision on number of children and decision on children’s wedding).

**323 Regulatory Intervention and Earnings Quality among Indian Banks**

*Ajit Dayanandan, University of Alaska Anchorage, adayanandan@alaska.edu*

*Rachappa Shette, Indian Institute of Management Kozhikode, rachappa.s@iimk.ac.in*

*Sudershan Kuntluru, Indian Institute of Management Kozhikode, sudershan@iimk.ac.in*

*Soumik Bhusan, Ta Pai Management Institute, soumik.bhusan@manipal.edu*

This study examines whether mandatory disclosure requirements from the Reserve Bank of India’s asset quality review (AQR) improved earnings quality among scheduled commercial banks from 2011 to 2023. Using Benford’s law to analyze rounding behaviors, the research finds that public sector banks often rounded up reported figures before AQR, but this practice disappeared after AQR’s implementation. The RBI’s intervention thus enhanced transparency and reduced opportunistic financial reporting, particularly among public sector banks.

**A21**  
**Session: Marketing**  
**Dec. 15, 2025, 9:25am to 10:25am**  
**Session Chair: Sivakumar S P**

**201 Technology-Driven Customer Retention: Insights into E-CRM Practices of Private Banks**

*Susmita Das, Regional College of Management, das.susmita82@gmail.com*

*Milu Charana Tripathy, College of IT and Management Education, mctripathy@gmail.com*

This study investigates the role of Electronic Customer Relationship Management (E-CRM) in enhancing customer satisfaction, loyalty, and retention in selected private banks in Bhubaneswar, Odisha. Data were collected from 564 customers across six banks and analyzed using Welch's t-test, Kruskal-Wallis test, and regression analysis. Findings indicate that demographic factors do not significantly affect customer perception of E-CRM, while E-CRM initiatives positively impact satisfaction and loyalty, leading to improved retention. The study highlights that technology-driven relationship management strengthens customer engagement and long-term relationships in the competitive private banking sector.

**241 Unleashing the Power of Incremental Differentiation Strategy for Market Dominance**

*Pratima Verma, Indian Institute of Management Kozhikode, pratima@iimk.ac.in*

In today's hyper-competitive business landscape, gaining market dominance requires a strategic approach that continuously evolves to meet customer demands and expectations. This research investigates the pivotal role of incremental differentiation strategy in achieving market leadership. Our research delves into the relationship between the incremental differentiation strategy and incremental innovation. Moreover, we explore how incremental innovation is intricately linked to achieving sustainable competitive advantages and enhancing perceived value. The literature survey underscores the pivotal role of the incremental differentiation strategy. Additionally, we highlight the importance of incremental changes in product improvement and how they can be effectively communicated and implemented.

**314 Unpacking Organizational Buying Behavior within Enterprise Software Markets**

*Sivakumar S P, Indian Institute of Management Indore, ef20sivakumars@iimidr.ac.in*

*Jayasimha K R, Indian Institute of Management Indore, jayasimha@iimidr.ac.in*

Enterprise software applications, or commercial off-the-shelf (COTS) solutions, are central to organizational digital transformation by optimizing business processes (Sen et al., 2009; Yrjönkoski et al., 2019). Yet, enterprise software selection remains complex, involving multiple stakeholders and dynamic decision-making in B2B contexts (Sheth, 1973; Vitale and Giglierano, 2002; Mukhopadhyay et al., 2021). Despite the market's exponential growth (Gartner, 2023a; IDC, 2023), existing studies largely draw from generic organizational buying models. This study, through grounded theory and in-depth interviews with 16 senior practitioners, investigates enterprise software selection behavior and develops a context-specific model addressing current theoretical and practical gaps.

**A22**  
**Session: Sustainability**  
**Dec. 15, 2025, 9:25am to 10:25am**  
**Session Chair: Bala Koteswari Vemireddy**

**158 A Behavioural Study from South Bengaluru on Gen Z and the Sustainable Food Habit**

*Lokeshwari CK, Dayananda Sagar University, lokeshwarick@dsu.edu.in*

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Sustainability has become universally important. Knowing the consumption behavior of emerging generations is critical. This study explores the financial and attitudinal factors influencing sustainable food choices among Generation Z in South Bengaluru, Karnataka, India. Gen Z, known for its digital fluency and social awareness, is shaping urban food trends through its preferences for health-conscious, ethically sourced, and affordable food options. Using a structured survey method, the research captures perceptions from Gen Z individuals aged between 18 and 25. Focusing on three dimensions - affordability, health consciousness, and perceptual sensitivity - Gen Z exhibits strong attitudinal support for sustainable consumption.

**186 Reforming Renewable Energy Businesses Through Artificial Intelligence**

*Kritika Sharma, Indian Institute of Technology Roorkee, kritika\_s@me.iitr.ac.in*

*Vinay Sharma, IIT Roorkee, vinay.sharma@ms.iitr.ac.in*

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Artificial Intelligence (AI) is the new normal for the 21st century. There is no denying the fact that modern technology is embedded with any possible available form of AI. But the key is to ensure judicious and contemplative use of AI. Traditional knowledge systems of the North-Western Himalayas encourage employing various forms of renewable energy. AI can play a crucial role in steering the local businesses that survive on the local sources of energy. This can improve the livelihood opportunities, assuring sustained sustainable livelihoods for the local population.

**239 Diversity, Equity and Inclusion: Best Practices in Industry**

*Bala Koteswari Vemireddy, Sanskrithi School of Business, drbalakoteswari@gmail.com*

Diversity, Equity, and Inclusion (DEI) have emerged as critical pillars of organizational success and sustainability in the modern business landscape. This paper explores the evolving significance of DEI initiatives and examines best practices adopted by leading industries to create inclusive and equitable workplaces. Drawing from a review of contemporary literature, organizational reports, and case studies across sectors such as technology, manufacturing, healthcare, and finance, the study identifies key strategies that foster diverse representation, equitable opportunity, and a culture of belonging. These practices include inclusive recruitment and leadership development programs, equitable pay and promotion policies etc.

**A3**  
**Session: Artificial Intelligence**  
**Dec. 15, 2025, 10:30am to 11:30am**  
**Session Chair: Sriram Menon Koottala**

**153 Detecting the Undetectable: AI Approaches to Anomalies in Stock Prices and Volume**

*Shalini Singh, Christ University, shalini.dec1226@gmail.com*

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This paper investigates AI-driven approaches to anomaly detection in stock prices and trading volumes, addressing challenges in identifying market manipulation and fraud. Using historical OHLC and volume data from major indices, we apply statistical methods (ARIMA residuals, Bollinger Bands), machine learning models (Isolation Forest, One-Class SVM), and deep learning architectures (LSTM autoencoders, Transformers) to detect point, contextual, and collective anomalies. Detected anomalies are validated against known events such as flash crashes and pump-and-dump schemes. The study demonstrates how AI enhances market surveillance, offering a proactive framework for fraud prevention and risk management in financial markets.

**168 Learning At the Crossroads of AI: Student's View On the Future of Education**

*Parisa Applegarth, Indian Institute of Management, Roorkee, parisa\_a@ms.iitr.ac.in*

*Vinay Sharma, IIT Roorkee, vinay.sharma@ms.iitr.ac.in*

This study examines Management student's perspectives on the increasing role of artificial intelligence (AI) in education, focusing on their dependence of AI tools as well as the opportunities it offers. Through in-depth interviews, it explores student's views on AI usage, educators or institutional inertia, and their understanding of what education is, beyond AI's influence. The findings aim to guide policy development around AI in educational institutions and identify which areas of learning students feel personally responsible for. By amplifying student voices, this research sheds light on how technological advances are reshaping education's core values and student's sense of accountability.

**189 AI Software for Ethical Hospital Finance Auditing and Compliance**

*Sriram Menon Koottala, TATA IISc Medical School Foundation,*

*junior.executive@iiscmedicalschoolfoundation.org*

*Gopika K, Tata Iisc Medical School Foundation, intern6@iiscmedicalschoolfoundation.org*

*Maria Martin, Tata Iisc Medical School Foundation, Intern7@iiscmedicalschoolfoundation.org*

Artificial Intelligence software in hospital finance auditing streamlines tasks such as balance sheet generation, expense categorization, and liquidity analysis within integrated accounting frameworks. By automating payout tracking, income and expenditure reconciliation, and statutory compliance checks, AI reduces manual workload while enhancing data visibility. However, ethical and operational risks arise from poor data quality, unclear model parameters, and overreliance on automated outputs. This paper presents a dual-validation approach such that the AI performs preliminary analysis while auditors verify results, ensuring transparency, accountability, and ethical governance in financial decision-making across healthcare institutions.

**B1**  
**Session: Marketing**  
**Dec. 15, 2025, 6:00pm to 7:20pm**  
**Session Chair: Suraj Shah**

**208 Integrating Marketing and Innovation**

*Neha Rishi, IIT Roorkee, neha@ms.iitr.ac.in*

*Vinay Sharma, IIT Roorkee, vinay.sharma@ms.iitr.ac.in*

Many innovations fail soon after their launch not because they lack potential, but because innovators often fall into the “innovator’s curse.” In reality, even the best innovations require effective marketing to reach their full potential. At the same time, marketers today find traditional marketing approaches insufficient for creating a competitive advantage. They need to move beyond conventional methods and adopt more innovative, adaptive strategies. This paper argues that both marketers and innovators must unlearn rigid role boundaries, learn from each other’s perspectives, and collaborate closely to ensure that innovations are successfully brought to the market.

**266 Social Media and the World of Mompreneurs a Systematic Review Using TCCM Framework**

*S Grace Prasanna, Vellore Institute of Technology, Chennai Campus, graceprasanna.s2025@vitstudent.ac.in*

*Vadivel S M, Vellore Institute of Technology, Chennai Campus, vadivel.sm@vit.ac.in*

Social media has become a transformative tool for entrepreneurs, especially mompreneurs who balance family and business roles. It enables them to engage consumers, build communities, and drive business growth. However, research on mompreneurs’ use of social media, particularly in direct selling, remains scarce. This study employs the SPAR-4-SLR protocol and the TCCM framework to review 163 articles (2013–2025) from Scopus. Findings highlight seven key theories, notably Social Capital, Social Cognitive, Resource-Based View, and Planned Behaviour. The review identifies major gaps in social media strategies, consumer engagement, and social commerce, proposing a research agenda for women-led digital entrepreneurship.

**305 Artificial Intelligence as Secondary Brand Associations**

*Nandhakishore K, Indian Institute of Technology, Roorkee, nandhakishore\_k@ms.iitr.ac.in*

*Vinay Sharma, IIT Roorkee, vinay.sharma@ms.iitr.ac.in*

Secondary brand associations enhance the primary brand by utilizing the brand knowledge associated with them. As Artificial Intelligence (AI) permeates every sector, including education, institutions are leveraging it as a secondary association by incorporating it into their curricula, admissions processes, and other day-to-day activities. This paper examines the secondary brand association of AI that higher educational institutions are utilizing to further enhance their brand and the strategic relevance of this adoption.

**321 Timing the Market: Sales Strategies across Market Entry Stages**

*Aishwarya Ramasundaram, IIM Kozhikode, aishwaryar@iimk.ac.in*

While research has looked at advantages of First-mover vs Late-mover market entry strategies, there has not been sufficient documentation of the effectiveness of different sales approaches for each stage. This research looks at a review of literature on sales and channel management approaches for different types of Market entry strategies.

**B2**  
**Session: Operations Management**  
**Dec. 15, 2025, 7:25pm to 8:45pm**  
**Session Chair: Monalisha Pattnaik**

**184 AI-driven Intelligence in Logistics: A Multiclass Shipment Status Classification**

*Ratan Kumar Behera, Sambalpur University, ratankb21@gmail.com*  
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*Umrah Naushad, Sambalpur University, umrahnaushad98@gmail.com*

In the evolving landscape of supply chain and logistics management, intelligent data utilization is critical for optimizing delivery performance, asset utilization, and operational efficiency. This study presents a comprehensive AI and machine learning pipeline applied to real-world logistics data involving shipment tracking performance metrics. We implement a multiclass classification model approach for predictive modeling. Classification models Random Forest, XGBoost accurately predict shipment outcomes. This AI-Driven intelligence framework delivers actionable insights for logistics managers, enabling data-driven decisions, improved customer satisfaction, and reduced operational costs. Results demonstrate significant potential for applying AI to enhance resilience, adaptability, and sustainability in transportation systems.

**190 AI & ML for Lab Automation: Boosting Accuracy, Speed, and Workforce Engagement**

*Sriram Menon Koottala, TATA IISc Medical School Foundation, junior.executive@iiscmedicalschoolfoundation.org*  
*Gopika K, Tata Iisc Medical School Foundation, intern6@iiscmedicalschoolfoundation.org*  
*Maria Martin, Tata Iisc Medical School Foundation, Intern7@iiscmedicalschoolfoundation.org*

Artificial Intelligence and machine learning applied to laboratory systems can automatically verify routine results, flag abnormal or critical values, and reduce turnaround time. Automation minimizes repetitive work while improving accuracy, but its reliability depends on scheduled preventive maintenance, robust internal and external quality checks, technical support from equipment providers, and stable infrastructure. Hospitals should retrain and recognize staff as Automation Coordinators or Laboratory Information System Specialists to sustain engagement and competency. Transparent procurement processes and well-planned laboratory design promote scalability and affordability, ensuring that automation enhances both diagnostic precision and workforce motivation.

**191 Mitigating AI Hallucination: Balancing Automation and Human Validation**

*Meenakshi Achalia, TATA IISc Medical School Foundation, quality.manager@iiscmedicalschoolfoundation.org*  
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*Sriram Menon Koottala, TATA IISc Medical School Foundation, junior.executive@iiscmedicalschoolfoundation.org*

Artificial Intelligence and machine learning help researchers write efficiently, but unsupervised use can produce fabricated data, false citations, and misleading analysis. This is a phenomenon reported across academic, legal, and media sectors. Such hallucinations risk financial and reputational harm when outputs are accepted without review. This paper proposes a structured two-level validation model: AI software generates initial drafts, and human experts verify the accuracy of data and references. Integrating this process within institutional research policies preserves efficiency while safeguarding scientific integrity, transparency, and public accountability in the era of automated knowledge creation.

**212 Privacy-Aware Deep Learning for Real-Time Passenger Counting in Public Transport**

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*Edson Gabriel Alves De Jesus, Fatec Sbc, edson.jesus01@fatec.sp.gov.br*  
*Franklin Silva Rocha, Fatec Sbc, franklin.rocha@fatec.sp.gov.br*  
*William Lopes, Fatec Sbc, wilnatelha@gmail.com*

This research proposes an AI-based passenger counting system for urban buses using deep learning with YOLOv8 and edge IoT devices. The embedded hardware performs real-time image processing to estimate seated and standing passengers while transmitting only anonymized metadata to a central server. To comply with Brazil's General Data Protection Law (LGPD), the system implements privacy-by-design principles, avoiding any storage of personal images. The project demonstrates how ethical AI deployment can balance technological efficiency with data protection, supporting transparent and responsible smart mobility management.

**B3**  
**Session: Organizational Behavior-1**  
**Dec. 15, 2025, 8:50pm to 9:50pm**  
**Session Chair: Reshma Menon**

**217 The Power of Artificial Intelligence in Creating High-performing Team**

*Alexandru Adrian Blăgău, National University of Science and Technology, alex.blagau@gmail.com*

*Cezar Scarlat, National University of Science and Technology, cezarscarlat@yahoo.com*

Digital transformation affects the ways in which organizations function and engage with both employees and customers, offering numerous advantages, but also risks. In this context, platforms utilizing artificial intelligence have emerged as indispensable assets for streamlining processes and especially enhancing decision-making systems. This paper describes the conceptual plan for an AI-driven platform for creating high-performing teams, emphasizing the role of AI integration in enhancing the efficiency of human resource management, fostering improved collaboration, and shaping organizational culture.

**308 Intertwining Strategic Decisions, AI and Ethics: Pharmaceutical Industry Context**

*Reshma Menon, Som Lalit Institute of Management Studies, reshmisudhir@gmail.com*

In the complex and dynamic business environment, agility, clarity and transparency are the buzzwords defining the strategic decision making and implementation processes across organizations globally. The integration of artificial intelligence has accelerated this process but not without raising due ethical concerns and relevant considerations. Through the review of literature, this research paper attempts to understand the ethical considerations to be intertwined with AI and the strategy building process in the context of the pharmaceutical industry for sustainable competitive advantage and earning above average returns.

**328 A Qualitative study of Responsible Adoption of (Generative) Artificial Intelligence in Entrepreneurship**

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*Pradeep Kumar Dadabada, IIM Shillong, pradeepdadabada@iimshillong.ac.in*

This study explores responsible adoption of Generative Artificial Intelligence (GenAI) in entrepreneurship using a qualitative lens. As GenAI transforms Ventures and innovation, entrepreneurs face Operation, Ethical and Legal challenges, with opportunities for enhanced efficiency and transformation. By leveraging emerging standards such as OECD AI Principles and exploring industry case studies, this research investigates the practices, frameworks and perceptions, that can guide Entrepreneurs for responsible integration of GenAI. Key themes include accountability, managing Bias, transparency, and stakeholder trust. The findings hope to advise guidelines for ethical use of AI within entrepreneurial ecosystems, promoting sustainable innovation and address societal and regulatory concerns.

**330 How Responsible Leadership can Mitigate Bottom-line Mentality**

*Resmi Joy, University of Hyderabad, 22mbph01@uohyd.ac.in*

*Punam Singh, University of Hyderabad, punamsingh@uohyd.ac.in*

*Ranjit Kumar Dehury, University of Hyderabad*

This study explores responsible adoption of Generative Artificial Intelligence (GenAI) in entrepreneurship using a qualitative lens. As GenAI transforms Ventures and innovation, entrepreneurs face Operation, Ethical and Legal challenges, with opportunities for enhanced efficiency and transformation. By leveraging emerging standards such as OECD AI Principles and exploring industry case studies, this research investigates the practices, frameworks and perceptions, that can guide Entrepreneurs for responsible integration of GenAI. Key themes include accountability, managing Bias, transparency, and stakeholder trust. The findings hope to advise guidelines for ethical use of AI within entrepreneurial ecosystems, promoting sustainable innovation and address societal and regulatory concerns.

**C1**  
**Session: Case Studies**  
**Dec. 16, 2025, 8:00am to 9:00am**  
**Session Chair: Praveen Kumar S**

**172 Governance Practices in Successful Family-owned Businesses: A Case Study**

*Nidhi Anand, Woxsen University, nidhi.1126@gmail.com*

*Anindo Bhattacharjee, Woxsen University, anindo.bhattacharjee@woxsen.edu.in*

Family firms are an integral part of the national and international economies, typically known for their resilience, strong values, and long-term focus (Miller & Le Breton-Miller, 2005). In nations such as India, these businesses are a major segment of the private sector and play a crucial role in employment generation, wealth creation, and local development. In spite of these contributions, family firms are often plagued by internal governance problems that hinder their capacity to maintain success over generations. This research explores the governance practices that lead to long-term success and intergenerational sustainability of Indian family businesses.

**179 Reviewing the Impact of Digital Addiction on Youth Behavior: A Study**

*Partha Naskar, West Bengal SCSTOBC Development and Finance Corporation, naskarpartha@yahoo.co.in*

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*Pitu Kundu, Institute of Cost and Management Accountants, pitukundu8697@gmail.com*

With growing reliance in technology in the era of digital interconnectedness understanding and reshaping future generation is the call of the hour. The study focuses the influence of digital dependency on the behavioural attributes of young population aligning of digital transformation & psychological wellbeing. A structured questionnaire applying quantitative, cross-sectional method and sequential mediation projects technology addiction affecting young consumer dynamics and behaviour. The findings of the study highlights that balanced equilibrium between digital participation and wellbeing will emerge as a potent driver of social transformation that best configures people-planet-profit in coming days.

**229 Strategic Inflection Points: Lessons from Case Studies of Business Reinvention**

*Praveen Kumar S, SRMIST, Ramapuram, professorpraveen@gmail.com*

This paper explores how organizations navigate strategic inflection points—moments when fundamental shifts in technology, market dynamics, or consumer behavior redefine their trajectory. Through a series of contemporary case studies, the paper examines how visionary leadership, agile strategy, and adaptive culture drive successful business reinvention. By analyzing both global and Indian examples, it highlights critical lessons for sustaining competitiveness amid disruption. The findings underscore that timely recognition and response to inflection points can transform crises into opportunities for innovation and long-term growth.

**C2**  
**Session: Organizational Behavior-2**  
**Dec. 16, 2025, 9:05am to 10:05am**  
**Session Chair: Anubha Shekhar Sinha**

**154 Publish or Perish Culture and Artificial Intelligence: Impact on Doctoral Scholars**

*Anubha Shekhar Sinha, Indian Institute of Management Kozhikode, anubhashekhar@gmail.com*

Supervisory direction and institutional cultures shape doctoral students they create supportive stimulating environment that is important to development of their critical thinking abilities. However, pressures to publish or perish acts as a double bind pressure to publish early and in more quantity comes from their supervisors and from their socialisation in institutional environments. Elevated levels of anxiety depression and burnout have been reported among doctoral scholars with respect to people from their comparable cohorts. Under these circumstances, they resort to AI, which further exacerbates problems of critical thinking - result is a depleted future academician, who cannot think critically!

**273 A Review on Women Discrimination - Assessing its Impact on Work-life Balance**

*Hepzhibah Roselin S, Karunya Institute of Technology and Sciences, KSM, hepzhibahroselin1992@gmail.com  
Jerlin Rajan J, Karunya Institute of Technology and Sciences, jerlinrajan@karunya.edu*

The current review examines the effects of gender discrimination on the work-life balance of women with a specific focus on the ongoing inequalities in healthcare. Based on the literature from 2000 to 2025 the research identifies structural cultural and organizational obstacles that hinder career growth and the overall well-being of women. The results indicate that the lack of equal opportunities prejudices and ineffective family-support systems contribute to stress and role conflicts. The paper offers an integrative model that connects discrimination to the outcome of WLB through the organizational and social mediators.

**282 Reframing Digital Transformation as a Sociotechnical Co-evolution**

*Radhakrishna Pillai, IIM Kozhikode, krishna@iimk.ac.in  
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This study examines how Digital Transformation (DT) is driven by strategic intent, enabling technologies, and employee capabilities. Using 24 interviews across multiple industries, we develop a holistic DT model integrating Sociotechnical Systems Theory with DT composite frameworks. The findings show that successful DT relies on “joint optimization,” where leadership, governance, culture, and user-centric technologies work together cohesively, supported by continuous learning and performance feedback. The study reframes DT from a technology-led shift to a co-evolution of social and technical subsystems. The proposed model offers organizations a practical way to assess DT readiness and realize sustainable value from transformation efforts.

**C3**  
**Session: Philosophy**  
**Dec. 16, 2025, 10:10am to 11:10am**  
**Session Chair: Radhakrishna Pillai**

**155 Critical Hermeneutics: A Philosophy and a Methodology to Read between the Lines**

*Anubha Shekhar Sinha, Indian Institute of Management Kozhikode, anubhashekhar@gmail.com*

Critical Hermeneutics is both a philosophy and a methodology in interpretivist paradigm. CH has origins in Heidegger's philosophy, wherein, he recognises interpretivist's biases and allows them to have it. Gadamer significantly advanced CH. He believed - what cannot be removed should be used. CH allows scholars to not be bounded by author's intentionality. Resultantly, scholars can use CH to read between the lines and interpret any text, the way it seems logically consistent with its context. CH can be used to interpret corporate communications, CEO letters etc., wherein, one suspects that there is more than what meets the eye.

**230 Economic Model in Sikh Religious Scripture Sri Guru Granth Sahib**

*Dalvinder Singh Grewal, Desh Bhagat University, dalvinder45@yahoo.co.in*

The world economy is in a shambles. In its World Economic Situation and Prospects 2025 report on the global economy, the UNO has observed that global growth will remain subdued amid prolonged uncertainty. Low inflation and monetary easing offer relief but trade tensions, high debt and geopolitical risks dampen the outlook. The economic model expounded in Sri Guru Granth Sahib, the supreme Sikh scripture, emphasizes on a balanced and ethical approach to economic activity prioritizing both individual and societal needs.

**281 Lokasamgraha – Ancient Wisdom for Embedding Responsibility in Innovation**

*Radhakrishna Pillai, IIM Kozhikode, krishna@iimk.ac.in*

Innovation is essential for economic growth, national competitiveness, and sustainable development. Rapid advancements in emerging technologies such as AI are changing entire businesses and society. Though they offer solutions to complex problems and promise significant benefits, they also lead to ethical, societal, environmental and governance issues. Responsible innovation is defined as taking care of the future through collective stewardship of science and innovation in the present. This paper explores the application of the ancient wisdom Lokasamgraha to embed responsibility throughout the innovation life cycle and presents insights on operationalizing it.

**D1**  
**Session: Finance**  
**Dec. 16, 2025, 6:00pm to 7:20pm**  
**Session Chair: Baba Gnanakumar P**

**193 Greenwashing in Banking: Systemic Risks and Stakeholder Distrust**

*Baba Gnanakumar P, Kristu Jayanti University, gnanakumar12000@yahoo.com*

The study highlights how gaps in regulatory enforcement and standardisation reflect systemic limitations in state capacity to align financial markets with sustainability goals. Employing a mixed-methods approach, this study analysed policy frameworks from eighteen countries and performed sentiment analysis on 542 public sentiments regarding greenwashing. Evidence from the research shows that major global banks widely engage in practices such as presenting fossil fuel financing as sustainable. The research recommendations emphasise the need for standardised ESG reporting, mandatory third-party audits, and transparent communication. By addressing these systemic gaps, the financial sector can rebuild trust and contribute meaningfully to global sustainability objectives.

**234 Elixir Soltek: An Acquiree's Valuation-Driven Merger Decision**

*Shilpa Peswani, N L Dalmia Institute of Management Studies and Research, shilpa.peswani@gmail.com*

*Jyoti Nair, N L Dalmia Institute of Management Studies and Research, jyoti.nair@nldalmia.edu.in*

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Yogesh's business partner Abhay shared his decision to retire. It was a seismic shift as the company was barely out of economic peril caused by the factory fire. Moreover, this coincided with the arrival of a few acquisitions offers from industry titans. Yogesh had to make a crucial decision. Should he seize the chance to sell securing financial freedom but surrendering the company he had poured his heart into? Or should he brave the daunting path of sole leadership risking everything to build Elixir Soltek on his own terms? He approached Parag, a business valuation expert, to provide clarity.

**250 Financial Empowerment in India: Leveraging Financial Literacy and Inclusion**

*Aishwarya Mitra, Nirma University, aishwarya.mitra@nirmauni.ac.in*

To foster sustainable and inclusive economic growth, integrating women into India's financial mainstream is essential for enhancing their monetary empowerment. This study examines the impact of financial literacy (FL) on women's financial empowerment (EM), considering financial self-efficacy (FSE) and financial decision-making (FDM) as serial mediators. Using a quantitative cross-sectional design, data from 239 Indian IT professionals were analyzed via PLS-SEM. Findings reveal a significant direct effect of FL on EM, with partial mediation through FSE and FDM. The study emphasizes equipping women with financial skills and decision-making confidence to promote empowerment and inclusive economic advancement.

**324 Earnings Management to avoid being Zombies: An Evidence from India and USA**

*Rachappa Shette, Indian Institute of Management Kozhikode, rachappa.s@iimk.ac.in*

This study examines whether Indian and US firms manage earnings to keep their Interest Coverage Ratio (ICR) above one, thus avoiding "zombie" classification. Analyzing over 5,500 Indian and 2,200 US firms, results show a clear spike in Indian companies just above the ICR threshold, suggesting strategic adjustments, while US firms show no such pattern. This behavior lessened after India's 2013 Companies Act and is more common in firms with low promoter ownership and high debt. The findings highlight significant earnings management in India to avoid zombie status, with implications for transparency and governance.

**D2**  
**Session: Quantitative Methods**  
**Dec. 16, 2025, 7:25pm to 8:25pm**  
**Session Chair: Pronobesh Banerjee**

**159 Importance of AI Implementation in the Field of Information Systems for Maximum**

*Varun Mirlay, C.M.R. University, varun.mirlay@cmr.edu.in*

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The technological advent has also caused the 'digital revolution,' which includes the 'digital era,' requiring all documents to be digitized by digitization platforms that have Information Systems as the backbone of delivery. Information Systems need constant adaptation, accurately combining change management and technology to adapt internally and sensitize externally with maximum efficiency to obtain a competitive advantage. The SaaS platform of Digital CFO, which adapted Information Systems internally through AI implementation, is the seminal finding of empirical research that was ontologically linked to aggregate conceptual findings using a new method for Information Systems efficiency management called CPA, thereby indicating CPA's potential.

**177 Fuzzy Trace Theory and Attraction and Compromise Effects**

*Pronobesh Banerjee, IIMK, prono2006@gmail.com*

Both attraction and compromise are very robust context effects. However, the effects are attenuated by the description of the attributes, for example, when presented pictorially or when rated on a common scale (1–100). In this paper, building on fuzzy trace theory, we show how qualitative representation of attribute values—good, average, excellent, etc., completely eliminates both attraction and compromise effects. We argue that the use of qualitative attribute values reduces the use of relational processing of attribute values, which underlies both attraction and compromise effect, thereby eliminating both. We report two studies that support our conjecture.

**198 AI in Next Generation Sequencing for Cancer Detection and Analysis**

*Uma Nambiar, TATA IISc Medical School Foundation, umanambiar@iiscmedicalschoolfoundation.org*

*Gopika K, Tata Iisc Medical School Foundation, intern6@iiscmedicalschoolfoundation.org*

*Maria Martin, Tata Iisc Medical School Foundation, Intern7@iiscmedicalschoolfoundation.org*

*Sriram Menon Koottala, TATA IISc Medical School Foundation,  
junior.executive@iiscmedicalschoolfoundation.org*

AI in Healthcare Innovation and Genomic Data Management Artificial Intelligence improves Next-Generation Sequencing by automating the detection and interpretation of genetic variants, helping oncologists identify specific mutations that guide cancer treatment. However, reliance on algorithms without proper validation can lead to misclassification and ethical concerns related to data use. This paper promotes a dual validation process, in which AI performs the first-level analysis and trained molecular pathologists confirm the results according to recognised laboratory standards such as ISO 15189 2012 (NABL). Managed responsibly, this collaboration between AI and human expertise strengthens accuracy, patient safety, and trust in genomic medicine.

## ABSENTIA PAPERS

### 173 Diversity and Inclusion HR Policies: Driving Organisational Development

*Bhuvaneshwari Anegondi, S K University, bhuvaneshwarianegondi@gmail.com*

*Murali Krishna, S K University, bhuvaneshwari4696@gmail.com*

This study explores how diversity-oriented HR policies positively influence organisational development and overall employee outcomes. It examines the relationship between inclusive HR practices—such as equitable recruitment, unbiased performance management, and continuous diversity training—and key organisational dimensions including innovation, engagement, and leadership commitment. Adopting a quantitative research design and a structured Likert-scale questionnaire, the study carefully analyses the correlation between diversity policies and development indicators across multiple organisations. The findings reveal that diversity-driven HR strategies significantly enhance employee satisfaction, innovation, and long-term organisational growth, positioning diversity as a strategic catalyst for sustainable success and fostering an inclusive, high-performing workplace culture.

### 187 Human Capital, ESG Performance, and Energy Productivity: A Conceptual Framework

*Jain Jacob M, SRM Institute of Science and Technology, jacobjain7@gmail.com*

This paper explores how human capital shapes a firm's environmental, social, and governance (ESG) performance and energy productivity in emerging economies. It argues that investing in employees—through training, skill development, and sustainability awareness—strengthens a firm's ability to adopt energy-efficient and responsible business practices. Drawing on the Resource-Based View and Sustainable Finance theory, the paper proposes a framework linking human capital to sustainable performance, with institutional and financial conditions acting as key influences. The study contributes to sustainable finance research by showing how people-centered strategies can enhance both environmental outcomes and financial resilience.

### 194 Cybersecurity Governance as an Enabler for Responsible AI Adoption and Digital Transformation

*Adriana Nitescu, UPB - SD FAIMA, office@octo-go-n.com*

In the context of global digital transformation, organizations increasingly integrate emerging technologies such as Artificial Intelligence, blockchain, IoT, and cloud computing to enhance performance and innovation. This study examines the role of cybersecurity governance in enabling responsible AI implementation and strengthening organizational resilience. Based on frameworks such as OECD, COSO, NIST, and ISO/IEC 27001, the research highlights cybersecurity as a critical foundation for ethical and sustainable AI adoption. Findings reveal that integrating cyber governance into corporate strategy, ESG reporting, and digital culture enhances data protection, innovation capacity, and long-term competitiveness across global industries.

### 202 Stem Competencies: Effects on the Success of Technology-based Businesses

*Nicolae Andrei, National University of Science and Technology, nicolae\_andrei94@yahoo.com*

*Cezar Scarlat, National University of Science and Technology, cezarscarlat@yahoo.com*

This research explores the extent to which STEM skills influence the performance of technology-driven companies. The study uses a mixed-method design. According to our findings the technical knowledge is the main factor for the effective use of technology and as a result the performance is linked through the means of recognizing opportunities more accurately being able to go from ideas to products at a faster rate and achieving a higher level of organizational agility. Entrepreneurs with STEM background make more analytical evidence-based decisions thereby shortening development timelines and improving adaptation to technological change strengthening firm agility innovation and overall performance.

### 237 Exploring the Attractiveness of Artificial Intelligence on Digital Marketing

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This study focuses on the influence of Artificial Intelligence tool on digital marketing during the next decade powerful ability to acquire and analyze large volumes of data and provide decisions for action. Digital marketing buyer's perspective with reference to e-commerce companies in chennai. According to previous literature, rather than simply replacing tasks, AI tools can complement human decision making. The digital marketing provides the consumer with lot of information about product, price ranges, alternatives and substitutes and other core dimensions of the product. The data collected from on the basis of creating customized recommendations for each customer.

**264 Informed Trading Amid Crisis: VPIN-based Analysis on the Adani-Hindenburg Episode**

*Dhananjay Ashri, Indian Institute of Management Kozhikode, ashreedhananjay@gmail.com*

This study examines market microstructure dynamics surrounding the Hindenburg Research report on Adani Enterprises (January 2023), which alleged stock manipulation and triggered extreme price volatility. Using tick-by-tick data from Refinitiv Datascope (April 2022–April 2023), the Volume-Synchronized Probability of Informed Trading (VPIN) metric is computed for Adani Enterprises and NIFTY 50. Results reveal pronounced VPIN spikes in September 2022 and January–February 2023, indicating informed trading activity before the report's release and significant liquidity withdrawal during its aftermath. Robustness checks with alternative bucket parameters confirm stability of findings, highlighting order flow toxicity and market-wide spillover effects.

**275 An Exploratory Study on Servant Leadership Traits**

*Neelima Kamjula, Sigma University, neelimakamjula@gmail.com*

The study investigates how servant leadership traits are perceived and demonstrated by principals and senior teachers in selected model schools. Using the Servant Leadership Questionnaire originally developed by Robert K. Greenleaf, information was gathered from eight principals and forty-six senior teachers. The responses revealed a generally positive attitude toward servant leadership, with conceptualization and healing emerging as the most evident traits. The findings imply that while the philosophy of servant leadership is appreciated, its practice varies in consistency. Continued emphasis on reflective leadership and professional learning could further enhance these qualities in educational contexts.