



Entrepreneurship
Development
Institute of India
Ahmedabad, Gujarat

Strategic Management and Entrepreneurship:

**A Reflection on the Last Three
Decades and the Way Forward**

**22nd Annual Convention of the
Strategic Management Forum**

Book of Abstracts

**IIM Ranchi, Jharkhand
21-23 December, 2020**

Sponsor



Patratu Vidyut Utpadan Nigam Limited
(A subsidiary of NTPC in Joint Venture with JBVNL)

Publisher



Alexis Foundation
(A member organisation of the Alexis Group)

Title: Strategic Management and Entrepreneurship: A Reflection on the Last Three Decades and the Way Forward

Editor's Name: Rohit Kumar, Swarup Dutta, Faisal Mohammad Ahsan, Subhasree Mukherjee, Shilpee A Dasgupta

Published by: Alexis Foundation

Publisher's Address: Alexis Foundation
108, First Floor, Eldeco Towne, IIM Road, Lucknow – 226013.

Printer's Details: Alexis Foundation
108, First Floor, Eldeco Towne, IIM Road, Lucknow – 226013.

Edition: I

ISBN: 978-81-951490-0-1

Alexis Foundation © 2021. All rights reserved.

No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of the publisher and the authors of the respective manuscripts published as papers, except in the case of brief quotations embodied in critical reviews and certain other non-commercial uses permitted by copyright law.

Although all the facts which have been quoted are from valid references, the editors would like to hereby state that all the views which have been expressed by the authors are completely their own and the editors and the publisher do not endorse any of them. Further, references to persons, events, companies and/or organizations have been made by the authors and the editors do not accept any responsibility for the views expressed or opinions provided about them.

For Permissions/Online Correspondence purposes, please mail us at: aditya@alexis.org.in

For Permissions/Physical Correspondence purposes, please send us letters at:
Alexis Foundation
108, First Floor, Eldeco Towne, IIM Road,
Lucknow – 226013. (INDIA)

Foreword

I am happy that our Institute is hosting the Strategic Management Forum (SMF) 2020 Convention and it's a promise getting realised that I made to SMF during last year's convention at IIM Lucknow campus. In these unprecedented times of crisis, the SMF 2020 convention organised by IIM Ranchi shows the resilience of the entire research community to keep working in the face of adversity. Therefore, it is with great pride and satisfaction I write this foreword to the proceedings of the 22nd Annual Convention of the Strategic Management Forum held in IIM Ranchi, Jharkhand on December 21-23, 2020.

The convention theme "Strategic Management and Entrepreneurship: A reflection on the last three decades and the way forward" is an invitation for scholars to engage in the discussion of how strategic management research has evolved over the years and what new and exciting opportunities lie ahead in exploring the field. Six tracks were created for scholars to participate in line with the conference theme. Almost 100 contributions in the form of full-papers, extended abstracts, and case studies found their way to the conference. After a rigorous review process, 58 contributions were accepted for presentation during the convention. A selection of abstracts is available in this volume. The convention will be blessed with the words of wisdom from keynote speakers, Prof. KRS Murthy, Former Director IIM Bangalore and Prof. Krishna Kumar, Former Director IIM Kozhikode and I am sure the participants will be benefitted from the deliberations.

With the limitation of a physical gathering due to the Covid-19 crisis, I am sure that the virtual mode of the conference will see enthusiastic participation of participants from all across India. Various plenary sessions will provide opportunities for participants to learn from renowned academicians and industry experts. The culmination of participants and experts will provide for tremendous networking possibilities over a single platform.

I would also like to acknowledge the diligent and tireless work of the organising committee in the smooth organisation of the conference and timely publication of the proceedings. Gratitude needs to be also extended towards the sponsor for providing support in realising a conference of this magnitude. It was with great pleasure my colleagues and I had the opportunity to host such a conference.

Prof. (Dr.) Shailendra Singh
Director, IIM Ranchi

Welcome

SMF-2020

We take great pleasure in welcoming you to the 22nd Annual Convention of the Strategic Management Forum 2020 organised in collaboration with Entrepreneurship Development Institute of India, Ahmedabad and wish you a very Happy and Prosperous New Year. The annual convention brings you the abstracts of all the papers received for the conference. SMF 2020 received exciting responses from distinguished industry professionals, entrepreneurs as well as doctoral scholars and academicians working in the field of strategy and entrepreneurship area.

We express our gratitude to all the individuals who have extended help in organising the conference. We are highly grateful to the constant encouragement and word of wisdom received from our management and the advisory council of SMF 2020, Prof. Bhimaraya Metri (Director, IIM Tiruchirappalli and President, Strategic Management Forum), Prof. Shailendra Singh (Director, IIM Ranchi and President-elect, Strategic Management Forum), Prof. Sunil Shukla (Director EDII), Prof. Arunaditya Sahay (Professor of Strategy, Entrepreneurship & Sustainability, Birla Institute of Management Technology), Prof. (Retd.) Krishna Kumar (Former Director, IIM Kozhikode), Prof. Atanu Ghosh (Dean, School of Management & Entrepreneurship, IIT Jodhpur), Prof. K. Rangarajan (Head – Indian Institute of Foreign Trade, Kolkata), Prof. Deepak Kumar Sinha (Professor, Strategy and Entrepreneurship, Shiv Nadar University), Prof. Satya R. Acharya (Associate Professor & In-charge, Department of Entrepreneurship Education, EDII), Prof. Ganesh N Prabhu (Professor, IIM Bangalore), Prof. Ashutosh Kumar Sinha (Associate Professor, IIM Lucknow), Prof. S Raghunath (Professor, Strategy, IIM Bangalore).

We are thankful to all the members of the Program Committee of SMF-2020 for their diligent support, Prof. Rohit Kumar, Prof. Swarup Dutta, Prof. Faisal Mohammad Ahsan, Prof. Subhasree Mukherjee, and Prof. Shilpee A Dasgupta.

We hope that SMF 2020 will provide a forum to the attending academicians, researchers and professionals to share their views, consolidate their research ideas and provide a networking opportunity.

Organising Committee

COMMITTEE	MEMBERS
Program Committee	Prof. Rohit Kumar (Convener) Prof. Swarup Dutta Prof. Faisal Mohammad Ahsan Prof. Subhasree Mukherjee Prof. Shilpee A Dasgupta
Student Committee	Manash Jyoti Borah Neeraj Kumar Kesharbani Deeksha Gupta Pallav Bose

PROGRAMME - SMF 2020

Day	Time	Event
Monday, December 21, 2020 (DAY 1)	9:30 AM – 10:00 AM	Registration
	10:00 AM – 11:30 AM	Inaugural ceremony
	11:30 AM – 12:45 PM	Plenary – 1 (Strategic Management in times of uncertainty)
	12:45 PM – 2:15 PM	Parallel Track Presentations (Track 1 & 2)
	2:15 PM – 3:00 PM	Lunch break
	3:00 PM - 4:15 PM	Plenary - 2 (Research in Entrepreneurship: Changing Paradigms in Emerging Markets)
	4:15 PM - 5:45 PM	Parallel Track Presentations (Track 3 & 4)
Tuesday, December 22, 2020 (DAY 2)	9:30 AM – 10:45 AM	Parallel Track Presentations (Track 5 & 6)
	11:00 AM - 12:15 PM	Plenary - 3 (Digital Disruption and Business Model Innovation in Emerging Economies)
	12:30 PM - 1:45 PM	Parallel Track Presentations (Track 7 & 8)
	1:45 PM - 2:30 PM	Lunch break
	2:30 PM - 3:45 PM	Plenary - 4 (Writing a Case Study)
	4:00 PM - 5:30 PM	Parallel Track Presentations (Track 9 & 10)
Wednesday, December 23, 2020 (DAY 3)	9:30 AM – 10:45 AM	Parallel Track Presentations (Track 11 & 12)
	11:00 AM - 12:15 PM	Plenary- 5 (Nuances of the Publishing Process)
	12:30 PM - 1:45 PM	Case Method of Teaching
	1:45 PM - 2:30 PM	Valedictory Session

Contents

Sr. No.	Themes	Page No.
1.	Track 1: Competitive and Cooperative Strategy (Past, Present and Future)	5
2.	Track 2 - Entrepreneurial Orientation in Emerging Markets	10
3.	Track 3 - CSR and Governance Practices	15
4.	Track 4 - Models and Frameworks in Entrepreneurship	20
5.	Track 5: Emerging and Evolving Notions of Sustainability	25
6.	Track 6: Entrepreneurship in Practice	30
7.	Track 7: Managing Firm Scope and Performance	35
8.	Track 8: Corporate Challenges During Uncertain Times	40
9.	Track 9: Emergence, Development and Change of Organization Capabilities	46
10.	Track 10: Human Capital in Management Practice	51
11.	Track 11: Business Models and Innovations	55
12.	Track 12: Beyond Transactional Leadership	59

Detailed Table of Contents

	Page No.
Track 1: Competitive and Cooperative Strategy (Past, Present and Future)	5
Antecedents to Coopetition Strategies for Organizations	5
Researcher network activity: Competitive advantage for organizations	6
Innovation Outcomes & Ownership Heterogeneity in Firms.....	7
A Systematic Literature Review on Mechanism for Building Sustainable Business Ecosystems: The Role of Actors, Structure and Strategy.....	8
Technology enabled Critical Success Factors for Organizational Strategy: A conceptual framework for Indian AECO.....	9
 Track 2 - Entrepreneurial Orientation in Emerging Markets	 10
Entrepreneurial Orientation of Selected Categories of Retailers in Chennai	10
Emerging drivers of Entrepreneurial Intentions: A Review	11
Entrepreneurial Orientation and Firm Performance: Exploring the Mediating Role of Innovation Capability in Information Technology Firms in India.....	12
Determinants of Entrepreneurial Risk Taking and Orientation: A Conceptual Model.....	13
Assessing Reliability and Validity of a Content Adequate Five-Dimensional Entrepreneurial Orientation Construct.....	14
 Track 3 - CSR and Governance Practices	 15
Emergence of CSR As Strategic Practice in Animal Healthcare Industry in India.....	15
From structured causal thinking to the complex unstructured approach of strategic management process: evolution, paradigm coherence, and future outlook	16
Governance Issues: An exploratory study of Indian online food delivery platforms Introduction.....	17
Designing Pricing Strategies of Dual-Channel Green Supply Chain considering Supply Disruption Risk: Model Development using Existing Literature and Stackelberg Game Theory.....	18
A critical hermeneutical analysis of CSR reports of three major IT firms in India.....	19
 Track 4 - Models and Frameworks in Entrepreneurship	 20
Comparative Analysis of Research Models on Entrepreneurial Intent.....	20
Social Entrepreneurship Success: A Conceptual Framework.....	21

An Evolutionary perspective of Entrepreneurial Ecosystem and analysis of “Network Synergism”	22
Benefits curve of structural holes for entrepreneurs and non-entrepreneur managers.....	23
Motherhood as the Source of Entrepreneurial Innovation and Social Transformation: The Story of ‘The Chess Academy’ of Kazakhstan.....	24
Track 5: Emerging and Evolving Notions of Sustainability.....	25
‘Mission Engagement’ For Sustainability of a Social Enterprise	25
Sustainable Development and Sustainable Development Goals: A Bibliometric Review-Based Study	26
Corporate Sustainability Performance and Corporate Overall Performance in The Indian Context - A Study.....	27
Atmanirbharata (Self- Reliant): A Way Towards Sustainable Entrepreneurship Among Women Through Empowerment Perspectives.....	28
Sustainable Industrial Policy Framework in Fostering the Social Business by Supporting Social Capital.....	29
Track 6: Entrepreneurship in Practice	30
Intrapreneurship: Pankaj Bhardwaj At Speciality Foods	30
Entrepreneurship-Why Are Fresh Management Graduates Reluctant to Take Entrepreneurship as Their Career Option.....	31
Perceived Self-Efficacy of Faculties in Heis As Mentor in Entrepreneurial Mentoring: Understanding from Mentors’ Perspective.....	32
Factors Driving the Role of Women in Real Estate Entrepreneurship: An Interpretive Structure Model.....	33
P&R Infraprojects: Putting the Focus Back on Hydropower.....	34
Track 7: Managing Firm Scope and Performance.....	35
Rex Engineering Pvt. Ltd. (REPL) – Positioning for Future Growth and Success	35
Internationalisation of Family Firms – A Mixed Gamble Between Family’s Ownership and Identity	36
Premerger Versus Post Merger Performance Evaluation of Public Sector Banks	37
Corporate Strategies of The Indian Pharma Industry – A Study of Success Factors Over the Last 2 Decades.....	38
Success and Failure of Mergers & Acquisitions in India	39

Track 8: Corporate Challenges During Uncertain Times	40
Disrupting the Global Online Marketplace: OLX In A VUCA World	40
Crisis Management & Recovery Strategy During COVID 19 – A Case Study of Tractor Industry in India	41
How Reliance Jio Has Caused Disruption in The Telecom Sector	42
A Study on Technological Challenges and Student’s Attention Retention in Online Teaching in COVID – 19 Pandemic Era	43
When Disruptive Innovations Really Disrupt - The Impact of Technological Innovation on The Social, Moral and Ethical Fabric of The Society	44
Venture Creation During COVID19, A Case of Economic Survival.....	45
Track 9: Emergence, Development and Change of Organization Capabilities.....	46
Xiaomi India: Are they Winning?.....	46
The Relationship between Internationalization and Performance for Emerging Market Firms - The Role of Strategic Motivations for International Expansion.....	47
Firms’ Dynamic Capabilities and Performance; Do Institutions and Size Matter.....	48
Firm Boundaries in Emerging Markets – A Comparative Study of the Studio Systems.....	49
Analysis of the Two-wheeler segment in the Automobile Industry: The Resurgence of the Scooters segment in India.....	50
Track 10: Human Capital in Management Practice.....	51
Workplace spirituality – A robust strategy to human capital.....	51
Can Self-leadership Strategies Impact Human Capital?.....	52
A study on deviant workplace behavior of human capital in education sector.....	53
Sustainable Human Resource Management, Employee Well-Being, Organizational Commitment and Job Satisfaction of Health Care Professionals: A Study on Select Hospitals.....	54
Track 11: Business Models and Innovations.....	55
Analysing the role of FinTech in extending capital access to MSMEs.....	55
Impact of Dual Business Model Adoption Approaches on Organizational Knowledge.....	56

Revisiting IS/IT Strategies in Service Organisations.....	57
Innovation Classification: A Growth Strategy Perspective for IT Firms.....	58
Track 12: Beyond Transactional Leadership.....	59
Leadership Style and Organisational Innovation: A Study on SMEs in Odisha.....	59
The evolution and key elements of strategic leadership: A systematic review.....	60
Modelling the constructs of Transformational Leadership to attain Supply Chain Collaboration and Firm Performance.....	61
The Changing TMT landscape in India – An analysis.....	62
Author Index.....	64
Corporate Sponsor	67

Track 1: Competitive and Cooperative Strategy (Past, Present and Future)

Submission ID: 11

Antecedents to Coopetition Strategies for Organisations

Harini K N, XLRI Jamshedpur

Abstract: The objective of this study is to explore the antecedents to coopetition strategies for organisations – that is the exogenous and endogenous factors which induces an organisation to collaborate with competing firms for improving performance. The most prominent papers which have explored the phenomenon of coopetition from a variety of theoretical perspectives such as inter-firm networks, resource-based view and the transaction cost economics perspective have been reviewed in order to put forth a concept map that depicts the relationship between antecedents and coopetition strategies of organisations in one integrated framework.

Keywords: Coopetition Strategies, Strategic Relationships, Coopetitive Advantage, Competition, and Cooperation

Submission ID: 34

Researcher Network Activity: Competitive Advantage for Organisations

Manash Jyoti Borah* and Swarup Kumar Dutta*

*Indian Institute of Management Ranchi

Abstract: Collaboration among scientists/researchers is highly valued and widely recognised. Collaboration allows researchers to gain access to knowledge and resources that are generally not accessible. This study aims to investigate networks in the knowledge world at an individual level by using the resource-based view theoretical lens. The study also examines factors that impact network activity among researchers. The study reveals that previous experience in industry and academia has a substantial impact on a researcher's network activity. It also highlights the influence of dynamism in a research field in the formation of a researcher network. This study has been conducted with the help of a survey questionnaire and the linear regression method. This study allows for universities/institutes to look at research network activity as a source of competitive advantage; however, this advantage could be both temporary and sustained.

Keywords: Competitive Strategy, Network Activity, Researcher Collaboration, Resource-Based View

Submission ID: 48

Innovation Outcomes & Ownership Heterogeneity in Firm

Divya Mishra* and Amita Mital*

*Indian Institute of Management Lucknow

Abstract: Innovation is a very important aspect for the growth of a firm which makes studying its regulative determinants an interesting area of study. This paper explores the relationship between ownership heterogeneity and the innovation of a firm in the context of Indian corporate landscape. The general notion is that the pressure insensitive ownership pushes for the short termism however, the results are quite contrary and prove that they boost innovation which itself leads to very long-term gains. This is arrived at after taking into account the increase in the R&D expense and the endogeneity on the ownership variable. This positive impact of the pressure resistant investors could be attributed to the fact that the increase in the monitoring function gives the firm a distinct form of legitimacy. This paper begins with the two perspectives derived from the extant literature, the tests included in this paper supports the second perspective which says that the increased ownership by pressure resistant owners will have a complementary and positive impact on the innovation of the firm. There is a huge positive externality that the innovation entails. Hence, it could be ascertained that the pressure resistant ownership has a positive influence on the innovation efforts of the firm.

Keywords: Ownership Heterogeneity, Innovation Outcomes, Agency Theory.

Submission ID: 79

A Systematic Literature Review on Mechanism for Building Sustainable Business Ecosystems: The Role of Actors, Structure and Strategy

Deeksha Gupta* and Rohit Kumar*

*Indian Institute of Management Ranchi

Abstract: An ecosystem is emerging as a dominant form of economic system and poses a critical impact on society, economy and environment. As the changing dynamics of business raise several questions on sustainability and sustainable development, this paper draws the attention towards economic aspect of sustainability of business ecosystems. Through a systematic literature review, an attempt has been made to first, consolidate and summarise the common characteristics between the biological and business ecosystems and second, to understand the different mechanisms for building sustainable business ecosystems. The findings of the study include the analogical comparison and lessons from biological ecosystem and suggest that actors, structure, and strategy act as a mechanism for building sustainable business ecosystems.

Keywords: Business Ecosystem, Sustainability, Actors, Structure, Strategy

Submission ID: 82

Technology Enabled Critical Success Factors for Organizational Strategy: A Conceptual Framework for Indian AECO

Vijayeta Malla*, Surya Srinivas Avss* and Ravindranadh Chowdary K*

* National Institute of Construction Management & Research

Abstract: The surge of complex Construction Projects coupled with the pressing adoption of Technology driven Advancement tools (TdA) in this Digital era catalysed the organisations to rethink their business strategies for a fruitful business model. Identifying the Critical Success Factors (CSFs) and permeating to all the stakeholders have been one of the key strategies in recognising the determinants and fulfilment of the business model objectives of the construction organisations. Although significant research studies exist on exploration of success criteria and CSFs of strategic importance, there exists a gap in exploration of Technology driven Advanced (TdA) CSFs for Construction organisations in Indian context. Technology driven CSFs of 48 were identified through Literature review and the same was reduced to 15 Factors using Delphi Technique, which in turn identified enablers & barriers among the same using Fuzzy DEMATEL Technique. Final results of the analysis, discussions, conclusions and scope for further research are indicated in detail below.

Keywords: Fuzzy DEMATEL; Technology; Enablers; Strategy; Construction

Track 2: Entrepreneurial Orientation in Emerging Markets

Submission ID: 12

Entrepreneurial Orientation of Selected Categories of Retailers in Chennai

Palaniappan Sellappan* and Kavitha Shanmugham#

*National institute of Technology-Tiruchirappalli, #SRM Institute of Science & Technology

Abstract: “Transition” is the only permanent strategy to survive in the dynamic business world, and small business retailing is no exception to this. To survive and transform in line with the business trend, retailers need a special ingredient called entrepreneurial orientation, and they are at par with innovative entrepreneurs in this regard. On the other end, academic studies seldom recognise the entrepreneurial nature of small business retailers. At this juncture, the present study tries to unearth the entrepreneurial orientation of the selected category of small business retailers in Chennai. Towards this end, the researcher collected primary data from the sample of retailers engaged in the provision store and supermarket business. It was analysed with the help of SPSS 23, and the level of entrepreneurial orientation across their demographic profiles is explored. The study reveals that the entrepreneurial orientation of retailers is significantly reliant on their demographic context.

Keywords: Entrepreneurial Orientation, Retailer, Small Business Retailing, Provision Stores, Supermarkets

Submission ID: 36

Emerging Drivers of Entrepreneurial Intentions: A Review

Mayuri Srivastava*, Sraboni Dutta* and Shraddha Shivani*

* Birla Institute of Technology, Mesra

Abstract: Entrepreneurial Intentions (EI) congregates its importance from the concept of EO, which focuses on apprehending the strategic decision making process of an enterprise. This paper aims to study the emerging antecedents of Entrepreneurial Intentions. The published research papers in notable journals have been used in this paper to validate the knowledge furnished. Areas like Sustainability, Social Entrepreneurship, Family Climate and Internationalization have gained relevance in recent years of study and research. Technology stands out as an ever emerging driver of Entrepreneurial Intentions.

Keywords: Entrepreneurial Intentions, Drivers of Entrepreneurial Intentions, Literature Review

Submission ID: 62

Entrepreneurial Orientation and Firm Performance: Exploring the Mediating Role of Innovation Capability in Information Technology Firms in India

Pallavi Agarwal

Prestige Institute of Management and Research Indore

Abstract: This study examines the relationships among entrepreneurial orientation, innovation capability, and firm performance using survey data from 275 top management consultants and senior level management executive from India. Partial Least Square (PLS) – Structural Equation Modelling (SEM) analysis was used to test the direct and indirect effects of the entrepreneurial orientation on firm performance. Innovation capability –operationalised to reflect the dimensions of managerial innovation and technological innovation – is used as the mediating variable for explaining the relationship between entrepreneurial orientation and firm performance. The results of the study indicated that entrepreneurial orientation can positively enhance firm performance; however, if innovation capability is further used as a mediator, the direct positive relationship between entrepreneurial orientation and firm performance will decrease. It specifically implies that entrepreneurial orientation indirectly influences firm performance by influencing innovation capability. Thus, innovation capability plays a mediating role through which entrepreneurial orientation benefits firm performance.

Keywords: Entrepreneurial Orientation, Innovation Capability, IT, Firm Performance and PLS-SEM

Submission ID: 64

Determinants of Entrepreneurial Risk Taking and Orientation: A Conceptual Model

Divya Sethi*, Natasha Tajeja* and Vijit Chaturvedi*

Amity Business School

Abstract: The purpose of the study is to draw up a conceptual framework that assesses the antecedents of entrepreneurial orientation. The authors identified entrepreneur's personality characteristics, sociocultural variables, and entrepreneurial disposition as the main determinants of risk-taking attitude that ultimately leads to entrepreneurial orientation. The study also took into account the moderating effects of entrepreneurial munificence on the relationship between risk taking attitude and EO. The proposed relationships between the aforesaid antecedents stated in the model and entrepreneurial risk-taking attitude and orientation will have a bearing on the inception and implementation of public policies around it especially in a country like India where entrepreneurial pursuits are being encouraged.

Keywords: Entrepreneurship, Entrepreneurial Orientation, Socio-Cultural Orientation, Entrepreneurial Munificence

Submission ID: 65

Assessing Reliability and Validity of a Content Adequate Five-Dimensional Entrepreneurial Orientation Construct

Kaustav Saha* and Rohit Kumar#

* T A Pai Management Institute, Manipal, #Indian Institute of Management Ranchi

Abstract: This article examines the psychometric properties of a content adequate five-dimensional Entrepreneurial Orientation (EO) scale as developed by Saha and colleagues (2017). While the content adequacy assessment was an essential first step towards establishing a robust instrument for measuring five-dimensional EO, the lack of evidence on reliability and validity occurs as a serious shortcoming in subsequent utilisation of this measure. By collecting data from new ventures incorporated in India, we assess the convergent, discriminant, and nomological validity of this EO scale. The results supported our hypotheses and provided evidence for the reliability and validity of the five-dimensional EO construct. This overcomes the impediment to scholarly confidence in utilising this measure and might prove instrumental in promoting further research in the sparsely studied multi-dimensional EO domain.

Keywords: Entrepreneurial Orientation; Construct Validity; Emerging Economies; Multi-dimensional.

Track 3: CSR and Governance Practices

Submission ID: 21

Emergence of CSR as Strategic Practice in Animal Healthcare Industry in India

Kapil Chand

North Orissa University

Abstract: Animal husbandry forms an integral part of the Indian economy alongside agriculture, making it arguably one of the oldest industries known to mankind. India not only the largest milk producer in the world but has the largest livestock population and have the second largest poultry market. All this is indicative of the immense opportunities that lie in the veterinary sector of the country. But being such a growth driving sector of the economy the Indian animal healthcare industry is not getting the proper attention. Animal healthcare companies operating in India engaged in corporate social Responsibility activities as a strategy towards market development. This paper provides an overview of the current trends in animal healthcare Industry in India covering the different segments of animal husbandry that includes livestock, poultry, companion animals and other animals. The study also try to identify the challenges before the industry starting from low level of farmers awareness to treatment, nutrition, scientific management and, productivity etc and how CSR can be used strategically. The research has great implications for government policy makers, researcher and the managers from Indian Veterinary pharmaceutical industry in strategic decision making.

Keywords: Animal healthcare industry, Strategic CSR, Veterinary Pharmaceutical, farmers, livestock.

Submission ID: 23

From Structured Causal Thinking to the Complex Unstructured Approach of Strategic Management Process: Evolution, Paradigm Coherence, and Future Outlook

Neeraj Kumar Kesharbani*, Swarup Kumar Dutta* and Manash Jyoti Borah*

*Indian Institute of Management Ranchi

Abstract: Strategic management field has been considered as a fragmented research discipline and so the stream of strategic management process. Mintzberg's ten schools of strategic management consist of nearly all these concepts of strategy process. Various approaches and themes developed, recognised and practiced by comparing, criticising and contrasting one over another, but rarely any literature established paradigm coherence (consistent or inconsistent) of various strategy processes individually on its own prior to integration. This work addresses this gap with a philosophical eye based on Burrell and Morgan's paradigm framework while considering the content analysis of ten schools. The findings indicate not only the strategic management field fragmented overall as a discipline but also the majority of individual themes are inconsistent. It was promoted to reconcile various perspectives, and the current study suggested three different recipes, structured-oriented, semi-structured oriented, and antistructured-oriented methods of the strategic management process

Keywords: Strategic Management Process, Ten Schools, Paradigm Coherence, Strategy Process, Content Analysis.

Submission ID: 68

Governance Issues: An Exploratory Study of Indian Online Food Delivery Platforms Introduction

Nidhi Yadav* and Meenakshi Nagarajan*

*IMI New Delhi

Abstract: Digital platforms have disrupted the traditional industries by leveraging the power of internet and telecommunications. Some prominent examples are Ola, Uber, Oyo, Airbnb, Zomato and Swiggy. Digital platforms have fluid boundaries which means it is neither a hierarchy nor free market. On hand this hybrid structure gives flexibility but on other hand it lessens the control which makes governance of digital platform challenging. The paper aims to explore the governance issues in digital platforms focusing on the online food delivery platform in India from the perspective of the transaction cost. There are multiple reasons for the choice of food delivery platforms. First, is seller heterogeneity offered by the food delivery platform. Secondly, the exit of big players like Uber, food panda raises the question of what drives the success of the food delivery platform in India. Finally, the COVID-19 has brought food delivery to the fore hence more businesses are joining food delivery platforms. Governance will play a vital role in attracting restaurants. Restaurants partners across NCR and account managers of food delivery platforms were interviewed to get a complete understanding of the phenomenon. The findings of the study made an important contribution to the literature and also open future avenues for research in this domain. Study reveals information asymmetry, opportunism, control, and trust deficit are major strategic governance issue which needs to be addressed to make the platform more attractive for the current and future partners. Working on these strategic governance issues will help to create a win-win situation for all the stakeholders and the platform

Keywords: Platform, Governance, Information Asymmetry, Control, Trust.

Submission ID: 91

Designing Pricing Strategies of Dual-Channel Green Supply Chain Considering Supply Disruption Risk: Model Development Using Existing Literature and Stackelberg Game Theory

Sarin Raju*, Jikku Kurian*, Nair Ananthu Madhusoodanan* and Akhil M R*

* LEAD College of Management

Abstract: As McKinsey & company states, environmentally conscious and responsible customers are on the rise and are even willing to spend a 5% extra, provided the products are convincingly meeting the green requirements. Footing on the revelation of McKinsey & Co., this study focuses on the approaches of green manufacturers in designing pricing strategies of dual-channel green supply chain incorporating the possible risk of supply disruption using Stackelberg game model. Green disruption is principally inevitable and includes raw material shortage, impulsive labor disputes and machine failure at more or less every stage of manufacturing planning, thereby adding oil to fuel up the costs associated. Elevated costs in planning, production, strategy amendment and reimplementation often forces the green manufacturers to experiment with markup pricing strategies to keep themselves untouched in the rat race. Though these concerns are often associated with production, it exerts elevated stress on the manufacturer while concentrating on green products as all the associated costs will also be elevated, resulting in possible customer backstab. The study further stresses on the strategies adopted by green manufacturers in prioritising distribution channels, in accordance with the pricing strategies adopted. As the occurrences in manufacturing sector are mostly unforeseen, it is often challenging for the manufacturers to formulate strategies convincing the probable retailers to be a part of the distribution network. To evade this and establish an empirical model, Stackelberg game theory is adopted to derive the best possible leader-follower relationship that can exist between a manufacturer and retailer. To our amazement, the study revealed that supply disruptions greatly affect the retailers channel than the manufacturers.

Keywords: Dual Channel-Green Supply Chain, Stackelberg Game Model, Pricing Strategies, Channel Priority, Disruption Risk.

Submission ID: 98

A Critical Hermeneutical Analysis of CSR Reports of Three Major IT Firms in India

Ben Krishna*, Christina Sanchita Shah* and Anubha Shekhar Sinha*

*Indian Institute of Management Kozhikode

Abstract: The purpose of the paper is to analyse and understand why Indian information technology (I.T.) firms started to publish corporate social responsibility (CSR) reports amidst the global financial crisis of 2008. Towards this goal, this study analyses the collection of CEO letters to stakeholders, as published in the CSR reports of three leading Indian I.T. firms between 2008 and 2012. This article uses critical hermeneutics as a methodology to unearth the linkages between CEO letters to the stakeholders in their sustainability reports and the context in which they were published. This is done by critically analysing the style and content of the CEO letters against the context in which it was written. These CEO letters to the stakeholders allow us to assess the true motives of the firms behind publishing sustainability reports during the global financial crises. This paper makes two main contributions: (1) It illuminates the true motives of the firms behind voluntary disclosure of their sustainability practices (2) It demonstrates how critical hermeneutics can be used as a methodology to read business communication as a dialogue between firms and stakeholders, to uncover the hidden linkages between text and context.

Keywords: Critical Hermeneutics, CSR Reports, 2008 Financial Crisis, Indian IT Industry

Track 4: Models and Frameworks in Entrepreneurship

Submission ID: 16

Comparative Analysis of Research Models on Entrepreneurial Intent

Jisha Gopi* and Suresh Subrahmoniam*

*CET School of Management, College of Engineering Trivandrum

Abstract: Entrepreneurship originate when opportunities exist to overcome threats. The identification of existence of an opportunity can be treated as the root cause for Entrepreneurial intent which is critical in Nascent Entrepreneurship. Research models that study variables that promote Entrepreneurial intent are of paramount importance to predict entrepreneurial activity. Intent-based models offer practical understanding of any planned behaviour and as it proves to be useful in understanding the formation of intentions. This article compares seven different research models and corresponding variables which have the capability to trigger entrepreneurial intentions. Many academicians and practitioners have focussed their research on Nascent Entrepreneurship to get a better understanding of variables that contribute to the entrepreneurial intent leading to behaviour which result in the formation of a new venture. The proposed model also allows for the formulation of the implications of Individual, demographic and contextual factors on the attitude towards Entrepreneurship as many of the models shows a lack of research on its impact.

Keywords: Nascent Entrepreneurship, Intent, Planned Behaviour, Research Models, Variables

Submission ID: 18

Social Entrepreneurship Success: A Conceptual Framework

Nima Ravi* and Suresh Subramoniam*

*CET School of Management, College of Engineering Trivandrum

Abstract: The purpose of this article is to review earlier research on Social Entrepreneurship and to identify factors deciding the success. Around seven conceptual framework/research models have been identified from the earlier researches. Also, twelve number of variables associated with them are found to play critical role in the success of Social Entrepreneurship initiatives, an integrated conceptual model is proposed to illustrate the role of these variables. This literature review is to shed light for the formulation of research framework for further research in Social Entrepreneurship to avoid variables which are not worth pursuing, based on research outcomes of the past.

Keywords: Social Entrepreneurship, Social Capital, Human Capital, Social Entrepreneurship Success, Social Empowerment, Social Value, Social Capital, Social Entrepreneurship

Submission ID: 26

An Evolutionary Perspective of Entrepreneurial Ecosystem and Analysis of “Network Synergism”

Deeksha Gupta* and Rohit Kumar*

*Indian Institute of Management Ranchi

Abstract: Entrepreneurial Ecosystem (EE) is a complex system that emerges as a set of integrated and interdependent coherent activities for creating shared value. The existing literature has explored various dimensions of the system evolution and mechanism so far. This paper aims to contribute to the literature by proposing a conceptual theory for its evolution based on the assumptions of natural ecosystem evolution and analysing the “Network Synergism” within the Entrepreneurial Ecosystem through the lens of symmetries, indirectness, and openness.

Keywords: Entrepreneurial Ecosystem, Network Synergism, Symmetries, Indirectness, Openness

Submission ID: 37

Benefits Curve of Structural Holes for Entrepreneurs and Non-Entrepreneur Managers

Subhasree Mukherjee

Indian Institute of Management Ranchi

Abstract: Social capital theory helps in understanding the various ways of the entrepreneur in building networks and identifying opportunities. However, the literature of social capital is divided in two views where one view deals with dense and closed network to have better social capital and in turn aiding in better performance of the firms. While benefits of networks for firm's growth and success is heavily researched, yet studies show that networking may not be all beneficial. There is little knowledge on how benefits from networks varies, and how is it different for founder-managers and non-founder managers. Although there are studies individually exploring only benefits or adverse effects, there is hardly any guidance on reconciling the two kinds of actors- founders and non-founder managers, and how the benefits of structural holes vary based on different stages of entrepreneurial firm's journey. Drawing on social capital theory and theory of structural holes, this study attempts to explain the probable cause of the differences in the findings through a benefit curve of the structural holes and how it changes with the age of the firm, starting from the start-up phase, and how it behaves differently for entrepreneurs and non-entrepreneur managers

Keywords: Structural Holes, Social Capital, Entrepreneurship, Networks

Submission ID: 61

Motherhood as the Source of Entrepreneurial Innovation and Social Transformation: The Story of ‘The Chess Academy’ of Kazakhstan

Aditee Prabhakar*, Mengzhana Olzhatay[#] and Anjan Ghosh[#]

*Indian Institute of Engineering Science and Technology; [#]Shibpur; Narxoz Business School, Narxoz University

Abstract: The case follows the journey of Alma Ashirova. It is a novel case to show how women entrepreneurship can bring positive changes to a country inspiring and empowering hundreds of individuals across all segments of the society. In the first part of the case, the narratives cover the struggle of a couple who loved chess but could not pursue the passion in the soviet era due to conservative family outlooks where chess was not considered a career option. The second part of the case shows how the couple’s passion got transferred to their kids. It elaborates how the couple struggled to arrange proper training for their daughter who later became a grandmaster and world champion. The struggle of their daughter in a foreign land became the source of motivation for Alma to start a chess academy in Almaty, Kazakhstan defying all society-apprehensions. The urge to protect the academy named after Zhansaya, the leveraging of the motherhood experience of supporting Zhansaya and the compassion all contributed in making The Chess Academy a novel and successful venture. The final part of the case narrates the diversification option from chess academy to a academic institution that would combine academia and chess to nurture youngsters. The case invites the participants to role-play the entrepreneur and find an answer to the dilemma of whether to stick to the sport sector or to extend the venture into academia as well.

Keywords: Women Entrepreneurship, Core Competency, Central Asia, Post-Soviet

Track 5: Emerging and Evolving Notions of Sustainability

Submission ID: 4

‘Mission Engagement’ For Sustainability of a Social Enterprise

Reeti Kulshrestha*, A. Sahay* and Subhanjan Sengupta*

* Birla Institute of Management Technology (BIMTECH)

Abstract: Entrepreneurship has alternatively been addressing the global issue of unemployment to foster economy, growth, capacity building, and innovation. In the social sector, Social Entrepreneurship, a prosocial phenomenon with a dual mission, has become significant contributors to the development and upliftment of the marginalised and underprivileged. Having said that, though other sectors are gradually opening up to collaborations, encouraging multiple stakeholders and cross-sectoral networks, sustainability largely remains a challenge often due to the constraints of resource generation and resource acquisition. And this more often than not, leads to ‘Mission Challenges’. This causes the —social taking a backseat and the —economic becoming a necessary condition. For different reasons, social enterprises’ begin to pay more attention on market performance than the social value it intended to create. So, what begins as a clash, a conflict becoming a source of tension within the enterprise and also with stakeholders may end up stirring the waters and in extreme circumstances question its survival. We look at the issue of mission duality as integral to ensuring long term sustainability of the social enterprise. The study offers various perspectives on mission and has arrived at giving a conceptual framework of Mission Engagement for sustainability of social enterprises. Such Sustainable Social Enterprises can effectively implore the business environment by bridging the chasm, the sectoral divide, encouraging cross-sectoral collaborations, humanistic practices and social networks, and bring about transformative societal change reaching out to its beneficiaries.

Keywords: Social Entrepreneurship, Sustainability, Mission

Submission ID: 5

Sustainable Development and Sustainable Development Goals: A Bibliometric Review-Based Study

Milind Kumar Jha * and K Rangarajan *

* Indian Institute of Foreign Trade

Abstract: This study extensively reviews the research conducted in the domain of “sustainable development” and focuses on the analysis of the knowledge repository in Sustainable Development Goals, a component of the agenda for sustainable development at a global level. A thorough review and bibliometric analysis of these knowledge-domains are done on the academic literature generated during 1999-2020, encapsulating 5804 documents for SD and 1005 documents for SDG. This study provides insights using the Bibliometrix package of R software that encapsulates the analysis at various levels of bibliometric analysis, network analysis, and cluster analysis to help understand the conceptual, intellectual and social structure in this research area. The findings suggest that SD knowledge-domain has reached its stagnant phase of academic contribution, whereas SDG is at the early expansion phase. Prominent areas of research are highlighted for both SD and SDG that are not explored yet. The findings provide robust guidance on future research areas in this domain. The exhaustive analysis done in this study will help both academicians and future scholars working in the area of SD and SDG to expedite their literature review by identifying the most prominent document, sources, authors, and institutions working in this domain.

Keywords: Sustainable Development, SDG, Bibliometrics, Biblioshiny, Science Mapping, Meta-Analysis, Literature Review

Submission ID: 6

Corporate Sustainability Performance and Corporate Overall Performance in The Indian Context - A Study

Mr. Milind Kumar Jha* and K. Rangarajan#

* Indian Institute of Foreign Trade, New Delhi, #Indian Institute of Foreign Trade, Kolkata

Abstract: As India moves swiftly towards economic growth, it simultaneously impacts the society and environment. Only governments cannot do a successful implementation of sustainability, hence both the public and private sectors need to align towards the same. In this case, engagement of Indian corporates and their performance on sustainability efforts based on a global model with a focus on relevant issues becomes essential. Today, there is a dearth of literature related to the corporate sustainability performance (CSP) of firms in India with an exhaustive coverage of various sustainability dimensions. This research proposes a model and research-method to conduct such a study by encapsulating an exhaustive list of attributes and its relationship with overall corporate performance with an intent to get feedback from the esteemed faculty during the colloquium.

Keywords: Corporate Sustainability Performance, Corporate Overall Performance, Sustainable Development Goals, Indian Firms

Submission ID: 13

Atmanirbharata (Self- Reliant): A Way Towards Sustainable Entrepreneurship Among Women Through Empowerment Perspectives.

Pranali Sanjay Jadhav*, Nisha Pandey* and Saloni Dhond*

* VESIM Business School, SNDT University, Mumbai

Abstract: Women's role as an entrepreneur plays a vital role in economic and social development of a country. The paper will adopt a case-study method to understand the phenomena, how women entrepreneurship can be increased through women empowerment with the help of 'Kudumbashree' model. After achieving empowerment, the empowered women enjoy the empowerment indicators, internal in-built qualities, Agency and voice, Participation and integration in decision making (WAD approach) (Lucy 2004), easy and equal access to resources. These indicators act as fuel for her entrepreneurial machine, and with support from government policies and schemes, which ultimately help her to successfully manage and organise her enterprise. Transformational leadership theory suggests that such leadership is likely to result in growth, independence, and empowerment of followers (Bass, 1985; Dvir et al., 2002). Thus, the study also focuses on the transformational leadership style to facilitate women empowerment leading to self-reliance by laying emphasis on 'Kudumbashree' a state poverty eradication mission (SPEM) of the State government of Kerala.

Keywords: Empowerment, Entrepreneurship, Development Approaches, Transformational leadership.

Submission ID: 30

Sustainable Industrial Policy Framework in Fostering the Social Business by Supporting Social Capital

Nisha Pandey * and Deepali Kamle *

* VESIM Business School, SNDT University, Mumbai

Abstract: With the objective to bring socio economic development, the consequences of social capital elements were identified, analysed and applied at the different policy levels. This exercise is an initiative to facilitate the global community with an understanding to the social capital concept and to present a link between Social Capital elements (Norms, networks, trust and reciprocity) with Social Entrepreneurship, social businesses and sustainable industrial policy framework.

This paper aims to propose the outline to Sustainable Industrial Policy Framework for social entrepreneurship at a unified macro-meso-micro level. The paper presents an evolution of social capital concept and its socio-economic effects. The focus is on establishing a link between the social capital concept with sustainable industrial policy framework through social businesses. The three levels Macro, Meso and Micro level policies are interwined with the different elements of Social Capital, Sustainable Industrial Policy Framework and Social businesses. Then by building an approach to the Social Entrepreneurship, the implications of social capital on the meso level of social businesses.

Keywords: Industrial Policy, Sustainable Policy Framework, Social Capital and Human Capital, Social Business and Agenda for Sustainable Goals.

Track 6: Entrepreneurship in Practice

Submission ID: 40

Intrapreneurship: Pankaj Bhardwaj at Speciality Foods

Shalini Rahul Tiwari* and Deepak Pandit#

*Strategy Entrepreneurship & Innovation Institute of Management Technology, Ghaziabad,

#Entrepreneurship Jaipuria Institute of Management Noida

Abstract: The case is an exploration of an entrepreneurial mind delineated through the journey of Pankaj Bhardwaj. The journey, which encompasses three distinct phases, begins from a start-up consultancy and culminates, through a family owned established company, into a top tier professionally managed corporation. Pankaj, as a young man, in mid 90s started, while studying for an MBA, a boutique consultancy before switching to Speciality Foods (SFL) in 2000. Pankaj joined Global Foods Company (GFC) in 2008 and continues to helm it. All these phases have one thing in common – starting from scratch to create new categories; be it starting RTE segment at SFL or building brand ‘Global Foods’ in B2B space. This journey traces various challenges such as price discovery for selling an established brand, and B2B channel establishment and management, among others. The challenge personally for Pankaj, as an entrepreneur, now is to seek fresh vistas to learn and grow.

Keywords: Entrepreneurship, Corporate Entrepreneurship, India, Food.

Submission ID: 49

Entrepreneurship-Why are Fresh Management Graduates Reluctant to Take Entrepreneurship as their Career Option

Aariz Javed*, Pradip Kumar Bala* and Shibashish Chakraborty*

*Indian Institute of Management Ranchi

Abstract: This research work is on the B-School Students, their mindset and to know the reason as to why they are so reluctant in choosing entrepreneurship as their career option. The primary research is in the form of an interview and questionnaire. We then perform the factor analysis, cluster analysis and cross tabulation to get further insights on the reasons of management graduates not opting for entrepreneurship. We were able to find out how demographics as well as funding are important factors here.

Keywords: Entrepreneurship, Factor Analysis, Cross Tabulation, Business, Management Graduates

Submission ID: 57

Perceived Self-Efficacy of Faculties in Heis As Mentor in Entrepreneurial Mentoring: Understanding from Mentors' Perspective

Dipan Kumar Sahu* and Prerna Gaur*

*Department of Management Studies, Netaji Subhas University of Technology, New Delhi

Abstract: In recent decades, academic entrepreneurship has become a global phenomenon and gained attention to promote innovative entrepreneurs from academics. In academic entrepreneurship literature, entrepreneurial mentoring is a new edition which is generally seen as a tool to match novice entrepreneurs with an experienced individual to make informed choice to avoid any fatal mistake in the entrepreneurial venture. This paper study the mentor role as an individual with entrepreneurial intent in academic entrepreneurship, precisely, faculty members in entrepreneurial mentoring. This study tries to close the knowledge gap with the study focus on the perceived self-efficacy of faculty members to offer entrepreneurial mentoring services to student innovators and student entrepreneurs at the early stage of venture creation in academic setup. A descriptive and qualitative research study approach adopted to study the research objectives. The study findings indicate the overall perceived self-efficacy level overall is high among male faculty members compares to female faculty members. Further mentorship functions such as the organisational commitment, adequate incentive, and recognition mechanism, and other demographic factors such as age, education, and experience also have a major influence on perceived self-efficacy levels of faculties to act as mentors. Finding also says that there is need continuous training and skill up-gradation in this field as many of these faculties have technical skills but lack business skills to mentor student innovators and student entrepreneurs. A further in-depth study with a two-point data collection of a mentor-mentee is suggested to understand the entrepreneurial intention and effectiveness of mentorship from both mentors and mentee's perspective.

Keywords: Academic Entrepreneurship, Entrepreneurial Mentoring, Entrepreneurial Self-efficacy

Submission ID: 84

Factors Driving the Role of Women in Real Estate Entrepreneurship: An Interpretive Structure Model

Savitha Chilakamarri* and Vijayeta Malla*

* NICMAR, Hyderabad

Abstract: This paper intends to investigate the factors which promote entrepreneurial activity amongst women real estate entrepreneurs. The significance of this study arises from the fact that women real estate entrepreneurs occupy a limited space within the entrepreneurial domain and there exists a definite bias regarding the role played by women within this space. This study attempted to identify the driving factors for the women entrepreneurs in this domain, and explore if technology-mediation has helped in creating more 'inclusive opportunities' and overcoming the inherent bias. For this purpose, we used Interpretive Structural Modeling (ISM) to create a hierarchy of driving and dependent factors and examined if technology-mediation had any interrelation with the other enablers.

Keywords: Interpretive Structural Modelling (ISM), Technology Mediation, Women Entrepreneurship, Real Estate Entrepreneurship

Submission ID: 90

P&R Infraprojects: Putting the Focus Back on Hydropower

Naseer Zaman Makroo* and Rojers P Joseph*

*Indian Institute of Management Rohtak

Abstract: On March 8, 2019, Pavaljeet Singh Rupal, the founder and managing director of P&R, had been waiting for the announcements to be made by the Indian Union Cabinet in its final meeting before the general elections in India. Founded in 1986, P&R Engineering Services (P&R) was engaged in the fabrication and erection of structural steel engineering, thermal and hydropower projects and civil projects. Much to Rupal's relief, the meeting chaired by the prime minister approved measures to revive the hydropower sector in India, which included declaring hydropower purchase obligations (HPO) and classifying large hydropower projects also as renewable energy projects, as part of solar and non-solar 'renewable purchase obligations' (RPO). This came as a major relief for P&R and the hydropower sector, which was made sluggish and unattractive by the successive national governments' lackadaisical approach in the previous decades. The latest announcements could open up a host of opportunities in the sector. However, the inherent risks and challenges associated with hydropower projects remained a concern, as they led to an escalation in financing costs. This, in turn, resulted in high capital costs, which translated into high tariffs. In addition, the hydropower developers in India were beset by huge NPAs. Moreover, P&R, being a small player in the sector, had a lot of ground to cover. Much would depend on the nimbleness with which P&R could tackle the challenges and use the opportunities to its advantage. Rupal and his executive team had to quickly swing into action.

Keywords: Hydropower Sector in India, Public-Private Partnerships, Renewable Energy, Sustainable Development, Renewable Purchase Obligations

Track 7: Managing Firm Scope and Performance

Submission ID: 10

Rex Engineering Pvt. Ltd. (REPL) – Positioning for Future Growth and Success

Harini K N, XLRI Jamshedpur

Abstract: Rex Engineering Pvt. Ltd. (REPL) is a small-scale Engineering, Maintenance & Projects Execution Services provider based out of Jamshedpur, an industrial town in the state of Jharkhand in Eastern India. REPL being one of the foremost suppliers to major steel companies has been impacted due to the pace and scope of changes that the industry has undergone, and which are beyond REPL's control. In order for REPL to be relevant in the steel industry ecosystem it should undertake certain fundamental changes and re-position itself to survive and grow in the face of competition. Mr. Happy Sokhi, the Founder and Director of REPL now has to make a key strategic decision on the best way forward for REPL which will enable it to emerge stronger than ever before to face the challenges ahead and chart a course of direction for REPL in the years to come.

Keywords: Strategic Repositioning, Strategic Positioning, Strategic Decision-Making, Strategic Re-Direction

Submission ID: 19

Internationalisation of Family Firms – A Mixed Gamble Between Family's Ownership and Identity

Prasad Kochikar Pai* and Amit Srivastava*

*Indian Institute of Management Ranchi

Abstract: The traditional agency theory deems family firms with concentrated ownership in the hands of family promoters to be risk-averse towards achieving higher degrees of internationalisation. This article describes family firm behaviour along the behavioural agency model, by incorporating family-firm identity as a contingent variable in risk-taking. In doing so, the article departs from the agency view of constant risk preferences to contingent risk preferences. Choosing the Indian context of publicly listed family firms, this article attempts to explain the causal mechanisms of the family influence on the firm's degree of internationalisation using a regression model with an interaction between family ownership and family-firm identity. The model can explain both risk-seeking and risk-averse influence of the family on the firm's internationalisation.

Keywords: Family Firms, Internationalisation, Behavioural Agency Model, Firm Control, Family Identity

Submission ID: 32

Premerger Versus Post Merger Performance Evaluation of Public Sector Banks

Dhanya J S* and Aswani Raj*

* CET School of Management, College of Engineering Trivandrum

Abstract: This paper attempts to analyse the pre and post-merger impact on financial performance of Oriental Bank of Commerce and Punjab National Bank. Merger means a process whereby two or more companies belonging to similar industry join together and restart working with one of the merged companies' name as a complete legal entity. With the globalisation of the economy, increased competition from both foreign and domestic banks and robust technology, there has been rapid change in the business environment of banking industry in last two decades. In order to overcome these challenges successfully, most of the banks have adopted a corporate restructuring strategy like merger and acquisitions. Two cases of merger is selected for the purpose of study. First, the merger of the Punjab National Bank and Nedungadi Bank Ltd on February 1, 2003, and the second, the merger of the Oriented Bank of Commerce with the Global Trust Bank on August 14, 2004 are selected and analysed. To analyse the financial strength of the Banks before and after merger, CAMEL parameters have been calculated for Punjab national Bank and Oriented Bank of Commerce respectively. This paper analyses the efficiency and financial performance using CAMEL-type variables in order to examine the capital adequacy ratios of pre and post merger performance of Oriental Bank of Commerce and Punjab National Bank. The main objective of the study is to analyse assets quality and management efficiency ratios of pre and post merger performance of acquiring public sector banks, and to study the asset quality, earning quality, liquidity ratios and management efficiency ratios of pre and post merger performance of Oriental Bank of Commerce and Punjab National Bank. This study is concluded as there has been an improvement in the liquidity management in the post merger period of Punjab National Bank, while the merger is significant for Oriental Bank of Commerce in terms of asset quality, management efficiency and liquidity management.

Keywords: Merger, Public Sector Banks, CAMEL Type Variables, Punjab National Bank, Oriental Bank of Commerce

Submission ID: 69

Corporate Strategies of The Indian Pharma Industry – A Study of Success Factors Over the Last 2 Decades

Venkatesh Katgeri* and R Srinivasan Srinivasan*

* JBIMS, Mumbai

Abstract: The Indian pharma industry has significantly grown, over the last three decades. The growth has been so sustainable that, the pharma industry is a net foreign exchange earner consistently over the last few years. No wonder, the Indian pharma industry, has been called as the “pharmacy of the world”. This success has not been an overnight journey. The success has taken, more than a decade by following a Business Model unique to the pharma industry. What could be the factors, behind this success? This topic becomes even more relevant, given the challenges currently faced by the Indian pharmaceutical industry like dependence on China.

Keywords: Success Factors, Market Capitalisation, Diversification Strategy

Submission ID: 70

Success and Failure of Mergers & Acquisitions in India

Disha Gupta* and Atanu Ghosh#

* Shailesh J. Mehta School of Management, IIT Bombay, #School of management and entrepreneurship, IIT Jodhpur

Abstract: M&A, a key strategy for quick growth adopted across all industries puts forth a huge strain on the acquirer company's financial resources and human capital. As per studies, most companies adopting this strategy fail to derive expected value from it despite being extremely with every step along the process of a mergers and acquisitions deal. The objective of this study is to validate a framework which includes an exhaustive list of checks and controls that need to be in place, in each step of an M&A deal in order to ensure success and to depict how non-fulfilment of a single criteria may result in the deal's failure. The impact of the deal's result on the acquirer's financial performance, market capitalisation, industry specific strategic parameters and stock have also been analysed as a part of this study. The framework is successfully validated via 15 cases of Indian IT and Pharma Industry and the degree of impact of all aspects on the deal's result is also determined.

Keywords: Mergers, Acquisitions, Financial Analysis, Market Capitalization Analysis, Strategic Analysis

Track 8: Corporate Challenges During Uncertain Times

Submission ID: 45

Disrupting the Global Online Marketplace: OLX In A VUCA World

Niharika Jaiswal*, Richa Yadav*, Manoj Joshi and Ashok Kumar*

* Amity Business School, Amity University Uttar Pradesh

Abstract: Understanding and exploring entrepreneurship has always been an interesting topic of discussion amongst academics, industry practitioners, consultants and trainers. With each entrepreneurial firm being explored, it gives rise to newer take away. OLX (short form of Online exchange) is one such entrepreneurial firm that has evinced as a market place offering a prominent platform towards sale-purchase of pre-owned goods. The presence is across the world. Learning from cases is an acceptable method that provides deeper insights into one's journey, as a qualitative method. The authors have attempted to use this method in exploring the principal research question and that is on 'how certain entrepreneurial firms create industry disruption?' This case attempts to explore and examine the journey of Olx with context to a volatile, uncertain, complex and uncertain (VUCA) business environment. The authors identified around thirty firms operating in the same e-commerce space. We observed that the incumbent entrepreneur and the entrepreneurial firm, Olx has exhibited a trace into a VUCA journey. The study tries to traverse into their journey and explore some unknowns that near the posit using both primary and secondary sources of information, triangulating data and minimising biases.

Keywords: OLX, Fabrice Grinda, Used Goods, Online Classifieds, VUCA, Online Market Place, E-Commerce

Submission ID: 46

Crisis Management & Recovery Strategy During COVID 19 – A Case Study of Tractor Industry in India

Sameer Kulkarni*, Abbasi Attarwala[#] and Balasubramaniam Santhanam[#]

*Amity University, [#]Kohinoor Business School

Abstract: The arrival of COVID-19 in India and the resulting lockdown has impacted the Indian auto industry hard, as all the automakers sans specialty reported massive sale loss. The timely relaxation of the lockdown for the agricultural sector helped ensure the speedy recovery of tractor demand during May 2020. In the near term, farmer sentiment is likely to remain positive due to several developments, including a robust rabi crop production, higher procurement, good price realisations and the forecast of a normal monsoon that bodes well for a good kharif crop. All this augur well for tractor demand going forward. The strategic segmentation of the market helped to arrive various obstacles. The entire market is categorised in to 25 clusters (34 districts), but almost those were 70% of spread of COVID cases, these had accounted for less than 10% of tractor sales, hence tractor retail sales have been less impacted by the lockdown compared with cars that have more than 25% of retail sales from these clusters. Meanwhile, its nearest competitor Escorts could manage to hold ground by selling 6,454 units in India compared with the 6,488 units sold in May 2019, a drop of 0.5%. However, a 59% decline in exports dragged down total sales down by 3.4%.

Keywords: Strategic Sales, Covid Effect, Pent-Up Demand, Rabbi Effect on Auto

Submission ID: 56

How Reliance Jio Has Caused Disruption in The Telecom Sector

Prince Bhatia* and Swarup Kumar Dutta*

*Indian Institute of Management Ranchi

Abstract: This case study deals with examining the growth of Reliance Jio in the Indian telecom sector. It deals with two broad objectives: Firstly, how the telecom sector changed its shape in the Indian economy in the past two decades, and secondly, how the entry of a new player in the industry (Reliance Jio) disrupted the whole sector.

Keywords: Telecom Sector, Reliance Jio, PEST Analysis, SWOT Analysis

Submission ID: 59

A Study on Technological Challenges and Student's Attention Retention in Online Teaching in COVID – 19 Pandemic Era

Shailesh Kediya*, Prasanna Zade* and Pankaj Chaudhari#

*Datta Meghe Institute of Engineering Technology and Research, #School of Allied Sciences, DMIMS DU, Wardha

Abstract: Lockdown created an unpredicted pressure on the system to support the education of nearly 300 million students across 1.4 million institutes in the country. During the Covid 19 pandemic situation, the whole education system is facing mainly two challenges: 1. Technological Challenges in Online Education 2. Students Retention Challenges in COVID – 19 Pandemic. This research paper focuses on “students retention challenge” as it is highly important for effective teaching learning process. In traditional classroom, teachers can assess the retention of the student's attention by looking at their faces and with eye contacts. However, in online teaching, this facility is restricted. There should be some mechanism with which teacher can assess and retain the student's attention during online teaching. Almost 60% students opined that they are not able to concentrate on online classes. They are finding it difficult to retain their attention. It is also found that 40% teachers are experiencing low retention of the students. Most of the students have sighted the reasons like sound un-clarity during online classes, limited data connectivity, disturbances at home, lack of classroom environment and lack of physical interaction with instructor/faculty. This research proposes the following tools to retain student's attention during online teaching: a. Use of chat box b. Asking questions to random students during lecture c. Giving small live quiz during lecture consisting of only one question. d. Giving quiz of at the end of the lecture. e. Online Feedback link should be provided in chat box at the end of the session

Keywords: Online Teaching, Student's Attention Retention, Technological Challenges

Submission ID: 92

When Disruptive Innovations Really Disrupt - The Impact of Technological Innovation on the Social, Moral and Ethical Fabric of the Society

Sainath Manikonda* and Savitha Chilakamarri#

*ICFAI Universities, #NICMAR, Hyderabad

Abstract: Technological innovations, especially those of the disruptive kind, have changed the way businesses operate today. For example, the way we order food, the manner in which we hail rides, carry out financial transactions, acquire education or even watch movies have significantly changed in the last few years. In most of these cases, the potential of technology to address a problem experienced by the end-user is transformed into a business opportunity ultimately resulting in an entrepreneurial venture. Therefore, when such innovations are incubated, curated and commercialised, the stakeholders involved are the market, customer/end-user and the investor. In some cases, the domain and technology are also significant players in the innovation becoming a commercial product. The involvement of the stakeholders in cocreating or co-innovating is also given due weightage and this is often assumed to be the correct indicator of the social acceptance of the commercialised innovation. However, in order to prevent the solution from creating another problem, the cumulative impact and the possible outcomes of the innovation on the social, moral and ethical fabric of the society needs to be considered. This paper proposes to explore this argument with reference to technology-based entrepreneurial ventures and demonstrate that every technological innovation has an important dimension — that of the social, moral and ethical dimension which in turn, is attached to the common well-being of the society

Keywords: Technological Innovation, Disruption, Social Impact of Innovation

Submission ID: 101

Venture Creation During COVID19, A Case of Economic Survival

Ashish Vazirani* and Titas Bhattacharjee*

*Indian Institute of Technology Kharagpur

Abstract: Pandemic driven lockdowns slow down the economic flow by reducing trade and business, further increasing layoffs and unemployment. Individuals look for alternative income sources through self-employment and starting new business ventures to overcome economic uncertainty. Researchers have explored the process of Venture creation through intent to venture and opportunity recognition during normal times, and found various factors influencing the decision process but does the process follow a similar path during a crisis-driven need-based scenario. We have explored the role of factors in the Venture creation decision process during the COVID19 pandemic. However, the pandemic has caused severe loss to the economy and increased unemployment but it has also created a demand for new products such as Medical essentials and further changed the buying pattern of Food items towards hoarding. We have assessed the effect of Opportunity recognition, Demand awareness, Buying experience, Entrepreneurial Intent, and Economic anxiety on Venture creation decisions. We found that the Economic anxiety does not trigger self-employment and the dual expenditure trap during COVID inhibits venture creation process. We further found that the effect of factors is not absolute but it varies with the type of business. Our results will give a new dimension to the research domain and will help understand the business venturing decision process.

Keywords: Venture Creation; Entrepreneurial Intent; Opportunity Recognition; COVID19; Economic Anxiety

Track 9: Emergence, Development and Change of Organization Capabilities

Submission ID: 24

Xiaomi India: Are they Winning?

Neeraj Kumar Kesharbani* and Rohit Kumar*

Indian Institute of Management Ranchi*

Abstract: The case proposal of Xiaomi India intended to chronicle the rise of Xiaomi in India, from its entry into the Indian smartphone market, challenges faced, strategies implemented, crowned with top position, future strategic moves, changing landscape of business and new challenges ahead. In this scenario we envisaged ending the Case with the question of further growth with company's intention of increasing business scope and offerings in India in tandem with its global business. The time coverage of the Case is from 2014 to 2020. The case anticipated to draw learnings of the theoretical concepts of business environment scanning, market share dynamics, innovation, innovation dilemma, and application of the business model. It is expected to be useful for wider participants including business scholars of graduate level and above, and practitioners of management development programs related to business management, innovation management, strategic management and business model innovation.

Keywords: Xiaomi, Business Growth, Innovation, Business Model, Smartphone

Submission ID: 27

The Relationship between Internationalization and Performance for Emerging Market Firms - The Role of Strategic Motivations for International Expansion

Faisal Ahsan* and Ashutosh Sinha*

*Indian Institute of Management Ranchi

Abstract: In the current study, we go beyond examining the traditional internationalisation-performance linkage. Instead of examining internationalisation per se, we look at the underlying motives of internationalisation. We attempt to provide insights into the internationalisation-performance (I-P) puzzle by introducing motives of internationalisation into the I-P relationship. Motives of internationalisation have been classified as – market seeking, opportunity seeking and strategic asset seeking. We then differentiate between the effects of different motives on operational costs and firm performance. Using a sample of 415 Indian firms from knowledge intensive industries, we find that overall different motives of internationalisation have a positive impact on firm performance when measured using market based performance measures. Although, firms incur higher operational costs while pursuing revenue seeking and opportunity seeking internationalisation strategies.

Keywords: Motives, Asset-Seeking, Market-Seeking, Opportunity-Seeking, Emerging Economies, Internationalisation

Submission ID: 35

Firms' Dynamic Capabilities and Performance; Do Institutions and Size Matter

Rajesh Nangia* and Sabyasachi Sinha*
Indian Institute of Management, Lucknow*

Abstract: Sustaining competitive advantage is a “holy grail” (Helfat & Petraf,2009). The period for which firms can sustain competitive advantage is getting shorter. Firms lose their competitive advantage due to Dynamic environments. The institutional changes make firm environments even more dynamic, particularly in an emerging market. Firms reconfigure their competencies to tackle these dynamic environments. The capabilities are called dynamic capabilities. Learning Capability and Innovativeness are the foremost capabilities. We build a framework of the dynamic capabilities along with two other sensing and seizing capabilities, namely Social Networking Capabilities and Digital Adoption Capabilities and empirically test their effect on firm performance. Our results show that firm performance is a function of its Dynamic Capabilities, its Institutional Environment and the various factors interaction of various Capabilities with Institutional factors. Firms should invest in building these capabilities for long term evolutionary fitness.

Keywords: Strategic Competitive Advantage, Dynamic Capabilities, Organizational Learning Capability, Organizational Innovativeness, Social Networking Capability, Digital Adoption Capability, Institutions, Corporate Governance, Firm Performance, Return on Assets, Growth.

Submission ID:38

Firm Boundaries in Emerging Markets – A Comparative Study of the Studio Systems

Amit Gupta*, Deepak Pandit[#] and Arunaditya Sahay*

*BIMTECH, [#]Jaipuria Institute of Management

Abstract: *Cinema is a mirror by which we often see ourselves...*

-Alejandro Gonzalez Inarritu

Firm Boundaries is now accepted, in strategic management literature, as one of the central research areas. This provides us the opportunity to use the research tools of ‘Business History’ discipline to look at, and reassess, the whole debate on firm boundaries with cross-cultural lens in a hitherto untouched context. We argue that not enough attention has been given to the cultural aspects in decisions regarding the scope of the firms. This per force makes us look at the various theoretical underpinnings of the subject to bring to centre stage the global and cross-cultural dimensions. We also rationalise the proposed methodology of qualitative historical narrative for the study. To this end, as a precursor, we have included a brief comparative history of two studio systems. Though our empirical work is in progress but our conceptualisation through logical deduction has led us to propositions, which are paper’s main contributions. To sum, we extend the debate on the scope of the firms by critically analysing the existing theories and proposing to approach it ingeniously through historical research rather than theory driven contextual study.

Keywords: Business History, Emerging Economies, Firm Boundaries

Submission ID: 43

Analysis of the Two-wheeler segment in the Automobile Industry: The Resurgence of the Scooters segment in India

Rahul Kumar*, Deeksha Gupta* and Swarup Kumar Dutta*

Indian Institute of Management, Ranchi *

Abstract: The scooter segment has witnessed a phenomenal comeback in the Indian two-wheeler segment after ruling the roads for more than 40 years. The scooter sales rapidly sank into near-oblivion for the next ten years, but it has been making a spirited retaliation from the past few years. The new Scooters captured the old existing market and created a large segment of female riders, and contributed to a social cause of women empowerment. The second wave of scooters appeared in the two-wheeler market with the launch of a motor scooter Active by HMSI in 2000. After that, Honda Activa became a synonym for two-wheelers and had never taken a back seat in its leading position in a two-wheeler scooter segment. This opportunity opened the gates for all world brand vehicles in the Indian market.

Keywords: Automobile, Scooter Segment, Industry Analysis

Track 10: Human Capital in Management Practice

Submission ID: 8

Workplace spirituality – A robust strategy to human capital

Sumbul Zaman*

Jamia Millia Islamia*

Abstract: Despite the fact that theoretical discourse on workplace spirituality is sporadic, its cognisance and implementation by top leaders are instrumental to positive workplace outcomes. A challenge for business models lies in right leadership accompanied by employee well-being without sacrificing the profits. While they bring their souls and spirit to work, the present multi-generational workforce expects meaningful experiences at workplace. The study captures workplace spirituality drawing on the theory of person –organisation fit in the Indian service industry. Measured with three dimensions, it was validated with CFA. Correlation analysis and ANOVA with Tukey post hoc were used to analyse the individual processes. Model fit indices and standardised coefficients were used to compare influencers of spirituality. Workplace spirituality was the same at individual and group level, while it differed at the organisational level.

Keywords: Workplace Spirituality, Person Organization Fit Theory, India, Service Sector

Submission ID: 22

Can Self-leadership Strategies Impact Human Capital?

Keerti Shukla*, M Shaheen* and S Narbariya*

ICFAI Business School, Hyderabad IFHE University*

Abstract: The proper utilisation of freelancer services has now been recognised as contributing to a firm's competitive advantage, according to Accenture's Tech Vision 2016 report. Thus, in the light of growing importance of freelancing population in the modern organisations, this study attempts to identify leadership strategies of freelancers which can assist them in developing their personal skills set. Based on the social cognitive career theory, the study proposes a model where freelancers' selfleadership strategies (behaviour-focused, natural reward and constructive thought pattern) lead to active participation in employability activities, which in turn build their human capital. As a pilot test data is collected from around 50 freelancers of India. Multiple regression analysis is conducted to test the proposed relationships between self-leadership strategies, employability activities, and human capital. The results obtained are expected to assist human resource professionals in developing strategies to promote self-leadership strategies of freelancers.

Keywords: Self-Leadership Strategies, Employability Activities, Human Capital, Freelancers in India.

Submission ID: 47

A Study on Deviant Workplace Behaviour of Human Capital in Education Sector

Madhumita Roy* and Anirban Mandal*

Brainware University*

Abstract: Human capital is the main capital of an organisation. Human resources are effectively utilised to get the maximum output and help the organisation to run smoothly and properly. Deviant workplace behaviour is violating the basic rules, norms and standards in a harmful way to get benefitted from the organisation unethically. This unethical behaviour drags the organisation to huge loss in terms of performance, profitability, reputation and existence. Deviant behaviours are usually ignored at the beginning and remain unidentified. Practically when identified by the organisation that is too late to turn it back to its original shape. Deviant workplace behaviour needs to be identified and rectified at an early stage to protect the organisation and remain unaffected.

Keywords: Deviant Workplace Behavior, Ethical Climate, Job Satisfaction

Submission ID: 95

Sustainable Human Resource Management, Employee Well-Being, Organizational Commitment and Job Satisfaction of Health Care Professionals: A Study on Select Hospitals

Manpreet Kailay* and Kamalpreet Kaur Paposa*

Mittal School of Business, Lovely Professional University*

Abstract: The Human Resource Management Sustainability has become increasingly important to practitioners and scholars. In the late 90's period, organisations concentrate on the profits alone. But with the emergence of New Economic Policy, 1991, there is shift in the working of businesses from profit motive to social welfare. Currently, business organisation targeting the Three P's model (Profit, People, Planet) from the Corporate Social Responsibility and Triple Bottom Line approach (economic, social and environmental goals) from the Sustainable Human Resource Management with light to the welfare of all sections of the society. In this research work, the researcher would examine the adoption and implementation of Sustainable Human Resource Management in the Healthcare sector and the obstacles in the way of implementing the Sustainability practices. The study on Sustainable human resource management practices in the hospitals of Punjab is still unexplored. The combined effect of Sustainable HRM, WellBeing and Organizational Commitment on the Job Satisfaction of health care professionals will also be explored by the researcher. This research work will definitely lead to the overall achievement of triple bottom line goals in the Health Care Sector.

Keywords- Sustainable HRM, Employee Well- Being, Organizational Commitment, Job Satisfaction Health Care Professionals.

Track 11: Business Models and Innovations

Submission 42:

Analysing the role of FinTech in extending capital access to MSMEs

Syed Abdullah Ashraf* and Rahul Kumar*

*Indian Institute of Management Ranchi

Abstract: The advancement in technology in the finance sector has given birth to FinTech. South Asia will be witnessing the highest FinTech growth rate in the next five years. Indian MSMEs have been seen to be riding this tide and FinTech are well aware of that. This study aims to examine the role of Fintech based microfinancing in the growth and sustainability of MSMEs. We have followed mixed methodology to understand the impact of FinTech services on the MSMEs' overall development. Insights from interviews revealed many problems especially credit related, faced by MSMEs. The participants accepted the fact that FinTech's have helped them in overcoming the problems by offering quick and customised short-term loans. The study establishes that the support from FinTech has made the MSMEs more financially stable resulting in their growth. This study will be the first to investigate this relationship between Fintech and MSMEs. The evidence found in our work points towards the overarching effect of such ecosystems on the economy of the nation.

Keywords: Fintech, MSME, Entrepreneurship, Microfinancing

Submission ID: 78

Impact of Dual Business Model Adoption Approaches on Organisational Knowledge

Saurav Snehrat*, Swarup Dutta[#] and Shubh Mishra⁺

*XLRI - Xavier School of Management, Jamshedpur; [#]Indian Institute of Management, Ranchi, ⁺BITS Pilani Hyderabad Campus.

Abstract: Our study extends the seminal March (1991) model, on exploration and exploitation in organisational learning, to a dual business model context. Earlier dual business model studies suggest that organisations keep some functions/knowledge common between new and old business models while changing others. Our study analyses the impact of two types of commonality (organisational code and individual beliefs) on overall organisational knowledge. To capture the impact of commonality across different possible dual business model scenarios, a stochastic simulation is run employing an organisational ambidexterity perspective while focusing on the impact on organisational knowledge and learning (extending March's visualisation). We differentiate between structural ambidexterity and contextual ambidexterity as two disparate responses of firms to dual business model challenges. The two types of commonality (used in the study) correspond to structurally and contextually ambidextrous approaches to dual business challenges. We report the differences between the two approaches to dual business models and configurations that represent optimal levels of organisational knowledge. We find that in the case of radically different new businesses, structural approaches to dual business models result in optimal knowledge levels.

Keywords: Dual Business Models, Organizational Knowledge, Organizational Ambidexterity

Submission ID: 81

Revisiting IS/IT Strategies in Service Organisations

Ambuj Anand*

Indian Institute of Management Ranchi*

Abstract: It is often said that we are living in the Information/Service Economy. Most of the firms operating in the Service Sector has a very high degree of information intensity. The information intensity of the service sector gives rise to a tremendous scope for the deployment of information technology. There has been a significant amount of academic work done in the area of deployment and management of IS/IT resources in organisations in general. However, most of these frameworks are applicable to the manufacturing sector and are not specific to the service sector. This paper is an attempt to address some of the concerns in this context. The paper considers the distinguishing characteristics of services and derives sources of information intensity from these characteristics, further proposing broad directions for the deployment of IT resources in these firms. It also proposes a few organisation-level management strategies and mechanisms for service firms.

Keywords: IS Strategy, Conceptual Analysis, Service Sector

Submission ID: 88

Innovation Classification: A Growth Strategy Perspective for IT Firms

Rakesh Kumar* and Ambuj Anand*

Indian Institute of Management Ranchi*

Abstract: Innovation is a key element for any firm for maintaining its competitive advantage. Innovation, as such is a complex phenomenon and can foster growth for a firm if applied appropriately. Innovation, usually applied to different products, services, market, business processes, business models and business environment. The innovation and technological changes very well depend upon the knowledge, actor, institution, dynamics of industry, its transformation with respect to time and geography. There are multiple types of innovation classification defined by researchers and practitioners, but most of them offer limited insights about identifying appropriate managerial mechanisms for a specific category of innovation. Some of these classifications are also context specific and hence seldom form any standard way to represent innovation classification in information technology industry particularly from growth strategy standpoint. This paper attempts to find an appropriate innovation classification technique for the Indian IT firms such that it helps the managers to identify an appropriate managerial handle for managing organisational innovation. In order to identify an appropriate innovation classification for the Indian IT firms, this study explores the popular innovation classifications in the extant literature, identify its suitability towards innovation management in the Indian IT firms. Finally, this research proposes a new innovation classification technique based on Ansoff's Matrix framework. The paper uses the methodology of conceptual analysis aided through literature review and validated by the principles of case study method.

Keywords: Innovation Classification, Ansoff's Matrix, Information Technology, Growth Strategy, Case Study Method

Track 12: Beyond Transactional Leadership

Submission ID: 20

Leadership Style and Organisational Innovation: A Study on SMEs in Odisha

Magnolia Sahu *, Parameswar Nayak[#] and Ajitabh Dash*

*BGU, Bhubaneswar, [#]Birla School of Management, Bhubaneswar

Abstract: Leadership has been recognised as a crucial factor for entrepreneurial success in around the globe. Employees need guidance from their superiors, the owner in case of a Small and Medium Enterprise. the purpose of the present study is to explain the effect of different leadership styles on the Organisational Innovation of Small and Medium Enterprises of Odisha. the study concentrated on the analysis of primary data collection. The data are collected from 30 SMEs of Khurda district in Odisha. As it's a behavioural study, well tested questionnaires are used for the collection and evaluation of data. In this study, MLQ (Multifactor-Leadership Questionnaire) is used for collecting the data's and access the leadership influence on the innovation of the organisation.

Keywords: Leadership Style, Innovativeness, SMEs, MLQ

Submission ID: 25

The Evolution and Key Elements of Strategic Leadership: A Systematic Review

Pallav Bose*, Rohit Kumar*

*Indian Institute Management, Ranchi

Abstract: This review article studies the chronological evolution in strategic leadership, starting from the Upper Echelon theory until the advent of Emergent leadership theory spanning around 30 years of research. In between this timeframe, various other views and ideas that got developed are briefly reviewed in this paper. In this paper, four broad themes are identified by analysing these theories and frameworks. The identified themes shall help understand the trend of evolution in strategic leadership and help future researchers develop some more relevant theories to address the organisations' problems in the everchanging dynamic environment

Keywords: Strategic Leadership; Leadership Theory; Top Management Team; Upper Echelon Theory; Human Capital

Submission ID: 33

Modelling the constructs of Transformational Leadership to attain Supply Chain Collaboration and Firm Performance

Mahesh Prabhu* and Amit Kumar Srivastava#

*Manipal Institute of Technology, #T A Pai Management Institute, Manipal

Abstract: With most of the manufacturing operations outsourced, supply chain management plays a crucial role for firms to be competitive. However, it is observed that in the context of Small and Medium Enterprises (SMEs), implementing the supply chain is a herculean task due to the size and number of firms and the lack of budget and resources with the management for effective implementation of the supply chain. As these SMEs are managed by the founder/managing director, the management style practiced by him can be a source of competitive advantage. Thus, the purpose of this paper is to represent an approach to effectively implement the supply chain among SMEs considering the leadership style practiced by the managing director. A hierarchical model would be developed using Total Interpretive Structural Modelling (TISM) depicting the mutual relationships among the constructs of leadership style, supply chain collaboration and firm performance. Further, MICMAC analysis would be conducted to classify the constructs into independent, dependent, linkage and autonomous variables based on their driving power and dependence. The classification would enable SME management to concentrate on important variables that are key in implementing the supply chain.

Keywords: Transformational Leadership, Supply Chain Collaboration, Firm Performance, Small and Medium Enterprises (SMEs), Total Interpretive Structural Modelling.

Submission ID: 39

The Changing TMT landscape in India – An analysis

Swapnil J Shah* and Dr R Srinivasan#

*Jammalal Bajaj Institute of Management Studies, #University of Mumbai

Abstract: This paper discusses the phenomenon of convergence of Technology Media and Telecom sectors (TMT). The last decade has witnessed the major forces of Climate Change, Demographics, Technology and Globalisation at play. This has led to the rise of Industry 4.0 and to macro trends of Digital and Smart Manufacturing and Automation. The advent of the 21st century has seen the TMT sector leading the business narrative. This study offers an Indian perspective on the TMT sector. The recent period marks business model disruptions and new entrants in this space. The changing consumption patterns too, have given rise to the rise of Digital technologies and additional revenue streams. The recent pandemic has accelerated Digital adoption. Digital has been a defining trend over the last few years. The TMT sector and the consumers it serves, has witnessed rapid and at-scale digitalisation initiatives. The digital value chain addresses diverse use cases, which straddle across other sectors as well. The Technology sector has witnessed an increase in Digital revenues, defined by new age technologies like analytics, AI, Cloud, AR/VR etc. The Media landscape has witnessed content-based differentiation along with an introduction of new digital distribution channels with newer revenue streams such as gaming, multimedia events et al. The Telecom sector has been one of the most disrupted sectors over the last few years, with the entry of Jio as a Digital (Telecom) service provider, merger of Vodafone and Idea, changing subscriber landscape et al. There has been significant impact on account of disruption of revenue streams on account of OTT led convergence. This paper seeks to analyse a few elements of the TMT landscape, with specific focus on the Telecom sector. The study is qualitative and quantitative in nature.

The transition of TMT over the years and the prospects of leveraging an increasingly diverse Digital ecosystem are assessed from a descriptive and exploratory perspective. The sampling method employed is of random probability sampling. The analysis, basis secondary data, would employ simple statistical methods. The scope includes notes, viewed from a strategy lens, the recent business transformations undertaken by the various companies in these sectors. The study excludes any regulatory impact on any of these industries.

Keywords: Telecommunications, Digital, Innovation, Strategy Transformation, Disruption, Sectors, Convergence

Author Index

Sr. No.	Author's Name	Paper ID	Page No.
1	Harini K N	11	5
2	Manash Jyoti Borah and Swarup Kumar Dutta	34	6
3	Divya Mishra and Amita Mital	48	7
4	Deeksha Gupta and Rohit Kumar	79	8
5	Vijayeta Malla, Surya Srinivas Avss and Ravindranadh Chowdary K	82	9
6	Palaniappan Sellappan and Kavitha Shanmugham	12	10
7	Mayuri Srivastava, Sraboni Dutta and Shraddha Shivani	36	11
8	Pallavi Agarwal	62	12
9	Divya Sethi, Natasha Tajeja and Vijit Chaturvedi	64	13
10	Kaustav Saha and Rohit Kumar	65	14
11	Kapil Chand	21	15
12	Neeraj Kumar Kesharbani, Swarup Kumar Dutta and Manash Jyoti Borah	23	16
13	Nidhi Yadav and Meenakshi Nagarajan	68	17
14	Sarin Raju, Jikku Kurian, Nair Ananthu Madhusoodanan and Akhil M R	91	18
15	Ben Krishna, Christina Sanchita Shah and Anubha Shekhar Sinha	98	19
16	Jisha Gopi and Suresh Subrahmoniam	16	20
17	Nima Ravi and Suresh Subramoniam	18	21
18	Deeksha Gupta and Rohit Kumar	26	22
19	Subhasree Mukherjee	37	23
20	Aditee Prabhakar, Mengzhana Olzhatay and Anjan Ghosh	61	24
21	Reeti Kulshrestha, A. Sahay and Subhanjan Sengupta	4	25
22	Milind Kumar Jha and K Rangarajan	5	26
23	Mr. Milind Kumar Jha and K. Rangarajan	6	27
24	Pranali Sanjay Jadhav, Nisha Pandey and Saloni Dhond	13	28

25	Nisha Pandey and Deepali Kamle	30	29
26	Shalini Rahul Tiwari and Deepak Pandit	40	30
27	Aariz Javed, Pradip Kumar Bala and Shibashish Chakraborty	49	31
28	Dipan Kumar Sahu and Prerna Gaur	57	32
29	Savitha Chilakamarri and Vijayeta Malla	84	33
30	Naseer Zaman Makroo and Rojers P Joseph	90	34
31	Harini K N	10	35
32	Prasad Kochikar Pai and Amit Srivastava	19	36
33	Dhanya J S and Aswani Raj	32	37
34	Venkatesh Katgeri and R Srinivasan Srinivasan	69	38
35	Disha Gupta and Atanu Ghosh	70	39
36	Niharika Jaiswal, Richa Yadav, Manoj Joshi and Ashok Kumar	45	40
37	Sameer Kulkarni, Abbasi Attarwala and Balasubramaniam Santhanam	46	41
38	Prince Bhatia and Swarup Kumar Dutta	56	42
39	Shailesh Kediya, Prasanna Zade and Pankaj Chaudhari	59	43
40	Sainath Manikonda and Savitha Chilakamarri	92	44
41	Ashish Vazirani and Titas Bhattacharjee	101	45
42	Neeraj Kumar Kesharbani and Rohit Kumar	24	46
43	Faisal Ahsan and Ashutosh Sinha	27	47
44	Rajesh Nangia and Sabyasachi Sinha	35	48
45	Amit Gupta, Deepak Pandit and Arunaditya Sahay	38	49
46	Rahul Kumar, Deeksha Gupta and Swarup Kumar Dutta	43	50
47	Sumbul Zaman	8	51
48	Keerti Shukla, M Shaheen and S Narbariya	22	52
48	Ms. Madhumita Roy and Anirban Mandal	47	53
49	Manpreet Kailay and Kamalpreet Kaur Paposa	95	54
50	Syed Abdullah Ashraf and Rahul Kumar	42	55
51	Saurav Snehrat, Swarup Dutta and Shubh Mishra	78	56
52	Ambuj Anand	81	57

53	Rakesh Kumar and Ambuj Anand	88	58
54	Magnolia Sahu, Parameswar Nayak and Ajitabh Dash	20	59
56	Pallav Bose, Rohit Kumar	25	60
57	Mahesh Prabhu and Amit Kumar Srivastava	33	61
58	Swapnil J Shah and R Srinivasan	39	62

Corporate Sponsor



Patratu Vidyut Utpadan Nigam Ltd.
(A subsidiary of NTPC in Joint Venture with JBVNL)



Indian Institute of Management Ranchi
Suchana Bhawan, 5th Floor, Audrey House Campus,
Meur's Road, Ranchi - 834 008
Tel- +91 06512280113
Fax- + 91 0651 2280940
