

ICMIS-25

**International Conference on
Management and Information Systems**

September 28-29, 2025



Conference General Chair

Dr. Omprakash K. Gupta
College of Business
University of Houston - Downtown, USA

Conference Co-Chairs

Shivprakash Agrawal, AIMS International, India
Sandhir Sharma, Chitkara University, India
Gautam Bansal, Chitkara Business School, India

Keynote Speaker

Ramaswamy Nandagopal
SCMS School of Business, India

Doctoral Paper Committee

AKS Suryavanshi, *Pandit Deendayal Energy University*
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Rupali Singh, *Atmiya University*
Shaunak Roy, *St. Xavier's College*
Uzma Zaidi, *Amity University Dubai, UAE*

KEYNOTE

Session: Inauguration
September 28, 2025 (10:00 am to 10:30 am)

Speaker: Ramaswamy Nandagopal
SCMS School of Business

Management research has emerged as a critical discipline that bridges theory and practice, offering insights that shape organizational decision-making, policy development, and societal well-being. As businesses navigate globalization, digital transformation, sustainability, and workforce diversity, the role of management research becomes even more significant. This paper examines the relevance of management research by exploring its historical evolution through the contributions of pioneers such as Frederick Taylor (scientific management), Max Weber (bureaucratic theory), and Elton Mayo (human relations). Over time, management research has diversified into areas such as organizational behavior, strategy, leadership, operations, finance, and human resource management. Contribution to theory and practice includes the development of frameworks like systems theory, contingency theory, and resource-based view, and the Integration of interdisciplinary perspectives from economics, sociology, psychology, and technology. Management research continues to be relevant in shaping organizations and societies. While challenges such as the theory-practice gap and ethical concerns persist, the discipline's adaptability and interdisciplinary nature ensure its enduring importance. To remain relevant, management research must evolve with changing global realities and contribute not only to organizational success but also to sustainable and equitable social development.

He was the former Director of PSG Institute of Management and Xavier Institute of Management and Entrepreneurship, Kochi. Actively associated with Coimbatore Management Association, Coimbatore Productivity Council, As a past President. He was nominated as a member of the All India Management Studies Board, AICTE. Currently, he is the Dean of Accreditation at SCMS School of Business, Kochi.

PAPER PRESENTATION

Session: 1A
September 28, 2025 (10:30 am to 11:30 am)
Session Chair: Ajimon George

164 Workplace Gossip Partly Mediates between Organisational Justice and Virtuousness

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This study examined the relation between organizational justice (OJ) and organizational virtuousness (OV), with workplace gossip (WG) acting as a mediator. The data were gathered from 380 workers in the pharmaceutical industry of Himachal Pradesh via simple random sampling. The structural equation model indicated a positive linear relationship between OJ, OV, and WG. OJ directly influenced OV, whereas WG partially mediated the influence. The results prove that workplace gossip, widely regarded negatively, can also help nurture a virtuous organizational culture. The study reveals the intricate workplace dynamics and provides insights to promote positive interpersonal relations among workers.

173 Smart Minds, Strong Voices: Emotional Intelligence and Empowerment in Higher Education

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This study investigates the dual impact of Emotional Intelligence and empowerment within higher education through a systematic review, comparative study, and bibliometric analysis using data from the Scopus database. The analysis highlights regional and institutional differences, offering insights into the varied applications of these concepts across higher education systems. The study underscores the importance of incorporating EI and empowerment into curricula and leadership strategies to enhance student success, leadership development, and institutional growth. The findings emphasize the complementary roles of EI and empowerment in fostering both personal and institutional development in higher education environments.

179 Volatility Spillovers in the Indian Banking Sector: A TVP-VAR Analysis

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Recent global disruptions have intensified the need for studying the stability and interconnectedness of financial institutions, especially in emerging markets like India. This study analyzes volatility spillover among major banks in India during the post-pandemic period using a Time Varying Parameter Vector Autoregression (TVP VAR approach). The findings give insights into how volatility shocks are transmitted across financial institutions and help to know which banks act as primary transmitters or receivers of volatility. These insights have important implications for investors and policymakers to manage systemic risk exposures and take sound financial decisions.

Session: 1B (Online)
September 28, 2025 (11:40 am to 12:40 pm)
Session Chair: Baba Gnanakumar P

163 A New Formulation of Multi-Item CLSP with Setup Carryover

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Consider the standard multi-item, multi-period, capacitated lot sizing problem with setup, inventory, and backorders (MIMPCLSPWSIB). To this problem, we add the issue of setup carry-over. This is explained as follows. If an item 'i' is scheduled last in period (t-1), and is scheduled first in period 't', we do not incur setup time and setup cost in period 't'. We incur setup cost and setup time only in period 't-1'. This results in problem MIMPCLSPWSCIB. We give here two formulations of the problem MIMPCLSPWSCIB. We discuss the merits of each formulation in this paper.

172 Generative AI Impact on Performance Appraisal Systems

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This paper explores the transformative potential of generative artificial intelligence within performance appraisal systems, focusing on its capacity to redefine traditional employee feedback mechanisms. This technological shift, particularly with generative AI, introduces radical improvements in areas such as value delivery, operational efficiency, and competitive advantage by automating complex tasks and personalizing interactions. The integration of AI can revolutionize organizational perceptions of effective work, ultimately impacting productivity by fostering synergy between human and artificial intelligence. This paper investigates how generative AI can similarly revolutionize human resource functions, specifically within performance appraisal systems, by offering more dynamic objectives and continuous feedback.

177 Unmasking "basket Sneaking": Fostering User Trust in Online Travel Firms

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This research explores the issue of "basket sneaking" in the booking process of travel booking firms, which are a misleading tactic that causes users to lose trust and abandon their carts. The study seeks to uncover the underlying causes of this problem. Data was gathered from user feedback on social media and a review of MakeMyTrip's policies. User experience analytics were used to monitor behaviour during the checkout process, highlighting significant points where users dropped off due to hidden fees. The study recommends adopting a user-centred design that includes clear pricing and initiatives to build trust.

190 A Study on Corporate Governance: Leadership Orientation and Stakeholders' Perceived Impact of CG on Organizational Success

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Corporate Governance plays a foundational role in shaping ethical behaviour, fairness, and accountability in modern organizations. While it's easy to formulate formal rules, policies, and codes of conduct, Governance is also about how people feel and experience it in their day-to-day work. For employees, it is something they live through, shaped by how fair, trustworthy, and transparent their workplace feels to them (Aguilera & Jackson, 2003; Agyemang et al., 2020). This study aims to understand how employee perception of Corporate Governance and Leadership Orientation has an impact on organizational success.

Session: 1C (Workshop)
September 28, 2025 (1:40 pm to 2:40 pm)
Session Chair: Gautam Bansal

201 From Story to Strategy: Leveraging AI to Create Impactful Case Studies

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Priyanka Pathak, Ganpat University, chairperson.cms@ganpatuniversity.ac.in

Case studies have long been a powerful teaching, research, and business communication tool—bridging theory with real-world application. However, traditional case study development can be time-intensive, often constrained by data collection challenges, narrative structuring, and visual presentation requirements.

With advancements in Artificial Intelligence (AI), educators, researchers, and professionals can now accelerate the process of transforming raw stories into strategic, data-backed, and engaging case studies. AI-powered tools can assist in structuring narratives, analyzing qualitative and quantitative data, designing compelling visuals, and tailoring the content for different audiences.

This workshop aims to empower participants with hands-on skills to integrate AI in every stage of case study development—resulting in faster, richer, and more impactful outputs. Participants will:

- Understand the fundamentals of impactful case study design.
- Learn how to use AI tools for ideation, data analysis, and narrative development.
- Explore techniques to create strategic insights from qualitative and quantitative information.
- Develop skills to design visuals, infographics, and dashboards using AI for case presentation.
- Walk away with a ready-to-publish or near-complete AI-enabled case study draft.

This workshop will bridge the gap between storytelling and strategic insight generation by equipping participants with the ability to leverage AI tools effectively. By the end, participants will not only master the art of impactful case studies but will also embrace AI as a creative and analytical partner in the process.

This workshop aims to empower participants with hands-on skills to integrate AI in every stage of case study development—resulting in faster, richer, and more impactful outputs.

Session: 1D
September 28, 2025 (2:50 pm to 3:50 pm)
Session Chair: Priyanka Pathak

160 Decentralizing Trust: Blockchain Integration in Carbon Credit Markets

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Carbon credit markets play a vital role in global climate mitigation strategies by providing economic incentives for reducing greenhouse gas emissions. These markets enable entities to offset their emissions by purchasing carbon credits generated from verified projects that reduce carbon from the atmosphere. Despite their potential, these markets face several critical challenges that undermine their credibility. The major concern is Fraud, counting, and lack of transparency. This paper explores how blockchain technology, known for its decentralized, immutable, and transparent nature, can address these challenges. The paper evaluates the existing blockchain initiatives and outlines technological models for implementation.

167 Signals and Social Proof: Digital & Institutional Drivers of MBA Aspirants' B-School Choices in India

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This study explores factors influencing students' selection of MBA and PGDM programs in India, focusing on institutional attributes and digital information sources. A survey of 1,701 students across business schools was analysed using ANOVA, t-test, and factor analysis. Results show that placement quality, institutional ranking, official websites, and online review platforms like Shiksha.com and Google Reviews significantly shape student choices. Word-of-mouth and alumni referrals also play a crucial role. The findings highlight the rising importance of digital platforms in decision-making, urging business schools to strengthen online presence and brand communication by integrating traditional institutional factors with emerging digital review sources.

170 From Data to Dialogue: Leveraging IoT for Customer Interaction in E-Commerce

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The integration of Internet of Things (IoT) technology is revolutionizing e-commerce by enabling real-time customer interaction, thereby enhancing the overall shopping experience. This study explores how IoT can optimize online retail through personalized customer journeys, instant content updates, and immediate support. By connecting devices and utilizing data analytics, IoT tailors content, product recommendations, and interactions to individual customer preferences. Key factors examined include response time, user interface adaptability, and interaction quality. This research offers insights into adopting IoT strategies for e-commerce, creating a space for immersive shopping environments that align with consumer expectations and drive a competitive advantage.

Session: 1E (Online)
September 28, 2025 (4:00 pm to 5:20 pm)
Session Chair: Doctoral Panel

157 Examining the United States Model as a Comparative Framework for India

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Infertility affects 10-15 of married couples in India with significant psychological social and economic consequences. Despite being classified as a disease by the WHO, infertility treatments remain largely inaccessible due to high costs and lack of insurance coverage in India, and the decreasing infertility rate over the decade is an alarming sign. In contrast, 23 US states have implemented insurance mandates for infertility treatments with varying outcomes. This research examines how health insurance coverage might impact accessibility of infertility treatments in India by analyzing the US experience with state-level insurance mandates.

178 Data-driven Decision Making to Guide Leadership in People Management

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In an increasingly dynamic economic context, where fast adaptation becomes an advantage, leaders worldwide face the challenge of balancing their operational involvement with effective people management. Recruiting, evaluating, training, and recognizing (including firing, retaining, or promoting) are inherently crucial decisions for executing strategies, yet they are often made without much thought or frequently based on intuition. This article demonstrates how the development of a skills assessment model coupled with the implementation of a decision-making model facilitated this demand and empowered leaders and leaders of leaders to conduct and execute this management process with excellence and data-driven.

184 Bridging Communities: Self-help Groups in India and Germany

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Self-Help Groups (SHGs) in India help rural and semi-urban areas flourish economically, whereas Germany prioritises public health, psychology, and social issues. This study compares India with Germany's structural, socio-economic, and psychosocial SHG models, bridging ways to connect communities. In India and Germany, extensive research on SHGs' objectives has revealed strengths and weaknesses. A cross-hybrid model is proposed to connect India and Germany to address the structural aspects, strengths, and challenges of Self-Help Groups (SHGs), helping SHGs and their supporting stakeholders overcome social, economic, and psychological challenges. Government organisations, policymakers, stakeholders, and researchers can debate this hybrid paradigm.

Session: 2A (Online)
Sept 29, 2025 (8:10 am to 9:30 am)
Session Chair: Kishwar Joonas

154 The Relationship between ESG Disclosure Score and Earnings Quality

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This study examines the relationship between ESG disclosure and earnings quality, using earnings persistence as a proxy. Based on 19,709 firm-year observations from U.S. companies in the Russell 3000 Index (2013–2022), regression analysis reveals a significant positive association between ESG transparency and earnings persistence. Firms that disclose ESG practices demonstrate more stable and persistent earnings. These findings suggest that ESG reporting enhances the reliability and sustainability of earnings, indicating higher earnings quality. The study contributes to U.S.-based research by emphasizing the value of voluntary ESG disclosure in strengthening financial performance and supporting long-term earnings quality.

158 Nomophobia in the Digital World: Causes And Remedies

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Digital screens are seemingly indispensable to everyday life. There is constant fear of losing access to a personal digital device. This is age-related, and if carried to extremes, may result in nomophobia, accompanied by psychological issues. Desk research revealed lowered focus and learning resulting from screen use for education. Solutions include reducing screen time, cultivating healthy digital routines, and enlarging the social network. Numerous methods help assess the impact of these remedies. To conclude, we present an overview of unreasonable levels of exposure to screens, negative consequences, and strategies to combat nomophobia, for improved community health.

180 Emotional Intelligence and Academic Success in India: Mediating Pathways

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The present study investigates the relationship between emotional intelligence (EI) and academic success and well-being in Indian college students. Surveys of 448 students from various higher educational institutions, results show that EI enhances academic performance and psychological well-being directly and indirectly through two mediators: stress coping and positive psychological capital (PsyCap). Coping manages short-term issues, whereas PsyCap promotes long-term personal development. These results emphasize the necessity of holistic interventions at universities that cultivate EI, coping, and PsyCap. Future research must employ longitudinal designs to validate these mechanisms and evaluate impacts on students' long-term outcomes.

183 Characteristics of Audit Committee Chair with Cyber Expert and Audit Fees

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There are increased concerns from regulators, legislators, and investors over possible cyber-attacks leading to financial losses, regulatory concerns, and reputational damage. Audit committees (AC) have oversight responsibility over a company's financial statement, risk management, cyber security and good governance. The purpose of this study is to examine the association between certain characteristics of an audit committee chair with cyber experts and audit fees. Using S&P 500 firms for the years 2023 to 2025, we expect to find a negative association between the presence of certain characteristics of an audit committee chair with cyber expert and audit fees.

Session: 2B (Online)
Sept 29, 2025 (9:40 am to 11:20 am)
Session Chair: Doctoral Panel

151 Fostering OCB through IT-enabled Management Pathway to Sustainable Social Innovation

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This study explores the role of IT management practices in fostering Organizational Citizenship Behavior (OCB) and contributing to sustainable social innovation. Employing a mixed-method approach, quantitative surveys and qualitative interviews were used to examine how IT tools like collaborative platforms, performance management systems, and electronic communication systems enhance employee engagement, pro-social behavior, and organizational efficiency. The findings reveal that IT-enabled management improves communication, openness, and integration, driving a culture of values, CSR, and community participation. This study underscores the need for supportive IT infrastructure to boost productivity, align with sustainable innovation goals, and guide managerial and policy-level decision-making.

159 What matters the most? - Rethinking Data Sharing Priorities

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Data exchange platforms can create value for society and organizations through data sharing practices. However, the extent of value created and the driving factors for data sharing vary for different stakeholders. Policymakers must consider these nuances while designing effective data policies and implementing data exchange projects. The authors conducted a nationwide survey on one of the government data exchange platforms to gain deep insights into social and organizational drivers. The study aims to answer the questions of what drivers impact data-sharing practices and to what extent.

171 Impact of Change Management on the Digitization of Financial Documents

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In today's day and age, the dynamically changing global environment is technologically highly impacted by technological advancements in every sector, practically needing all organizations to adapt internally in order to adapt to the dynamically changing external environment to sustain maximum efficiency. Specifically applicable to IS (Information Systems) that form the backbone of delivery for several sectors, including digitization of hard copies and the 'new normal' of documentation, including financial documents. This is

demonstrated by seminal findings by empirical research of the IS adaptation of the SaaS platform of Digital CFO used for the digitization of finance and account-related documents.

186 Trust and Adoption in Digital Finance: Role of Literacy and Risk Perception

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This study explores how digital financial literacy and risk perception influence trust and adoption in digital finance. Findings reveal that higher literacy enhances users' understanding and confidence, while perceived risk shapes their willingness to engage with digital financial platforms. Trust plays a pivotal role in adoption, bridging the gap between technological potential and user acceptance. The study underscores the importance of building financial knowledge and managing perceived risks to foster broader adoption of digital financial services across diverse user groups.

187 Synergistic Effects of Multisensory Branding on Real-time Consumer Decisions

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This study investigates how visual, auditory, and olfactory branding cues interact to influence real-time consumer decision-making agility. Drawing on sensory marketing and cognitive load theory, the research highlights that multisensory synchronization enhances salience, accelerates information processing, and fosters quicker, more confident consumer choices. Experimental results indicate a synergistic effect when cues are aligned, with higher engagement and improved brand recall. The findings offer strategic insights for marketers aiming to design immersive brand experiences that trigger swift and intuitive purchase behavior.

Session: 2C
Sept 29, 2025 (11:30 am to 12:30 pm)
Session Chair: Suraj Shah

174 Yoga, Mindfulness, and Students' Success Explored through PLS - Sem and fsQCA

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This study explores the predictive role of yoga and mindfulness practices on academic success and emotional well-being among 325 university students, using mixed PLS-SEM and fsQCA methodologies. Mindfulness shows a strong positive impact on well-being and indirectly boosts academic outcomes. Through statistical and configurational approaches, this research reveals complex causal combinations often overlooked in linear models. Aligned with SDG Goal 3 (Good Health and Well-Being), the research emphasizes mindfulness as a meaningful tool for reducing student stress and enhancing students' academic performance.

181 AI and the Future of Engineering Knowledge: A Systemic Inquiry

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The research explores the evolving relationship between artificial intelligence (AI) and foundational engineering knowledge. It investigates whether AI tools are merely augmenting engineers' capabilities or gradually displacing the need for deep disciplinary understanding. Through a systemic inquiry, the study reviews current AI applications in engineering practice and education, highlights emerging trends, and analyzes their implications on the role of human expertise. The findings suggest a paradigm shift, where AI redefines, not replaces, engineering knowledge, emphasizing the need for adaptive curricula and continuous professional development in the age of intelligent machines.

185 Artificial Intelligence in Cause Marketing: Ethical, Transparent, and Impactful

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This study explores how AI-enabled cause marketing enhances social impact by building consumer trust, improving relationship management, and increasing campaign transparency. AI's ability to offer real-time, dynamic personalization strengthens the connection between consumers, brands, and causes. The research highlights the growing role of artificial intelligence in advancing cause marketing strategies and provides actionable insights for ethical communication and brand engagement. It also emphasizes how AI can align business goals with social initiatives, creating shared value for both companies and communities. Overall, the study presents AI as a powerful tool for driving meaningful and responsible brand-cause partnerships.

Absentia Paper

168 Using Marketing Strategies for Branding of Artists

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This research focuses on marketing as a key tool for building artists' brands. It explores how painters can develop marketing strategies to strengthen their identity and create long-term relationships with audiences. Based on a series of case studies, there will be evidence that effective marketing improves engagement and audience support of artists. The results showed that marketing is not just a sales tool, but a crucial factor for the artist's professional development and international recognition. Having a compelling personal brand is essential for success in today's artistic environment.

International Conference on Management and Information Systems (ICMIS-25) Bangkok (Thailand)						
September 28, 2025 (Sunday)						
10:00 to 10:30	1A	1B	1C	1D	1E	
	10:30 to 11:30	11:40 to 12:40	1:40 to 2:40	2:50 to 3:50	4:00 to 5:20	
Inauguration and Keynote	164, 173, 179	163, 172, 177, 190	Workshop	160, 167, 170	Doctoral Papers 157, 178, 184	
September 29, 2025 (Monday)						
2A	2B	2C	Registration 28th September 2025 9:30 to 9:50			
8:10 to 9:30	9:40 to 11:20	11:30 to 12:30				
154, 158, 180, 183	Doctoral Papers 151, 159, 171, 186, 187	174, 181, 185				
		Lunch				

 Indicates online presentations