

ICMIS-26

International Conference on Management and Information Systems

September 27-29, 2026



Conference General Chair

Dr. Sandhir Sharma
Chitkara University
India

Conference Co-Chairs

Shivprakash Agrawal, AIMS International, India
Gautam Bansal, Chitkara Business School, India

Keynote Speaker

Dr. Kala C. Seal
Loyola Marymount University, USA

Invited Speaker

Dr Saroj Koul
OP Jindal Global University, India

**KEYNOTE/
INVITED TALK**

Session: 1A (Online)
September 27, 2026 10:30 to 11:10

Speaker: Kala C. Seal
Loyola Marymount University, USA

GenAI and the Magic Lamp

Like it, hate it, embrace it, whatever stand you take, it is undeniable that we are squarely in the age of AI with all kind of business and societal implications. In this talk we explore how this genie from the magic lamp transforming business decision-making along with the benefits and challenges. Drawing on the intersection of computing power, AI models, and domain expertise, the talk presents an ambiguity–consequence framework for determining when AI should execute, recommend, collaborate, or assist human-led judgment. It considers AI’s opportunities for faster analysis, improved prediction, and scalable action alongside risks such as bias, hallucination, automation dependence, and large-scale errors. Its central message is that smarter management requires assigning AI the right role while keeping human judgment and accountability firmly in command.

Kala Seal is chair of the Department of Information Systems and Business Analytics at Loyola Marymount University. Professor Seal has been a member of the College of Business Administration faculty since 1990. Prior to joining LMU, he worked as an assistant executive engineer for the largest oil and natural gas corporation in India. Along with his teaching and research at LMU, Professor Seal also has worked as faculty consultant for Jet Propulsion Laboratory and Mattel Inc. Professor Seal is an active researcher with publications in many of the leading journals in his area (e.g. Interfaces, International Journal of Mobile Marketing, INFORMS Transactions on Education, and many others). He regularly serves as a reviewer for many journals in his area. As a faculty and the director of the Comparative Management Systems program, Professor Seal has traveled to 40+ countries to conduct and guide research of multiple groups of MBA students on e-commerce and business use of mobile phones. He has been honored with the Faculty of the Year - MBA Program at LMU. He is also recipient of an NSF grant, a Fulbright Research Scholar and recipient of the Lifetime Researcher Award from AIMS International. Professor Seal is a member of the INFORMS and Association of Indian Management Scholars.

Session: 1D (Online)
September 27, 2026 1:20 to 2:20

Speaker: Saroj Koul
OP Jindal Global University, India

Building a Career in India's Digitising Logistics

India's logistics system is being revamped through improvements in physical and digital infrastructure, as well as policy. The session redefines logistics as the coordinated movement of goods, information, and decisions, emphasising that competitive advantage is gained by linking these flows rather than optimising each separately. DPIIT and NCAER estimate India's logistics costs at ₹24.01 lakh crore for 2023–24, accounting for 7.97% of GDP. This is primarily a system design challenge rather than a cost issue.

Next, we discuss key drivers: practical digital logistics, the shift in national policy, Grade A warehousing, cold-chain operations constrained by time and temperature, digital warehouses, regulation integrated into the supply chain, and the rise of an intelligent supply chain when infrastructure, information, and capabilities develop simultaneously.

Finally, we discuss the management ecosystem for logistics roles and the skills employers seek: domain knowledge, data literacy, digital skills, leadership, and measurable impact. It concludes with a manager simulation in a congested warehouse, where participants identify problems, analyse data, select technology, make decisions, and execute. Building capability involves transforming problems into decisions and decisions into tangible business results.

Dr. Saroj Koul is Professor of Supply Chain Management at Jindal Global Business School, OP Jindal Global University, with 35+ years of experience in industry, teaching and research. She holds a PhD from IIT Delhi, ME in Systems Engineering & Operations Research from IIT Roorkee, and BE in Electrical Engineering from NIT Srinagar. She spent 24 years at Bharat Heavy Electricals Limited (BHEL) as Deputy General Manager in Corporate Planning, IT and Communication, leading strategic planning, digital strategy, e-procurement, and organizational restructuring. She has taught since 2006 at JGBS (2011-present) and Acadia University, Canada (2006-2010), with over 12,000 student contact hours in Operations, Supply Chain, Logistics and Lean Systems. She is a Certified Lean Consultant and ISO 9001:2015 Auditor. She has published 45+ papers, two books, secured ~\$0.5M in grants, and serves on doctoral and ethics committees and journal editorial boards. Her research focuses on system dynamics, supply chains, digital platforms and MSMEs. Her awards include Women in STEM Leadership 2026, Distinguished Woman Researcher 2023, National Education Award 2012, and AIMS Outstanding Researcher 2019.

PAPER PRESENTATION

Slot: 1B
September 27, 2026 11:20 to 12:20
Session Chair: Mamoon Atout

170 Towards Sustainable Air Cargo in India: Integrating Green Technologies, Digitalization and Policy for a Resilient Aviation Ecosystem

Nayhel Sharma, Chitkara Business School, nayhel.sharma@gmail.com

India's air cargo sector faces growing economic, environmental, technological, infrastructural, and regulatory challenges. The research examines sustainability through literature analysis, stakeholder perspectives, quantitative evidence, and policy assessment. Findings highlight operational efficiency, financial performance, technological innovation, infrastructure, customer expectations, and regulatory support as key sustainability dimensions. Sustainable Aviation Fuels, digitalisation, modern cargo-handling systems, and alternative energy sources offer opportunities to reduce environmental impact while improving resilience and competitiveness. The analysis further emphasizes stakeholder collaboration and coordinated policy interventions to develop a sustainable, efficient, and resilient air cargo ecosystem in India.

171 The Psychology of Sustainable Choices: Driving Climate Action Through Social Marketing

Jashandeep Singh, Chitkara Business School, jashan.kheiva@gmail.com

Addressing climate change requires more than environmental awareness; it requires understanding why people do or do not translate intentions into sustainable behaviour. This presentation explores how social norms, values, emotions, cognitive biases, identity, perceived behavioural control, and choice architecture shape sustainable choices. It examines how social marketing can bridge the awareness–intention–action gap through audience segmentation, behavioural insights, message framing, the marketing mix, and barrier reduction. Through contemporary examples and an interactive behaviour-change exercise, the session highlights how interventions can make sustainable choices normal, easy, meaningful, and actionable, offering practical insights for advancing sustained climate action across societies.

174 Trust before Adoption: Pilot Evidence on AI-enabled Grief Management Platforms

Nikita Chandok, Chitkara University, nikita.chandok@chitkara.edu.in

Sandhir Sharma, Chitkara University, sandhir.sharma@chitkara.edu.in

This study pilot-validated a mixed-methods research instrument examining the adoption and economic viability of AI-enabled grief management platforms among urban Indian adults. Based on 113 survey respondents and 17 interviews, the instrument demonstrated strong psychometric reliability (Cronbach's $\alpha = 0.79\text{--}0.91$) and construct validity. Privacy assurance and cultural sensitivity significantly enhanced user trust, which directly drove adoption intentions and economic value. However, findings revealed a critical personalization-privacy paradox: users desired tailored support yet feared data collection. Crucially, economic acceptability hinged on positioning AI platforms as complements to professional counseling rather than replacements, supporting progression to large-scale testing.

Slot: 2E
September 27, 2026 1:20 to 2:20
Session Chair: Dalvinder Singh Grewal

**153 Determining the Impact of AI Marketing Technology Experience
Constructs on Perceived Hedonic Value in Online Shopping of Sports
Shoes**

Shivani Malhan, Chitkara University, shivani.malhan@chitkara.edu.in
Neeraj Anand, Chitkara University, neeraj.anand@chitkara.edu.in

This study investigates the influence of artificial intelligence marketing technology experience constructs on perceived hedonic value within the context of online sports shoe shopping. Online survey method was used and data was collected from a sample of 782 respondents selected on the basis of purposive sampling. The study examines the impact of insight experience, accuracy experience and interactive experience on perceived hedonic value. The findings state that there is an impact of insight experience and interactive experience on perceived hedonic value but there is no significant impact of accuracy Experience on perceived hedonic value.

**155 Decoding Competitive Advantage: A TCCM Map of Strategy and Firm
Performance**

Shrikant Naik, Goa Institute of Management, shrikant.naik24fpm@gim.ac.in
Rohit Prabhudesai, Goa Institute of Management, rohit@gim.ac.in

This study synthesizes 152 peer reviewed articles from 1990 to 2025 to examine how competitive business strategy shapes firm performance. Using the Theory–Context–Construct–Methodology framework, it reviews theories, research settings, strategic constructs, performance measures and analytical methods. The literature is concentrated in the resource-based view, contingency theory and agency theory, particularly in manufacturing and single industry contexts. Services, technology intensive sectors, interdisciplinary mechanisms and dynamic strategy effects remain underexplored, while most studies rely on static linear models. The review recommends broader theoretical perspectives, sector responsive measures and longitudinal nonlinear approaches to advance theory, research and managerial interpretation.

159 Mastering Successful Projects delivery through high performance PMOs

*Mamoon Atout, Hamdan Bin Mohammed Smart University,
mmmatout@hotmail.com*

Construction Organizations are increasingly recognizing that high-performing Project Management Offices (PMOs) are essential for delivering successful projects in complex and dynamic environments. This paper examines how strategic PMOs enhance project governance, standardize methodologies, optimize resource utilization, strengthen risk management, and improve decision-making throughout the project lifecycle. It demonstrates how a well-designed PMO contributes to higher project success rates by aligning projects with organizational objectives, improving stakeholder engagement, and ensuring consistent performance monitoring. The findings provide practical guidance for establishing and operating PMOs that drive sustainable project delivery excellence and organizational value.

Slot: 1F
September 27, 2026 2:30 to 3:30
Session Chair: Balraj Verma

165 Artificial Intelligence in Future Wars

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

The future of innovation and imagination is what lies ahead. Additionally, fighting patterns have been rapidly shifting from protracted to brief conflicts. AI plays a significant part in this era of shorter conflicts. The new military tools include cybersecurity, military strategy and decision-making, autonomous weapons systems, and auto-logistics. AI will be integrated into these activities through significant investment in AI research and development. To obtain a tactical edge over their rivals', developed countries are spearheading the AI revolution. For instance, the development of autonomous systems, such as autonomous drones that can function autonomously without human intervention or control, has recently been used in the US-Iran war for surveillance, reconnaissance, and even combat operations. These systems can fly for extended periods of time, gather intelligence, and even launch strikes on enemy targets with remarkable precision. However, AI will go far beyond these self-driving drones to enable autonomous ground vehicles, submarines, and even ships to navigate challenging settings, make judgments in real time, and adjust to changing conditions in the field. The purpose of this paper is to present research on these and other potential applications of AI.

172 Investor Decision-Making: Evidence from PLS-SEM, ANN, and fsQCA

Bipin Chauhan, Chitkara University, bipin.chauhan@chitkara.edu.in

The present study examined the effect of behavioral and emotional biases on risk perception and investing decisions of 460 small investors in India. The study used PLS-SEM, Artificial Neural Networks (ANN), and fsQCA to examine linear, non-linear, and mixed effects of behavioral biases, emotional factors, and environmental influences. The results indicate that the overconfidence anchoring, herding, and loss aversion have a major effect on the risk perception and investing decisions. Emotional elements such as FOMO, perceived emergency, and COVID-19 also influence cautious or impulsive investment behavior. ANN indicates herding and anchoring as the strongest predictors, while fsQCA identifies influential.

175 Employer Brand Authenticity and Employee Engagement: The Role of Value Congruence

Rajesh U S, Chitkara University, rajeshus8@gmail.com

Balraj Verma, Chitkara Business School, balraj.verma@chitkara.edu.in

Employer branding is the organisation's promise about values, workplace experience and employee benefits. However, an attractive employer brand does not necessarily result in employee engagement. Drawing on Signaling Theory and Person-Organisation Fit Theory, this study examines the mediating role of perceived organizational authenticity in the relationship between employer brand attractiveness and employee engagement and the moderating role of person-organisation value congruence. The study employed cross-sectional survey and used SEM to test the proposed relationships. The study adds to the field by proposing that authenticity and value congruence are the key mechanisms by which employer branding affects employee engagement.

Slot: 2A (Online)
September 28, 2026 8:10 to 9:50
Session Chair: Ahmed Y. Mahfouz

152 Variable Reduction Method for Capacitated Lot Sizing Problem with No Shortage

RRK Sharma, IIT Kanpur, rrkiitk@gmail.com

Somnath Bhattacharya, Presidency University, somnath_1987@hotmail.com

Niraj Kr Vishvakarma, IIIT Lucknow, nirajkumar.v@gmail.com

It has been posed the CLSP (capacitated lot sizing problem) with production, inventory, shortages and set ups as a MILP (mixed 0-1 integer linear program) in only set up and inventory variables or as a linear program only in production and inventory variables. Such an approach has several computational advantages. In similar vein, we pose here a problem CLSP with production, inventory and set ups as a MILP in only set up variables or as a linear program only in production variables. This is expected to bring computational advantages.

156 Project Resilience in Information Systems Projects

*Muhammad Mohsin Malik, University Grenoble Alpes,
doctor.mohsin1994@gmail.com*

This study examines how transformational leadership relates to project success in IS projects through project resilience under technological turbulence Survey data from 317 IS and IT professionals across Europe were analyzed using partial least squares structural equation modelling Transformational leadership was positively associated with project resilience and project success while project resilience partially mediated the leadership–success relationship Technological turbulence strengthened the relationship between transformational leadership and project resilience The study contributes to strategic IS leadership research by conceptualizing project resilience as a leadership-enabled dynamic capability and identifying technological turbulence as a boundary condition shaping resilience development within projects.

157 Diversity and Inclusion HR Policies: Driving Employee Engagement and Organisation

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

This study examines the impact of Diversity and Inclusion (D&I)-oriented Human Resource (HR) policies on employee engagement and organizational development. It focuses on key HR practices, including equitable recruitment, inclusive learning and development, unbiased performance management, fair compensation, and

leadership commitment. Using a quantitative research approach, data are collected through structured questionnaires and analyzed to examine the relationship between inclusive HR policies and organizational outcomes. The study highlights how D&I-oriented HR practices enhance employee engagement, organizational culture, innovation, productivity, and retention, providing practical insights for HR professionals and contributing to sustainable organizational development and competitive advantage.

158 A Case Study of an Integration of Business Curriculum of Quantitative and AI Skills to Improve Student Learning

Ahmed Y. Mahfouz, Prairie View A & M University, aymahfouz@pvamu.edu

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

As demand for quantitative and artificial intelligence skills continues to grow, this study recommends a comprehensive, curriculum-wide plan for integrating these competencies into undergraduate business education. The proposed approach maps relevant skills to specific business courses and reinforces them throughout all four years of study, rather than limiting instruction to a single year or a small number of courses. This case study describes how one university in the United States developed and implemented this approach.

163 From Recovery to Resilience: Assessing the Effectiveness of Entrepreneurship Development Programmes Among Women Self-Help Groups in Chennai in the Post-Covid-19 Pandemic Period

Amaleshwari U, University of Madras,

somdirector@dgvaishnavcollege.edu.in

Malini Devi K, University of Madras, reachsmalini@gmail.com

The COVID-19 pandemic profoundly reshaped the entrepreneurial journey of women Self-Help Groups (SHGs), bringing unprecedented challenges while creating new opportunities for innovation, recovery and resilience. In the post-pandemic era, Entrepreneurship Development Programs (EDPs) have become instrumental in strengthening entrepreneurial competencies, enhancing business confidence and supporting sustainable enterprise growth. This study assesses the effectiveness of EDPs among Women SHGs in Chennai, examining their role in fostering resilience and business continuity. By exploring the experiences of women entrepreneurs, the study provides valuable insights for government agencies, entrepreneurship development Institutions and training organizations to strengthen post-pandemic entrepreneurship support and foster sustainable women-led enterprises.

173 Chair Characteristics and ESG

Sheela Thiruvadi, Morgan State University, sheela.thiruvadi@morgan.edu

Musharraf Alanazi, Saudi Electronic University, M.enezi@seu.edu.sa

Kelly Carter, Morgan State University, kelly.carter@morgan.edu

We examine the association between chair characteristics of the audit committee and environmental, social, and governance (ESG) disclosure using S&P 500 firms. We find that there is a strong association between female chairs and ESG disclosure. Given the ongoing debate and organizational barriers to glass ceiling, it is interesting to note that female in leadership roles enhance ESG transparency.