



Department of Management Studies
Indian Institute of Technology Madras



International Conference on Management Research (ICMR) 2023
November 16-18, 2023

TRACKS

Theme

Unchecking the Default: The Other Side of Everything!



As academicians, researchers, and practitioners, we frequently seek solace in established practices and default approaches. However, historically, the greatest scientific breakthroughs that revolutionized our understanding of the universe and its processes were made by minds who had the courage to question and challenge these status-quo and conventional beliefs. In a rapidly evolving world, it becomes paramount to challenge the existing paradigms and venture into uncharted territory to foster growth and innovation. The International Conference on Management Research (ICMR) 2023 calls for a collective reflection on unchecking the default, unlocking new possibilities and shaping the future of management studies.

The Department of Management Studies, Indian Institute of Technology, Madras (DoMS, IITM) is proud to present the inaugural edition of ICMR 2023. The conference is envisioned to unite management scholars, faculty, academic researchers and practitioners from around the world for in-depth discussions and exchange of original ideas. To jump-start these conversations, the conference seeks to offer a variety of tracks, panel discussions and sessions.

We cordially invite you to participate in this transformative conference and be a part of the global conversation on management research. We encourage original submissions from a range of perspectives and management domains, including but not restricted to:



1. **ENHANCING RELEVANCE - MARKETING FOR SUSTAINABLE SUCCESS: ETHICAL, RESPONSIBLE, AND PROFITABLE:** The goal of this track is to unleash and investigate the other side of marketing wherein new ethical trends, tactics and practices can be discussed. The conference aims to bring about an open discussion on how these practices affect the dynamic marketing world. Researchers, business experts, and academics actively looking into new marketing strategies, consumer behaviour, branding, and digital marketing are encouraged to submit their work to this track. We seek papers that address the opportunities and challenges faced by the marketing sphere today by offering theoretical frameworks, empirical research, and practical advice.
 - a. **DIGITAL AND SOCIAL MEDIA MARKETING:** As the world moves towards digital platforms and organisations, there is an increasing need to study how new technologies change the marketing world as we know it. Further, social media has also created new channels of marketing, the impact of which requires further study. The data which can be mined from social media also has tremendous implications. Some of the topics covered in this track include, but are not limited to: Social Media Analytics, Metaverse marketing, privacy in the world of AI, virtual assistants such as chatbots, voice assistants, influencer marketing studies, multichannel retailing, user-generated content, online pricing, and other exciting topics from both B2B and B2C marketing that fall under this umbrella.
 - b. **CONSUMER BEHAVIOUR, DECISION-MAKING, AND RELATIONSHIP MARKETING:** Papers that explore topics related to consumer psychology and decision-making behaviour such as consumer wellbeing, consumer decision-making, cultural impact on the purchase behaviour, social influence, activism and social justice, older and child consumer behaviour, food marketing studies among other relevant topics are invited. This track also accepts papers on building and maintaining customer relationships, such as customer acquisition and onboarding, customer satisfaction, customer lifetime value, customer experience, C2C relationships, and other relevant topics from B2B and B2C marketing.
 - c. **PRODUCT, BRAND MANAGEMENT AND ADVERTISING:** Product and brand management strategies change with the overall change in marketing. As generations of customers change, brands must develop innovative ways to enhance user experience and brand value in the market. Papers that explore topics such as brand communication and IMC - storytelling, loyalty, equity; product development and innovation - new product development, user experience, product life cycle; branding for MSMEs, brand crisis, startup branding, and other relevant topics from both B2B and B2C marketing can submit to this track.





- b. **DIGITAL TECHNOLOGIES:** Investigating the factors influencing startups to adopt digital technologies and the challenges faced in adopting digital technologies and their role in facilitating sustainability and circular economy are the key topics invited in this sub-track.
- c. **POLICY:** Papers on the evolving ways in which policymakers interact with various stakeholders, national and international strategies and procedures related to Sustainable Development Goals (SDGs) and implications of state and federal policies on startups and incubators are invited in this sub-track.
- d. **UNINTENDED CONSEQUENCES:** Exploring integrative management initiatives' unintended consequences or adverse side effects is the main topic invited in the sub-track. This can include examining how integration efforts may inadvertently lead to conflicts, power struggles, or negative impacts on specific functions or stakeholders.
- e. **RESISTANCE AND ORGANISATIONAL CULTURE:** Investigating the resistance to integrative management and the impact of organisational culture on successful integration are included in this sub-track. Papers on understanding how cultural norms and values may hinder collaboration, knowledge sharing, and integration efforts are also welcome.
- f. **FRAGMENTATION AND COMPLEXITY:** Analysing how integrative management may inadvertently increase organisational complexity, bureaucracy, or fragmentation are of interest in this sub-track. This can include examining decision-making, coordination, and communication challenges as organisations strive to integrate various functions.
- g. **LOSS OF SPECIALISATION AND EXPERTISE:** Papers that explore the potential trade-offs associated with integrative management, such as the risk of diluting specialised expertise or losing depth in specific functions or disciplines are welcome under this sub-track.
- h. **PERFORMANCE MEASUREMENT AND ACCOUNTABILITY:** Investigating difficulties in measuring the performance and impact of integrative management initiatives including examining challenges related to assigning accountability, defining appropriate metrics, and evaluating the contributions of integrated functions are covered for submissions.
- i. **COLLABORATION AND POWER DYNAMICS:** Examining how integrative management may impact organisational power dynamics and collaboration is the primary topic of this sub-track. This may also look at studying conflicts, resistance, and the challenges of balancing centralised decision-making with decentralised autonomy.
- j. **ORGANISATIONAL STRUCTURE AND CHANGE MANAGEMENT:** Submissions are accepted on exploring the implications of integrative management on organisational structure, change management processes, and the overall adaptability of organisations. This can include examining the challenges of integrating different structures, systems, and processes.
- k. **EXTERNAL STAKEHOLDER DYNAMICS:** Impact of integrative management on external stakeholders such as suppliers, customers, and partners need to be examined in this sub-track. Understanding how integration efforts may affect relationships, negotiations, and the overall dynamics with external stakeholders may also be explored in the papers submitted here.





3. **RETHINKING INFORMATION SYSTEMS - NAVIGATING THE UNCHARTED HORIZONS OF INNOVATION AND RESPONSIBLE PRACTICES:** In a rapidly evolving digital landscape, where the default assumptions and established norms can hinder progress, this track challenges participants to explore uncharted territories, question conventional wisdom, and push the boundaries of innovation and responsible practices in information systems. This track aims to foster an environment where participants can unlearn dated assumptions, embrace unconventional thinking, and unlock new possibilities. One can uncover latent inefficiencies and explore innovative approaches that drive meaningful and responsible changes by critically examining existing practices, biases, and limitations.
 - a. **CYBER-SECURITY AND RESILIENCE:** IT governance, risk, and compliance in cyber-security and privacy, adversarial statistical and machine learning applications in security analytics, emerging technologies such as blockchain in information security and privacy, exploration of cyber-crimes and digital forensics, e-self-disclosure, privacy concerns on social media and online forums are to be covered in this sub-track.
 - b. **SOCIAL COMPUTING AND COLLABORATION:** Topics such as social computing and online communities, social collaboration and knowledge sharing, challenges and opportunities of virtual teams and remote collaboration in distributed work environments, fake news and rumours in online communities, disaster management using online social media platforms, Human-Computer Interaction (HCI) in Social Computing, social network analysis, the role of influencers in shaping online conversations, gamification in eLearning are invited for submissions to this sub-track.
 - c. **ETHICAL AI AND AUTOMATION:** Papers on navigating the ethical challenges and responsible deployment of artificial intelligence, machine learning, and automation within information systems are accepted for submission in this sub-track. Topics include transparency, fairness, accountability, bias mitigation, the societal impact of AI-powered systems, Explainable AI and Responsible AI, social trading, algorithmic trading, and social credit scoring.
 - d. **DATA ANALYTICS FOR BUSINESS AND SOCIETAL CHALLENGES:** Submissions on Customer segmentation, personalisation and recommender systems, crisis management through social media monitoring, predictive modelling for disease diagnosis, patient readmission prediction, health monitoring using wearable devices, and healthcare resource allocation, ethical frameworks for data-driven decision-making are welcome in this sub-track.

4. **OPERATIONS: EMBRACING THE UNCONVENTIONAL:** The Operations track at our conference aims to push the boundaries of operational practices and inspire attendees to explore innovative approaches to drive excellence in their organisations, embracing new perspectives, disruptive ideas and transformative strategies in operations. It will provide a platform for academicians, industry leaders and experts to share their experiences, insights and success stories in a rapidly changing business landscape.





- a. **MATHEMATICAL OPTIMISATION:** Solutions based on new methods, modified formulations, and improved algorithms for process optimisation, resource allocation, and performance management are topics invited for this sub-track. Papers on how organisations have successfully challenged conventional wisdom to drive operational efficiency, productivity, and competitiveness are also accepted.
 - b. **DISRUPTIVE TECHNOLOGIES:** Papers that delve into the transformative potential of disruptive technologies, such as AI, machine learning, robotics, and blockchain, that have reshaped traditional operational processes are welcome for submission in this sub-track. Discovering how organisations have harnessed these technologies to revolutionise operations, gain a competitive edge, and deliver enhanced customer experiences are also invited.
 - c. **AGILE AND ADAPTIVE OPERATIONS:** Unorthodox problem-solving methodologies such as Design Thinking, Design Sprint, and Gamification to overcome operational challenges and generate innovative solutions for today's dynamic business environment are the focus areas of the sub-track. Also invited for submissions are, acquiring practical tools to foster a culture of innovation, experimentation, and continuous improvement within organisations.
 - d. **BEHAVIORAL OPERATIONS:** Operations' behavioural aspects, supply chain coordination, risk management, resilience, and technology adoption, exploring how human factors, behaviour and biases impact operational performance, process improvement and decision-making are topics on which papers are invited in this sub-track.
 - e. **ADVANCEMENTS IN MANUFACTURING:** Papers related to recent manufacturing trends fuelled by data availability improvements and upgrades in rapid manufacturing technology, business models and economics of Additive Manufacturing, Advanced Manufacturing, and Industry 4.0 are invited for submissions here.
5. **HRM-OB: UNLOCKING THE PRODUCTIVITY PARADOX:** various strategies for organisational excellence, innovation, data-driven management, building and leading high performing teams, talent management, diversity, equity and inclusion, wellbeing and fun at work, future of work, gig economy and battle of generations.
- a. **STRATEGIES FOR INVENTIVE LEADERSHIP AND ORGANISATIONAL EXCELLENCE:** The topics covered for submissions in this sub-track are leadership development, strategic planning, organisational behaviour, change management, performance management, and innovation in business practices. Papers exploring unconventional practices, case studies, and emerging trends in general management, providing insights and tools for managers to enhance their leadership skills and drive organisational success are also welcome.





- b. **INNOVATION AND ENTREPRENEURSHIP IN MANAGEMENT:** Importance of innovation and entrepreneurship in today's business landscape, techniques for fostering a culture of innovation, identifying and capitalising on entrepreneurial opportunities, and driving organisational growth through creativity and forward thinking are the focus areas of this sub-track. It also covers strategies for promoting innovation within organisations and managing entrepreneurial initiatives differently.
- c. **DATA-DRIVEN MANAGEMENT AND BUSINESS ANALYTICS:** Papers that explore the power of data-driven decision-making and business analytics in management, covering data collection, analysis, interpretation, and leveraging insights to inform strategic decision-making are accepted for submission in this sub-track. The other related topics are harnessing the uncustomary potential of data and analytics to drive performance improvements, optimise operations, and gain a competitive advantage, metrics in HR practices, including workforce planning, talent acquisition, performance evaluation, and predictive analytics for better decision-making.
- d. **BUILDING AND LEADING HIGH-PERFORMING TEAMS:** The primary focus areas of the dynamics of building and leading high-performing teams, team formation, collaboration, conflict resolution, and talent development are part of this sub-track. Knowledge on innovative strategies for fostering teamwork, motivating individuals, and optimising team performance to achieve organisational objectives, emerging and speculated topics relevant to high performance, such as "Positively energising leadership" are the other related topics on which papers are accepted in this sub-track.
- e. **TALENT MANAGEMENT AND RETENTION STRATEGIES:** Papers on strategies for attracting, developing, and retaining talented individuals within organisations while also emphasising their engagement and satisfaction, integrating positive psychological aspects of strengths-based performance management and appraisals and strengths training for employees and managers, positive impacts of Great Resignation 2022 are invited for submission here. It also covers strategies for leveraging social media and digital platforms for recruitment, building an employer brand that resonates with candidates, and practical techniques for candidate assessment, onboarding, and creating a compelling employee value proposition.
- f. **LEADERSHIP DEVELOPMENT AND SUCCESSION PLANNING:** Effective leadership styles, organisational culture, and their impact on employee behaviour, motivation, and overall organisational performance are areas on which papers are accepted for submission in this sub-track.
- g. **DIVERSITY, EQUITY, AND INCLUSION:** The pertinent issues of diversity, inclusion, and equality in the workplace, including discussions on creating inclusive cultures for both human and non-human voices within an organisational sphere of impact, managing diverse teams, promoting equitable practices, intersectionality, the interplay between gender and management practices, implementing inclusive hiring practices, developing various leadership pipelines, and creating inclusive work environments, and how implicit biases can shape organisational practices and policies are to be examined in papers submitted to this sub-track.





- h. WELLBEING, HAPPINESS, AND FUN AT WORK:** Employees' physical, mental, and emotional wellbeing, work-life balance, stress management, the impact of family responsibilities, caregiving duties, flexible work arrangements and initiatives to enhance the overall health and happiness of employees; marching from abusive to healthy workplace relationships, self-managed practices by 'internal circles' are the focus areas for paper submissions under this sub-track.
- i. FUTURE OF WORK:** The key focus areas on which submissions are invited here are changing workplace, how to make it a better place for work, remote or hybrid work environment, challenges in remote work, building virtual team dynamics, and maintaining productivity and engagement in a distributed work environment, organising and managing for good in the new normal, and gamification.
- j. SUSTAINABILITY AT WORK:** Papers exploring the impact of sustainable HRM on employee attitudes and behaviours, the interplay of sustainable HRM with other corporate initiatives and changing work practices, and corporate environmental responsibility are welcome in this sub-track.
- k. GIG ECONOMY, FLEXIBLE WORKFORCE AND THE BATTLE OF GENERATIONS:** The rise of the gig economy and the increasing prevalence of flexible work arrangements that have implications for HR and OB are expected to be covered in this sub-track. It also invites papers exposing the challenges of managing a flexible workforce, including contingent workers, freelancers, and independent contractors, and the policies that address these workers' unique needs and concerns. Different generational cohorts in the workplace bring various unique and beneficial perspectives to the challenges and opportunities that arise in organisations. While the smooth sailing of such differences can be expected, the differences in values, working, and communication styles can cause conflicts. This track attempts to resolve such issues while celebrating the unique strengths that each cohort brings to the table. Is it the task of Baby Boomers and Generation X to understand or for the Millennials and Generation Z to communicate effectively, or is it something else altogether? The cross-generational learning and supplementing knowledge can be a valuable asset to employees and organisations alike, so what kind of innovative and proactive approaches can be taken?
- l. CHANGE, AGILE LEADERSHIP AND ADAPTIVE ORGANISATIONS:** The areas of interest in this sub-track are dynamic nature of leadership in the digital age, developing agile leaders who can navigate complexity, embrace change, and inspire high-performance teams, agile leadership principles, adaptive organisational structures, design thinking, and leading in a disruptive environment. The track also accepts works on fostering innovation, promoting agility, and creating a culture of continuous learning.





This track focuses on the process of organisational change, including change management strategies, emerging definitions of change and development in the post-pandemic era, organisational development interventions, and approaches to fostering a culture of continuous improvement, including how organisations are preparing to be sustainable in the context of climate change, social and other inequalities, and conflicts and adopt hybrid business models across the product-service continuum.

6. **FINANCIAL HORIZONS: NAVIGATING THROUGH THE EVERCHANGING LANDSCAPE:** In today's rapidly evolving economic landscape, understanding the changing dynamics of finance is essential for individuals and organisations alike. The "Financial Horizons: Navigating through the Everchanging Landscape" track at our conference is designed to delve deep into finance and provide valuable insights, strategies, and practical knowledge to navigate the complex financial challenges of the modern era.
- a. **FINANCIAL STRATEGIES FOR GROWTH AND SUSTAINABILITY:** Papers that explore proven financial strategies for managing risk, optimising capital structure, and driving sustainable growth in today's dynamic business environment are accepted for submission in this sub-track.
 - b. **EMERGING TECHNOLOGIES AND DISRUPTIVE INNOVATIONS:** Discovering how technology revolutionises the finance industry, impact of artificial intelligence, blockchain, digital currencies, and other disruptive technologies on traditional financial systems, payment methods, investment strategies, and risk management practices are the focus areas for submission under this sub-theme.
 - c. **FINANCIAL INCLUSION AND SOCIAL IMPACT INVESTING:** The transformative potential of finance in fostering inclusive economic growth and addressing social challenges, impact investing, sustainable finance, microfinance, and strategies for promoting financial literacy and empowerment among underserved communities are to be covered in this sub-track.
 - d. **RISK MANAGEMENT AND COMPLIANCE:** Papers related to understanding the importance of effective risk management and regulatory compliance in safeguarding financial institutions and ensuring stability in the global financial ecosystem, best practices in risk assessment, cybersecurity, regulatory frameworks, and ethical considerations in finance will be accepted for submissions here.
 - e. **INVESTMENT STRATEGIES AND PORTFOLIO MANAGEMENT:** Strategies for building diversified portfolios, asset allocation strategies, investment analysis techniques, and approaches to managing liquidity and risk and generating consistent returns in ever-changing market conditions are the key areas for submissions.





- a. **SUSTAINABLE AGRICULTURE AND RURAL FOOD SYSTEMS:** Papers that focus on resilient rural food systems and sustainable agricultural methods, Agroecology and organic farming in rural areas, processing food and ag businesses in rural areas, organisations for farmers and producers, communal marketing, availability of markets for locally and organically produced food, Climate-smart farming and rural communities' adaptation plans Food security and nutrition in remote areas are accepted for submission under the given sub-theme.
 - b. **SOCIAL IMPACT AND COMMUNITY DEVELOPMENT:** The social effects of businesses in rural areas and their contribution to community development are the main topics of this sub-track. Issues like social entrepreneurship for empowering communities, sustainable tourism and community-based tourism businesses, micro-businesses and the creation of livelihoods at the grassroots level, women-led cooperatives and self-help organisations in rural India, women-led initiatives in education and healthcare in rural areas, Participatory methods for inclusive growth and rural development are pertinent.
 - c. **SCALING INNOVATIONS: REPLICATING SUCCESSFUL MODELS:** The focus of this sub-track is reproducible best practices and scalable business models. The topics included are franchise and replication models for rural businesses, Programmes of incubation and acceleration for rural startups, Public-private collaborations for expanding rural businesses, Lessons learnt from successful rural entrepreneurs and their growth trajectories, Policy initiatives for growing successful rural firms, Knowledge transfer and capacity building through mentoring programmes.
8. **STORM THE NORM: THE INDUSTRY LENS:** This track focuses on industry professionals and practitioners. It embodies overcoming obstacles, contesting accepted conventions, and investigating new avenues to spur development, innovation, and professional advancement. The track emphasises that businesses and professionals must eliminate restrictions and open their minds to new possibilities. The theme suggests that breaking barriers involves
- a. **EMBRACING INNOVATION:** Encouraging participants to adopt a continuous improvement mindset and investigate cutting-edge tools, strategies, and methods that can potentially transform entire markets.
 - b. **RESHAPING BUSINESS MODELS:** Experimenting with novel growth tactics, such as disruptive market strategies, digital transformation, and sustainability practises, and challenging conventional company structures.
 - c. **ADAPTING TO TECHNOLOGICAL ADVANCEMENTS:** Understanding the effects of cutting-edge technologies, including automation, artificial intelligence, and the Internet of things, as well as how to use them to create new opportunities and improve processes.





- d. **NURTURING TALENT AND PROFESSIONAL DEVELOPMENT:** Empowering practitioners through skill development, establishing a learning culture, and supporting professional growth to close skill gaps and adjust to changing industry demands.
- e. **COLLABORATIVE PARTNERSHIPS:** Encouraging collaboration and partnerships between different companies, academic institutions, and practitioners to take advantage of their aggregate knowledge, resources, and experience to find new opportunities and spur innovation.
- f. **ADDRESSING REGULATORY CHALLENGES:** Identifying and removing regulatory obstacles that limit innovation and industrial growth through policy reform debates, best practices for compliance, and moral considerations.
- g. **EMBRACING DIVERSITY AND INCLUSION:** Investigating how businesses and practitioners may establish inclusive settings that encourage creativity, innovation, and equal opportunity. Recognising the significance of various viewpoints and inclusive practises.
- h. **SUSTAINABILITY AND SOCIAL RESPONSIBILITY:** Encouraging businesses and professionals to integrate ethical principles and sustainable practises into their work fosters responsible development and a beneficial social impact.
- i. **LEVERAGING DATA AND INSIGHTS:** Examining how data analytics, market research, and customer insights may improve customer experiences, promote informed decision-making, and open up new business prospects.
- j. **FUTURE-PROOFING INDUSTRIES:** Identifying potential industry-impacting trends, disruptions, and issues in the future and talking about proactive adaptation, competitive advantage, and resilience solutions.

Thank you for your interest, and we hope to see you at ICMR 2023 at the Indian Institute of Technology Madras, India!

