INTERNATIONAL ASSOCIATION FOR TECHNOLOGY & MANAGEMENT

PROCEEDINGS OF

IST INTERNATIONAL CONFERENCE OF THE INTERNATIONAL ASSOCIATION OF TECHNOLOGY AND MANAGEMENT (IATM 2025)

May 28- May 31, 2025

Venue: Point Park University, Pittsburgh, Pennsylvania (USA)

Organized by

International Association of Technology and Management (IATM), an academic nonprofit organization 501(c)(3) in the state of Pennsylvania, USA

FORWARD

We are honored to present the proceedings of the 1st International Association of Technology and Management (IATM) Conference, held in partnership with the 25th Global Conference on Flexible Systems Management (GLOGIFT 25). This landmark event brought together a diverse and dynamic community of scholars, practitioners, and researchers from across the globe, fostering a rich exchange of ideas on emerging trends in technology, management, sustainability, and social accountability.

In an age marked by digital disruption, rapid innovation, and shifting socio-economic landscapes, research that bridges theory and practice is more vital than ever. The IATM-GLOGIFT 2025 Conference rose to this challenge, assembling a multidisciplinary cohort of critical thinkers and change-makers. Their work spans cutting-edge fields such as artificial intelligence, the metaverse, digital leadership, public sector governance, strategy, innovation, and sustainability.

The papers compiled in this volume reflect the depth and breadth of this global gathering. They offer both scientific rigor and practical relevance, addressing real-world challenges across areas including Marketing, Human Resource Development, Management, Information Technology, Public Policy, and emerging global discourses. Many contributions also present best practices that inform actionable solutions to contemporary business and social issues through informed dialogue.

This conference emphasized the importance of context-specific and localized innovation. Featured studies include analyses of Indian public sector enterprises, evolving trends in corporate social responsibility (CSR), the growing role of AI in sustainable business models, and the psychological implications of AI-influenced consumer behavior. These inquiries are timely and vital as organizations worldwide grapple with ethical complexity and multifaceted decision-making.

Several contributions push the boundaries of current knowledge by integrating emerging technologies with social science frameworks. Topics such as digital mentoring, remote leadership, and AI-driven forecasting provoke essential questions about how technology is transforming organizations, strategy, workforce development, and knowledge dissemination. Other papers address critical socio-political themes, including public health, vaccine efficacy, demographic analysis, ethics, and digital transformation within public institutions. These are not merely academic explorations—they inform policy, guide professional practice, and catalyze systemic change.

A wide range of interdisciplinary methodologies is represented, from mixed-method empirical studies and conceptual frameworks to bibliometric analyses. These works are relevant to established scholars, early-career researchers, institutional leaders, policymakers, and industry professionals seeking novel insights and collaborative opportunities.

This volume stands firmly on the global academic stage, reflecting a commitment to inclusivity, equity, and intellectual diversity. Its contributions transcend language, geography, and professional boundaries, affirming that impactful research can emerge from any context.

Whether addressing leadership in emerging economies, innovation in digitally underserved communities, or gender mainstreaming in STEM education, all contributors are united by a shared commitment to advancing knowledge for the betterment of humanity.

We extend our deepest gratitude to the research authors for their valuable contributions, the reviewers for their thoughtful evaluations, and the editorial team for their dedication to academic excellence. We also acknowledge the organizing committees of IATM and GLOGIFT, whose vision and coordination made this scholarly exchange possible.

It is our hope that this volume will serve as a lasting foundation for continued research, dialogue, and innovation—endeavors that will shape institutions, transform systems, and improve lives for years to come.

With warmest regards,

Larry C. Pickett, MBB, MBA, MS

Chairman, Advisory Board of IATM

EXECUTIVE SUMMARY

The International Conference on Future Business Trends and Transformations: Navigating 'Technological Advancements and Global Customer Aspirations', held under the aegis of the International Association of Technology and Management (IATM) and 25th Global Conference on Flexible Systems Management (GLOFIT 25) convened a dynamic mix of scholars, practitioners, and innovators to explore the forces reshaping business in a digitally driven, customer-centric world. This conference served as a platform for knowledge exchange, critical reflection, and collaborative ideation at the intersection of cutting-edge technology and global consumer trends.

In today's rapidly transforming global landscape, technological innovation—from artificial intelligence and machine learning to blockchain and IoT—is not just altering business processes, but redefining entire industries. As automation, data analytics, and smart technologies become central to operations, they unlock vast opportunities for efficiency, personalization, and scalable innovation. Meanwhile, customer expectations have evolved beyond product and price, demanding seamless experiences, ethical conduct, transparency, and sustainable value. Businesses must now balance innovation with social consciousness to thrive in an era defined by digitally empowered, values-driven consumers.

The conference was carefully curated around these imperatives, with the primary objective of examining how organizations can future-proof their strategies by understanding and responding to these dual forces—technological disruption and shifting consumer aspirations. Through paper presentations, thematic sessions, and roundtable dialogues, participants gained insights into how businesses across sectors are navigating these complexities and transforming challenges into opportunities.

Hosted by IATM, a nonprofit organization based in Pennsylvania, USA, the conference also reflected the association's broader mission to cultivate the next generation of global leaders and changemakers. Through its three-fold focus—mentorship for researchers and students, early-career development, and institutional support—IATM plays a pivotal role in shaping an inclusive, interdisciplinary ecosystem that fosters intellectual growth, innovation, and sustainability.

This event aligned seamlessly with IATM's vision to promote cross-disciplinary dialogue and collaboration, bringing together individuals from diverse academic and professional backgrounds. The conference encouraged participants to share research findings, case studies, practical experiences, and emerging trends, creating a rich, multidimensional discourse that bridges academia and industry.

Key thematic areas of the conference included:

- The role of digital transformation in customer experience and strategic planning.
- Ethical and sustainable technology adoption.
- Innovation in public sector and private enterprise management.
- AI, data analytics, and digital tools in business decision-making.

- Inclusive leadership, diversity in tech, and future-ready workforce development.

Each session underscored the importance of strategic agility, ethical governance, and innovation-led growth in building resilient organizations. Notably, young researchers and early-career professionals played an active role in the dialogue, reflecting IATM's commitment to empowering emerging voices and fostering mentorship-based learning.

This executive gathering successfully fostered collaborative research, global networking, and thought leadership, reinforcing IATM's role as a catalyst for transformative change in the realms of technology and management. The insights, frameworks, and discussions generated here will undoubtedly shape ongoing and future projects, partnerships, and policy considerations.

As the world continues to navigate the complexities of digital evolution and consumer activism, the learnings from this conference will provide valuable guidance to institutions, leaders, and change agents committed to creating a more connected, ethical, and sustainable global business ecosystem.

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KEYNOTE SPEAKERS

Jon Anderson, Ph.D.

President, Pennsylvania Western University

Peter Jhon

Executive Director, Delphi Research Group

Carnegie Mellon University, Pittsburgh, PA

Prof. Sushil

Editor-In-Chief, *Global Journal of Flexible Systems Management*

Indian Institute of Technology (IIT) Delhi, India

Patrice D'Eramo

Former Vice President of Marketing, Cisco

Chair: Early-in-Career Enhancement Sessions for Students

Dr. Emily Dux Speltz

Faculty, Embry-Riddle Aeronautical University

Lead: Workshop on AI-enhanced Research Writing: Critical Evaluation & Iteration

Dr. Chiranjeev Kohli

Professor, California State University, Fullerton

Speaker: "Textbook" for the New Generation of Students

Dr. Ajay Manrai

Professor, University of Delaware

Chair: Panel on 'Meet the Editors'

Dr. Sandeep Puri

Faculty, Asian Institute of Management, Philippines

Speaker: Case Writing Session

Dr. Jason B. Thatcher

Professor, University of Colorado-Boulder

Session Leader: How to Write Papers with Impact

CONFERENCE SCHEDULE

1st IATM and 25th GLOGIFT International Conference 2025
Venue: Point Park University, Pittsburgh, PA
Dates: May 29–30, 2025

Day 1 – Thursday, May 29, 2025

8:00 – 8:45 AM
Registration and Light Snacks (Lawrence Hall 202)

8:45 – 11:00 AM
Inaugural Ceremony and Keynote Speeches (Lawrence Hall 200)

- Welcome by Trustee Larry C. Pickett (Chairman IATM Board) 8:45 – 9:00 AM
- Welcome by Prof. Sushil/Dr. Garg (President GLOGIFT) 9:00 – 9:30 AM
- Keynote#1: Peter Jon: 9:30 – 10:15 AM
- Keynote#2: Dr. Anderson: 10:15 – 11:00 AM

11:00 AM – 12:00 PM
Lunch Break (Lawrence Hall 202)

12:00 – 5:00 PM | Parallel Sessions

Time	Room A (HYBRID)	Room B (HYBRID)	Room C (HYBRID)
Session 1.1 **12:00 – 1:00 PM**	Session Chair/Moderator: Dorene Ciletti (Point Park University) **Panel Discussion:** Exploring the Next Frontiers of Artificial Intelligence: Opportunities and Challenges of Agentic AI Systems - Yogesh K Dwivedi (Panel Chair) (King Fahd University of Petroleum and Minerals), Laurie Hughes (Edith Cowan University), Arpan Kumar Kar (IIT-Delhi), Paulius Jurcys (Vilnius University), Rahul De (IIM-Bangalore), Nir Kshetri (University of North Carolina), Tegwen Malik (Swansea University)	Session Chair/Moderator: Manogna R.L. (BITS-Pilani). **Paper Presentations:** 1) Natural resource rent, fintech and sustainable development: A perspective of growth from BRICS economies - Manogna R.L. (BITS-Pilani). 2) Advancing business and education with AI: Innovations and insights from the PennWest Center for AI and Emerging Technologies - Camille Dempsey and Mark Lennon (PennWest)	Session Chair/Moderator: Rajiv Kumar Garg (NIT-J) **Expert Talk:** How to Write a Paper with Impact - Jason Thatcher (University of Colorado-Boulder)
Session 1.2 **1:00 – 2:00 PM**	Session Chair/Moderator: Tanuj Singh (Voorhees University) Expert Talk: Early-in-Career Enhancement Sessions - Patrice D'Eramo (PennWest), Larry C. Pickett (PennWest), and Kelby Powell (PennWest)	Session Chair/Moderator: Bindu Chhabra (IMI-New Delhi) Paper Presentations: 1) Workplace gossip and cyberloafing: a moderation mediation model of work alienation and perspective taking - Bindu Chhabra (IMI-New Delhi). 2) Team-work preferences and personal interaction on the effect of Coworker support on communities	Session Chair/Moderator: Nripendra Singh (Pennsylvania Western University) Panel Discussion: Meet the Editors - Ajai Manrai (Panel Chair) (University of Delaware), Sudhir Rana (Gulf Medical College, UAE), Sushil (IIT-Delhi), Shiri Gandhi (Eastern Michigan University),

Time	Room A (HYBRID)	Room B (HYBRID)	Room C (HYBRID)
		of practices – Anjali Dutta (Chandigarh University). 3) My Fashion Style: Do I Know Better or Does AI? (Kennesaw State University)	Sakshi Kathuria (FIIB, New Delhi), Nripendra Singh (PennWest University)
2:00 – 2:15 PM	Tea Break – Lawrence Hall 202		
Session 1.3 **2:15 – 3:15 PM**	Session Chair/Moderator: Heather Morgan (Kennesaw State University) **<u>Panel Discussion</u>:** Non-Market Foods and Innovations in The Food Industry: A Developing Mechanism for Fostering Conscious Consumption Consumer Awareness, Perceptions, and Trust of Gluten-Free Labelling and Its Impact on Consumer Purchase Behavior Do You Buy the Butterfly? The Influence of Social Media and Online Communities on Non-GMO Label Perception and Purchase Decisions - Heather Morgan, Marko Jocic (Kennesaw State University), LaToya Russel (John Carroll University), Soniya Billore (Linnaeus University, Sweden), and Nripendra Singh (PennWest)	Session Chair/Moderator: Deepa Guleria (SVKM's NMIMS, Mumbai) Paper Presentations: 1) Green HRM Dynamics: A Multi-Level Moderated Mediation Approach to Enhancing Employee Engagement and Behavior through Pro-Environmental Values in the IT Sector - Deepa Guleria (SVKM's NMIMS, Mumbai) 2) Spiritual Wellbeing in Indian Banking Sector: Sustainable Leadership Practices - Ishani Chakraborty and Saboohi Nasim (AMU, Aligarh) 3) Human-Centered Approaches to AI Vulnerability Testing in Education and Technology Environments - Jenn Williams (PennWest)	Session Chair/Moderator: Teena Singh (New Delhi Institute of Management) Paper Presentations: 1) Adapting to Smart Construction: Navigating Technological Transformations and Evolving Customer Expectations in the Indian Infrastructure Sector - Janardan S. Chauhan 2) Coopetition as a Pathway to Sustainable Health: Strategic Alliances in the Pharmaceutical Industry and Their Contribution to SDG-3 - Abhilasha Meena (School of Open Learning, University of Delhi); Kamala Kannan Dinesh (O.P. Jindal Global University), Tatkarsh Tatkarsh (FMS, University of Delhi). 3) Promise or Peril: The Metaverse's Role in the Emerging Economy – Romi and Govind S Pathak (IIT-Dhanbad)
Session 1.4 **3:15 – 4:15 PM**	Session Chair/Moderator: Larry Pickett (Carnegie Mellon University) and RJ Thompson (University of Pittsburgh) Panel Discussion: Situational Leadership in Flexible Business Transformations Sean Nowlan (Gordians Consulting and Analytics), Alison Binger (Southern New Hampshire University), Christopher Wong (New York University), Jonathan Baum (Evergreen Healthcare), Stanley Zgrzepski, VI (University of Maryland), Jeremy Gilbert (Dynasty Financial), Chanin D. Wendling (Susquehanna University), Richard Williamson (Capital One), Paul Rhodes (Commonwealth of Pennsylvania), David Shapiro (US Army and Carnegie Mellon University)	Session Chair/Moderator: Aparna Sajeev (University of Calicut) . Paper Presentations: 1) Community-Driven Sustainability: Grassroots Perspectives on Green Finance and Sustainable Investing - Aparna Sajeev (University of Calicut). 2) Redefining Smart City Landscape from Citizens' Perspective: Model Development of Smart City Dimensions using TISM and MICMAC – Vaibhav Chaudhary (IIT-Delhi) 3) Role of Enabling Factor in Unlocking Net Zero Supply Chain through Industry 4.0: Empirical Evidence from an Emerging Economy – Alok Yadav and Rajiv Garg (Dr BR Ambedkar NIT)	Session Chair/Moderator: Madhu Jasola (IILM, Gurgaon) and Charu Sijoria, Jaypee Business School, Noida Expert Talk: "Textbook" for the New Generation of Students - Chiranjeev Kohli (California State University) Paper Presentations: 1) Driving Financial Inclusion: Challenges, Acceptance, Growth and Trends of Digital Payment Platforms in Emerging Economies - Madhu Jasola (IILM, Gurgaon) 2) Deceptive Communication Channels and the Rising Threat of Data Leaks: A Managerial Cybersecurity Perspective - Puneetha Suryadevara, Adya Jasola

Time	Room A (HYBRID)	Room B (HYBRID)	Room C (HYBRID)
			(University of Illinois), and Drishti Bhuwania (Citi Bank)
Session 1.5 **4:15 – 5:00 PM**	Session Chair/Moderator: Larry Pickett (Carnegie Mellon University) and RJ Thompson (University of Pittsburgh) Panel Discussion: Situational Leadership in Flexible Business Transformations (continued) Sean Nowlan (Gordians Consulting and Analytics), Alison Binger (Southern New Hampshire University), Christopher Wong (New York University), Jonathan Baum (Evergreen Healthcare), Stanley Zgrzepski, VI (University of Maryland), Jeremy Gilbert (Dynasty Financial), Chanin D. Wendling (Susquehanna University), Richard Williamson (Capital One), Paul Rhodes (Commonwealth of Pennsylvania), David Shapiro (US Army and Carnegie Mellon University)	Session Chair/Moderator: La Toya Russell (John Carroll University) Paper Presentations: 1) AI agents and it's framework - Ankush Rastogi (Iowa State University) 2) Challenges for Artificial Intelligence and Machine Learning in Biomedical Sciences – Advaya Singh (Philadelphia)	Session Chair/Moderator: Dipendra Mann (University of Central Florida) Paper Presentations: 1) Moral Dilemmas and Service Preferences in the Age of AI: Implications for the Restaurant Industry - Dipendra Mann (University of Central Florida) 2) Investigating the impact of host factors on COVID-19 vaccine efficacy with special reference to race and ethnicity - Prathmesh Singh and Larry Pickett (PennWest University)

Day 2 – Friday, May 30, 2025

8:00 – 8:45 AM
Registration and Light Snacks (Lawrence Hall 202)

8:45 AM – 5:00 PM | Parallel Sessions

Time	Room A (HYBRID)	Room B (HYBRID)	Room C (HYBRID)
Session 2.1 8:45 – 9:45 AM	Session Chair/Moderator: Santosh Rangnekar (IIT-Roorkee) and Sonali Jain (IMI, New Delhi) Paper Presentations: 1) Unleashing the Potential of Psychological Capital: A Bibliometric Review – Sakshi Tiwari and Santosh Rangnekar (IIT-Roorkee), 2) A Deep Dive into Resistance to Change: A Systematic Literature Review - Sonali Jain, IMI, New Delhi, 3) Embracing Flexibility: How Dynamic Business Trends Drive Resilience Towards Transformation - Aarti Singh, Sunil Kr. Savits (IIM-Sambalpur) and Anupama Singh (BIMTECH, Gr. Noida).	Session Chair/Moderator: RJ Thompson (University of Pittsburgh) and A S M Ahsanul Sarkar Akib (Robo Tech Valley, Bangladesh) Paper Presentations: 1) How Should Users Engage with AI Tools while maintaining Privacy and Security? – Anupam Upadhyay, Palo Alto, California 2) Automated Recycling of Plastic Waste into 3D Printing Filament: A Sustainable Approach - Engr. A S M Ahsanul Sarkar Akib (Robo Tech Valley, Bangladesh) 3) A Bibliometric Analysis of Machine Learning in Information Systems: Trends, Collaborations, and Research Directions - Mohammad Rakibul Islam Bhuiyan, Afsana Mimi (Begum Rokeya University), Mahfujur Rahman Faraji (Westcliff University), Provakar Ghose (University of New Haven), and Md. Mahfuzur Rahman (University of Dhaka)	Session Chair/Moderator: Teena Singh (New Delhi Institute of Management - NDIM) Paper Presentations: 1) Model Development for Green Supplier Selection: A System Dynamics Approach - Nishtha Agarwal (NDIM), Anand Jaiswal (TERI School of Advanced Studies, New Delhi), Teena Singh (NDIM). 2) Impact of Workplace Toxicity on Family Life: A Study of Women Academics in India Using the Job Demands-Resources (JD-R) Model - Sharada VS, Koushik Vedula, and Tanusree Chakraborty (ASCI, Hyderabad), 3) Upskilling and Reskilling: Digital and Green Skills for Future Employability and Organisational Sustainability - Himujal Kumar Roy, Sumant Kumar Bishwas, Chiranjib Sur (IIT-Guwahati)

Time	Room A (HYBRID)	Room B (HYBRID)	Room C (HYBRID)
Session 2.2 9:45 – 10:45 AM	Session Chair/Moderator: Birasnav Muthuraj (University of Connecticut) Paper Presentations: 1) Total Quality Management and Ethical Leadership: Findings among Federal Government Employees - Birasnav Muthuraj (University of Connecticut) 2) Toxic Leadership vs Spiritual Leadership: Sustainable Organizational Culture in Indian Banks - Ishani Chakraborty and Saboohi Nasim (AMU, Aligarh), 3) Green Entrepreneurial Intentions and Their Role in Building Sustainable Competencies: A Study in a Developing Country Context – Reyaz Ahmad (Skyline University College, UAE)	Session Chair/Moderator: and Ranjan Chaudhary (EMLV Business School, Paris, France) Paper Presentations 1) Marketing Flexibility Demystified - Ranjan Chaudhary (EMLV Business School, Paris, France) 2) Impact of Shifting Social Media Trends on Retail Strategies for SMEs: A Fuzzy DEMATEL and TOE Model Approach – Muneeba Khan (AMU, Aligarh) 3) Generative AI as a Catalyst for Sustainable Business Models: A Multiple Case-study Approach – Romi and Govind S Pathak (IIT-Dhanbad)	Session Chair/Moderator: Abhinav Chaudhary (IIT-Delhi) Expert Talk: "Textbook" for the New Generation of Students - Chiranjeev Kohli (California State University) Paper Presentations: 1) How do biases in generative AI affect peer tutoring and competitive debate education – Arnav Upadhyay, California 2) Technology and Stereotype Mitigation: The Role of Artificial Intelligence and Machine Learning in Personalizing Hotel Service Encounters- Partha Chakraborty, Rinku Sharma, Shalini Kakkar, Kapil Bhatia and Indrani Sengupta. (CIMR)
10:45 – 11:00 AM	Tea Break – Lawrence Hall 202		
Session 2.3 11:00 – 12:00 PM	Session Chair/Moderator: Larry Pickett (Carnegie Mellon University) Panel Discussion: Navigating the New Frontiers of Services Marketing - Nandita Mishra (Panel Chair) Chetana's Institute of Management & Research, Mumbai (CIMR) Paper Presentations: 1. Organizing the Unorganized Sector: A Case Study of Mega-Kitchen Tiffin Services - Padma Singhal, Manjula Shastri, Khushboo Vora, Nandita Mishra (CIMR) 2. Adaptive Leadership Strategies for Driving Growth Mindset in Higher Education – Nandita Mishra, Mahesh Luthia and Indira Singh (CIMR)	Session Chair/Moderator: Anand Jaiswal (TERI, India) Paper Presentations: 1) Analysis and prognostication of carbon footprint reduction in supply chain management with the help of AI - Pratul Kumar and SL Gupta (BIT, Mesra, Ranchi) 2) Impact of Artificial Intelligence and Human Resource Management: Challenges for productivity in Organization - Nirmala Singh and SL Gupta (BIT, Mesra, Ranchi) 3) Al Driven Talent Management: Optimizing Workforce Efficiency in IT Virtual Workspaces - Kajal Singh and SL Gupta (BIT, Mesra, Ranchi) 4) Factors Affecting adoption of AI enabled Fintech Services in Indian Banking Sector: An Empirical Study - Parul Garg and SL Gupta (BIT, Mesra, Ranchi)	Session Chair/Moderator: Dorene Ciletti (Point Park University) Expert Talk: AI-enhanced Research Writing: Critical Evaluation and Iteration - Dr. Emily Dux Speltz (Embry-Riddle Aeronautical University, Florida)
Session 2.4 12:00 – 1:00 PM	Session Chair/Moderator: Swati Dhir (IMI, New Delhi) and Tanusree Chakraborty (ASCI, Hyderabad) Paper Presentations: 1)I attach more to phone and less to work: Probing into phubbing dynamics in workplace context – Tanusree Chakraborty (ASCI) Swati Dhir (IMI, New Delhi)	Session Chair/Moderator: Aakash Khindri and Juhi Raghuvanshi (O P Jindal Global University, Sonepat, Haryana) Paper Presentations: 1) Untangling Cognitive Flexibility in Organizational Culture: A Bibliometric Study on	Session Chair/Moderator: Abhinav Chaudhary (IIT-Delhi) Paper Presentations: 1) Applications of AI and Deep Learning in Optimization of Resource Usage and Energy Consumption of Robotics manufacturing In the Industry - Medhavi Bhardwaj (Indira Gandhi Delhi Technical University for

Time	Room A (HYBRID)	Room B (HYBRID)	Room C (HYBRID)
	Tiny Tanushree Gohain (Brainware University) 2) Impact of Design and Privacy on User Engagement with Mobile Trading Applications: A Mixed-Method Study – Amal Sabah and Aparna Sanjeev (University of Calicut) 3) Bitter Chocolates: Do parents lose trust due to greenwashing and marketing in purchase of chocolates - Rohit Kumar (IMI, Bhubaneswar), Tanusree Chakraborty, and V S Sharada (ASCI, Hyderabad)	Trends, Themes, And Future Directions – Aditi Badoni and Santosh Rangnekar (IIT-Roorkee) 2) The Influence of Vividness of future-self on Indian Employees' Adaptability: A Mediated Model of Deprivation Sensitivity - Aakash Khindri (O P Jindal Global University, Sonepat, Haryana) 3) Mapping the Landscape of Adaptability: A Bibliometric Study - Juhi Raghuvanshi (O P Jindal Global University, Sonepat, Haryana)	Women), Broto Bhardwaj (Bharati Vidyapeeth) 2) Strategic Flexibility as a Catalyst for Digital Transformation and Sustainable Performance in High-Tech Start-ups – Purari Kumar and Gourav Dwivedi (IIT-Delhi) 3) Mom Influencers' Narrative Strategies for Sponsored Content and their Impact on Engagement: Insights Using Machine Learning Models - Monika Tufchi, Nidhi Sinha, and Sanjay Kataria (Bennett University)
1:00 – 2:00 PM	Lunch Break – Lawrence Hall 200/202		
2:00 – 3:00 PM	AWARD Ceremony – Flexibility Excellence Award - Invited Guest Session Dr. Michael A. Hitt, Mays Business School, Texas A&M University Best Paper, IATM Leadership, Appreciation Awards.		
Session 2.5 3:00 – 4:00 PM	Session Chair/Moderator: RJ Thompson (University of Pittsburgh) Panel Discussion: AI in Marketing and Sales Dorene Ciletti (Point Park University, RJ Thompson (University of Pittsburgh), Shannon Gregg (Digital Marketing Consultant)	Session Chair/Moderator: Joseph Croskey (PennWest University) and Chandra Bhushan Singh (Voorhees University) Panel Discussion: How to Teach Effectively in an HBCU Environment? - Tanuj Singh (Voorhees University), Nisha Singh (Panel Chair) (Livingstone College), Chandra Bhushan Singh (Voorhees University), and Joseph Croskey (PennWest University) Paper Presentation: 1) Impact of Jay customer on Service Employee: A study of Indian Hospitality Industry - Apoorva (Manipal University) and Ranjan Chaudhari (EMLV, Paris) 2) Jose Mandujano (University of Connecticut)	Session Chair/Moderator: Ravi Agarwal (San Jose State University) Paper Presentations: 1) Internet of Things and Consumer Privacy: The Role of Consumer Awareness - Ravi Agarwal (San Jose State University) and Shilpa Somra (Virginia Tech.) 2) Insights and Intervention Strategies for Reducing Burnout Among Virtual Employees - Chris Simone, Joseph Rosendale, and John Lipinski (IUP, Indiana) 3) Online Reviews and Airlines Booking Intention: A Text Analytics Approach - Charu Sijoria, Jaypee Business School, Noida
4:00-5:00 PM	Tea Break and Networking – Lawrence Hall 202		

Day 3 – Saturday, May 31, 2025 (ONLINE Session… No in person meeting on campus on May 31)
8:30 AM – 9:30 AM
'Case Writing' by Prof. Sandeep Puri Asian Institute of Management, Manila, Philippines
Session Chair/Moderator: Heather Morgan (Kennesaw State University)

9:30 AM onwards: Sightseeing and Tours in Pittsburgh (self-paid) - List of attractions is provided with the conference material and on the website (www.iatm.edu).
For questions, please email at iatmconference@gmail.com

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1.5A	**Leadership in the Dynamic Word of Business (part II)**	
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2.5B	**How to Teach Effectively in an HBCU Environment?**	

ABSTRACTS

Non-Market Foods and Innovations in The Food Industry: A Developing Mechanism for Fostering Conscious Consumption

Soniya Billore
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Non-market food and associated marketing innovations have emerged as significant trends in the food industry, reshaping how consumers access and engage with food products outside traditional retail channels. They are also increasingly important as a mechanism to foster conscious consumption in modern society which is unfortunately rampant with behavioral tendencies that cause loss and wastage. The contemporary global situation is besieged by urgent concerns that mankind must be conscious of, for example, human poverty (Hickel, 2016), food insufficiency (FAO, 2018), hunger (Chapell, 2018), and food wastage (Billore, 2021). To counter food loss and wastage, the domain of non-market foods, also called non-commercial foods, can provide an apt solution to reducing global food scarcity. However, the domain of non-market foods is still grossly understudied and has not received due attention, both in terms of theoretical development and practical implications (Bliss, 2019). Extant research shows some connections to non-commercial food systems within anthropology and human societies (Berking,1999), food sharing activities (Michelini et al, 2018; Gurven & Jaeggi, 2015), local food networks (Traegger, 2011), and food gifting (Gracjasz and Grasseni,2020), to name a few. However, the attention to non-market food from a consumption perspective in the area of marketing studies is yet to be systematically explored inspite of continued attention to achieving SDG goals.

This working paper studies the sector of non-market foods by understanding how business enterprises operationalise their business models with the core product of non-commercial foods. It investigates how these models engage relevant consumption stakeholders, i.e, the markets and customers to motivate their connection to non-market foods. Through a case analysis approach (Hartley, 2004; Yin, 2009), three non-commercial food enterprises from Japan, India and Sweden are studied indepth. The data is collected from both secondary and primary sources to ensure validity and reliability. At this stage, data from case A has been collected and others are planned hereafter.

The results of case A show that non-commercial or non-market foods are an attractive proposition for cost-conscious and pro-environmental consumers who believe in responsible consumption behaviors. The results present several value outcomes that can be better leveraged in developing effective strategies to increase consumers' adoption and appreciation of non-commercial foods, especially for instigating sustainable consumption practices.

Case A identifies itself as a Social goods market company with an ambition to create a space for non-commercial foods in food consumption behaviors. As they explain, non-market foods are edible products that for some reason fall outside the formalised norms of acceptable food. Many products are discarded without being sold because they do not meet formalised food standards, even though the taste and quality of the food is good, for e.g., having cracks and breakages, dirty packaging, or the wrong size. Case A enterprise underlines the ‘one-third rule’ that establishes the commercial acceptability of foods. Accordingly, food gets categorised as edible or inedible by splitting the time from the manufacturing date to the expiration date into three equal parts and setting deadlines for delivery and sales. In case of stringent food regulations, food products get discarded if the first third of this period passes. Seasonal foods are another category that gets discarded easily, as most seasonal foods are packed in seasonal packaging and must be consumed during a specific period or season. Case A runs its business model for such unacceptable and thereby non-market foods by resourcing them from various wholesale and retail suppliers, and making the products available to their customers. The range of the

non- commercial foods vary from everyday economy food items to luxurious and premium products. In some cases, rare products that have been sourced for special consignments but could not get sold are also made available. Customers are therefore able to access a variety of foods at a reasonable price point. The business model thereby ensures utilitarian functions through competitive pricing, convenience, exclusivity, variety, as well as value-intensive function by providing social value, guilt free consumption, and contribution to reducing food loss. Case A encourages the customer towards sustainable consumption with a guarantee that every small step of the customer could contribute towards controlling global food wastage and resource loss. To complement this, Case A extends motivates their consumers to engage in charity as a percentage of sales is pledged to support sustainability initiatives for social welfare.

his is one of the few studies that comprehensively investigates the business models of non-commercial food-based enterprises. Hence, it makes a strong contribution to further knowledge in the currently understudied domain of non-market foods. Further, it extends the understanding of how non-commercial foods can be mobilised better within consumer markets. The case studies exemplify that transformative food behaviors can be instigated with the correct approach to promote the adoption of non-market foods in modern society as an apt solution to control food loss and wastage.

Keywords: Non-Market Foods, Conscious Consumption, Sustainable Business Models, Food Wastage Reduction, Non-Commercial Food Enterprises, Sustainable Consumption Practices

Bitter Chocolates: Do Parents Lose Trust Due To Greenwashing and Marketing In Purchase of Chocolates

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As environmental sustainability and health consciousness increasingly shape consumer behavior, a new category of ethical and informed buyers is emerging—particularly among parents seeking green and healthy products for their families. This study investigates the complex interplay of individual perceptions, peer influences, organizational strategies, and familial dynamics in shaping consumer purchase decisions in the green and health product market, with a focus on chocolates targeted at children. Special attention is given to the impact of perceived greenwashing, health claims, brand transparency, and emotional appeals.

Using a mixed-method approach, the study surveyed 300 parents of children aged 4–12 and conducted focus groups and interviews. Key variables analyzed include individual perceptions (greenwashing, health, product quality), peer group influences (brand loyalty, media), and organizational factors (social media promotions, green certifications). Pester pressure and parental health concerns were tested as mediating and moderating variables, respectively.

Findings reveal that greenwashing significantly erodes consumer trust and negatively affects purchase decisions, while transparent health claims enhance both trust and intention to purchase. Peer recommendations and media exposure significantly influence buying decisions, with social media emerging as a dominant channel. Parents who prioritize health and sustainability are more likely to choose ethically marketed products, even at higher prices. Pester pressure from children, coupled with parental concern for well-being, further drives purchase behavior.

The study offers critical insights for marketers, emphasizing the need for authentic, transparent communication and ethical branding. It highlights how businesses can build consumer trust, encourage loyalty, and effectively respond to rising demand for sustainable and health-oriented products in a competitive market.

Keywords: Greenwashing, Health Marketing, Parental Behavior, Pester Power, Brand Transparency, Consumer Trust

Impact of Shifting Social Media Trends on Retail Strategies for SMEs: A Fuzzy DEMATEL and TOE Model Approach

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The rapid evolution of social media platforms is significantly transforming the retail landscape, especially for Small and Medium Enterprises (SMEs). Emerging platforms like Facebook, Instagram, and YouTube have shifted how businesses interact with consumers, moving away from traditional marketing approaches to more decentralized, community-driven, and authentic engagements. As SMEs adapt to these shifting trends, there is an increasing need to evaluate the drivers and barriers impacting the integration of such platforms into retail strategies.

This study aims to examine the role of shifting social media trends in reshaping retail strategies for SMEs by employing a combined Fuzzy DEMATEL and Technology-Organization-Environment (TOE) model framework. The integration of these methodologies allows for an in-depth understanding of both the internal and external factors affecting SMEs' adoption of emerging platforms, while providing a structured approach to prioritize these factors.

Organising the Unorganized Sector: A Case Study of The Mega-Kitchen Tiffin Services

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Unorganised businesses are small-scale enterprises operating outside the formal legal and regulatory framework. They usually lack formal registration, tax compliance, or access to institutional financing. Unorganised businesses are often found in sectors like retail, construction, agriculture, transportation, and services, making up a significant portion of employment in many developing countries. Today, these micro-businesses are aspiring to be more compliance-oriented and enter the organised sector through innovative business models.
Many of today's successful brands started in the unorganised sector, such as courier delivery, plumbing services, home salon services, carpentry for small repairs and installations, white goods servicing, food delivery services, and small tiffin services.

The unorganised sector of tiffin service providers in India are mostly home based small scale entrepreneurs or small business owners who provide fresh quality food at affordable prices majorly for corporate employees and students. The customer group is usually located in the vicinity of the entrepreneur so marketing is mostly by word of mouth, WhatsApp groups or micro level social media marketing. Convenience, customisation, affordability and personal touch are some of the USP of this sector.

This sector faces a lot of challenges that includes quality concerns, order cancellations, inability to handle bulk orders, scaling of business, lack of financial support, competition from organised players and inconsistent income.

The authors have examined the case of The Mega Kitchen, Tiffin Services to study the changing trends in services marketing and evaluate the innovation in business model and value creation for small scale entrepreneurs. Challenges for the unorganised sector include, financial management, securing funding and effectively managing cash flow particularly in the early stages of a business. Market competition and standing out in a crowded market requires continuous innovation and strong marketing strategies. Juggling various responsibilities and prioritising tasks can be overwhelming, especially at the beginning when the business tries to introduce an innovative business model.

The case of The Mega Kitchen explores how being flexible and responsive to market trends, customer feedback, and financial management is vital for long-term success. Attracting new customers and maintaining their loyalty presents significant challenges. The study of The Mega Kitchen demonstrates that creating a strong brand presence in customers' minds is essential for growth and recognition.

The case discusses how Yogesh Babarao Surushe, the founder of The Mega Kitchen evaluates innovative business models to fit the changing trends in services marketing and improve customer management

Keywords: Unorganized Sector, Innovation, Services Marketing, Customer Management

Internet of Things and Consumer Privacy: The Role of Consumer Awareness

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With the proliferation of Internet of things (IoT), firms are extensively collecting consumer data to the point of violating consumer security and privacy. Additionally, IoT devices are typically low on security, leaving consumers more prone to privacy and security threats through intruders. Even more concerning is that consumers who are at risk of security or privacy threats because of an IoT device are potentially unaware of this exposure. To address these issues, the Federal Trade Commission (FTC) has established IoT guidelines to help firms to self-regulate. Yet, there is one key initiative neglected by the FTC – educating consumers about potential IoT threats. Using information theories and the motivation-opportunity-ability framework, we develop a consumer classification matrix to categorize an IoT consumer as information ignorant, information seeker, or information literate. Leveraging online consumer reviews of popular IoT products and a topic modeling technique, we empirically classify customers and establish that most customers lack awareness of IoT threats. Finally, we draw upon the classification matrix and empirical results to propose policy initiatives.

Keywords: Internet of Things, FTC, information literacy, MOA framework, topic modelling

Impact of Jay customer on Service Employee: A study of Indian Hospitality Industry

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The human element is imperative factors for building service quality & competitive advantages, in every service sector. However, the operating environment of these industries is very complicated. The current study has investigated the impact of jay customer on frontline service employees working in Indian hospitality industry. The research investigates the mediating role of surface acting and burnout between jay customer and customer orientation employee retaliation and intention to quit. Data was collected via questionnaire from 381 frontline employees. The research model was tested via structural equation modelling. Findings indicated that jay customers negatively affect customer orientation behaviour and leads to intention to quit the organization and increases the feeling of employee retaliation. Moreover, surface acting and dimension of burnout (emotional exhaustion, depersonalization and reduced personal accomplishment. Further research conducted interviews with different employees and manager to validate the finding. Based on the findings, theoretical contributions and suggestions for practitioners are presented.

Keywords: Jay customer, Intention to quit, Customer orientation, Employee retaliation.

Consumer Awareness, Perceptions, and Trust of Gluten-Free Labelling and Its Impact on Consumer Purchase Behavior

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Gluten is a protein found in items such as wheat and provides elasticity to dough. Extant research shows many people are allergic to this protein and require them to seek a gluten-free diet. Over the last few years gluten-free diets have become more popular, especially those with celiac disease (Sielicka-Różyńska, et al., 2021). While those suffering from this disease appear to be the dominant target market interested in a gluten-free diet, there are those who are interested in the lifestyle change for health reasons outside of celiac disease or just want a lifestyle change (MMR, 2013). This leads us to the importance of food labeling.

Food labels are considered informative in terms of nutritional value, ingredients, and the presence of allergens and sometimes used to determine the quality of the food being purchased by the consumer (Martini & Menozzi, 2021). Though consumers use these labels to determine the gluten content in the selected products, there is still limited understanding of consumer awareness, perceptions, and trust of these labels. Based on this, further research is needed in this area.

This research seeks to explore consumer awareness, consumer perception, and consumer trust of gluten-free labeling and their impact on consumer purchase behavior of gluten-free products. Investigation of these constructs will use the theory of planned behavior as a theoretical framework for this study. Existing research shows that this theory has been used to explain the purchase behavior of consumers for various products and therefore it is appropriate to use this theory as the theoretical underpinning for this study.

Keywords: Gluten-Free Labeling, Consumer Awareness, Consumer Perception, Consumer Trust, Consumer Purchase Behavior, Theory of Planned Behavior

Do You Buy the Butterfly? The Influence of Social Media and Online Communities on Non-GMO Label Perception and Purchase Decisions

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This exploratory study examines user-generated material and engagement patterns to examine how online communities and social media platforms affect consumers' perceptions of non-GMO labels. It demonstrates how online interactions influence public sentiment and purchase decisions for non-GMO products.

In January 2022, USDA regulations took effect which required the disclosure of bioengineered ingredients found within foods being sold in the US. With the introduction of this new disclosure came consumer confusion regarding the term and what constituted a GMO (genetically modified organism). Reflecting trends in consumer demand, Non-GMO labeling became more prominent and achieved heightened awareness. The Non-GMO Project and USDA Organic labels dominate the market, with each requiring their own standards for Non-GMO verification (Bain and Selfa, 2017). A growing demand for transparency within the food supply and consumer preference for Non-GMO products underscores the importance of these labels in addressing consumer concern over GMO contamination of the food supply (Kolodinsky, et al., 2022).

Lack of standardization in labeling, coupled with the recently required bioengineered food ingredient disclosure has led to increased levels of consumer confusion in the marketplace (Marcus and Velardi, 2024). In response to this confusion, consumers are increasingly turning to social media and online communities for information and guidance. These platforms play a key role in influencing consumer perceptions of Non-GMO product labels by facilitating discussions, disseminating knowledge and fostering community practices.

As there are growing calls for transparency in food labeling as well as consumer demand for Non-GMO products, more research is needed to better understand the role and the extent that social media and online communities play in shaping consumer perceptions and purchase intentions of Non-GMO products. To offer new insights into this phenomenon, the study proposes the following research questions:

- **RQ1**: How do social media and online communities influence consumer perceptions and purchase intentions regarding Non-GMO products?
- **RQ2:** What type of content on social media most influences consumer perceptions of Non-GMO products?
- **RQ3:** How do online communities impact consumer trust in Non-GMO labels?

Digital platforms and virtual communities demonstrate substantial efficacy in molding consumer cognitions, product predispositions, and purchase propensities toward Non-GMO offerings. The

mechanisms through which these platforms exert influence operate primarily through information dissemination vectors, strategic deployment of influencer marketing, communal engagement paradigms, and the cultivation of emotional connections.

The dissemination of information regarding the advantages of non-GMO products, along with the underlying consumer decision-making rationale, can be effectively, and quickly facilitated through the use of social media. These platforms enable efficient access to comprehensive product information, consumer-generated evaluations, and experiential testimonials, thereby enhancing consumers' capacity for informed decision-making (Ao et al., 2023).

Digital platforms, including Instagram, TikTok, X, YouTube, and Facebook, also serve as efficacious channels through which social media influencers disseminate Non-GMO product communications. These influencers function as particularly potent message conduits, as their endorsements can substantially shape follower perceptions and subsequent consumption behaviors, owing to their established parasocial relationships and perceived source credibility (Ao et al., 2023; Gonçalves et al., 2024).

The perceived information utility and source credibility within digital social platforms—whether emanating from social influencers or community constituents—demonstrate significant correlations with consumer purchase intentions (Qin et al., 2023, Wu & Long, 2024). Enhanced perceptions of information salience and source trustworthiness are positively associated with increased consideration of Non-GMO product purchase decisions.

Social media and virtual communities function as dynamic forums for facilitating consumer discourse and experiential knowledge exchange regarding Non-GMO products. These peer-mediated interactions foster collective trust formation and demonstrate significant efficacy in creating product adoption through interpersonal influence mechanisms (Gonçalves et al., 2024).

Digital platform content emphasizing Non-GMO product attributes, particularly health and environmental benefits, can engender affective resonance with consumers. This emotional valence frequently manifests in heightened purchase intentions through established affect-behavior linkages (Wu & Long, 2024).

This study utilizes the Technology Acceptance Model (TAM) to examine how consumers adopt and utilize social media platforms for gathering information (Davis, 1989). Additionally, our study is grounded by the Social Information Processing Theory (Salancik & Pfeffer, 1978), used to help explain how consumers develop beliefs and form attitudes through digital interactions. The Elaboration Likelihood Model (ELM) supplements these theories to help understand how different types of social media content influence consumer information processing and decision-making regarding Non-GMO products (Petty & Cacioppo, 1986) .

To explore the proposed research questions, this study will utilize a mixed methods approach which combines quantitative and qualitative data collection and analyses. Our research design includes: 1) content analysis- examining Non-GMO posts across major social media platforms (Instagram, TikTok, YouTube, X, Facebook and Reddit) to identify key themes and message patterns; 2) online survey of 250 consumers that examines social media usage, Non-GMO product perceptions and subsequent purchase intentions; and 3) semi-structured interviews with 20 active participants of online Non-GMO communities to gather deeper insights as to how digital interactions influence product choices.

The study anticipates finding that social media and online communities significantly influence consumer perceptions and purchase intentions regarding Non-GMO products through multiple mechanisms. We expect to identify specific content types and community interactions that most effectively build trust in Non-GMO labels. Results should reveal how different social media platforms

vary in their influence on consumer decision-making, with visual platforms potentially showing stronger effects on purchase intentions.

This research will contribute to both theoretical understanding and practical applications in consumer behavior and digital marketing. For academics, it will extend existing theories on social influence to the specific context of Non-GMO product perceptions. For practitioners, findings will inform effective social media strategies for Non-GMO product marketing and consumer education. Additionally, results may help policymakers better understand how digital platforms influence consumer interpretation of food labels, potentially informing future labeling regulations and communication strategies.

Navigating the New Frontiers of Services Marketing: Digital Transformation and Customer Experience

Registered panellists/presenters
Dr. Mahesh Luthia, Professor, CIMR
Dr. Padma Singhal, Associate Professor, CIMR
Mr. Kapil Bhatia, Assistant Professor, CIMR

Description

In today's digital era and changing customer expectations, there is a need for businesses to continually innovate to remain relevant and competitive. Digital transformation of services marketing is redefining how companies engage with customers, enhance unique experiences through personalization, omnichannel consistency, and the integration of advanced technologies. The panel discussion aims to bring thought leaders from diverse industries in the service marketing context with focus on using AI and predictive analytics to drive hyper-personalized marketing campaigns and service delivery, provide consistent and seamless experience across different touchpoints, and leverage mobile capabilities.

Relevance of the Panel Discussion

This panel will explore how digital transformation and new-age technologies are reshaping service marketing. Experts will share insights on navigating modern media complexities, leveraging AI, data analytics, and marketing-oriented CRM platforms to stay competitive. The panel discussion is highly relevant and in alignment with the main theme of the conference, offering valuable perspectives for a digitally-driven market.

Situational Leadership in Flexible Business Transformations

Panel Chair: Dr. Michael Woody
Susquehanna University
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Panelists:

Michael Woody (Susquehanna University), Alison Binger (Southern New Hampshire University), Christopher Wong (New York University), Chanin Wendling (Susquehanna University), Jonathan Baum (Evergreen Healthcare), Sean Nowlan (Gordians Consulting), David Shapiro (US Army and Carnegie Mellon University)

Panel Description:

In a business world shaped by rapid technological advancements and an increasingly remote workforce, situational leadership has become an essential tool for managing both physical and virtual teams. This panel will bring together industry experts to explore the challenges and successes of leading in today's hybrid, tech-driven environments. We will discuss whether the current methods of team management are working effectively, leadership challenges encountered, best lessons learned, and how they foresee these teams evolving and improving in the future. The target audience includes business leaders, HR professionals, and managers navigating complex organizational changes.

This panel will examine the effectiveness of situational leadership in managing both physical and virtual teams, especially as businesses grapple with the increasing integration of artificial intelligence (AI) and remote work. Panelists will discuss their experiences in leading teams within diverse industries, addressing whether current management strategies are effective and what adjustments may be necessary for continued success. The panel will explore leadership challenges, such as keeping dispersed teams aligned, fostering innovation in virtual environments, and maintaining a high level of engagement and performance despite geographical barriers.

The panel will also dive into best practices for leading small, agile teams and large, global teams alike, while integrating AI, data-driven tools, and digital innovations. Panelists will share key lessons learned in managing both in-person and virtual teams, highlighting the successes and pitfalls encountered during times of organizational transformation. The discussion will focus on real-world examples, such as maintaining team cohesion in fast-paced environments, using technology to bridge the gap between remote and in-office teams, and navigating the complexities of managing both human and digital resources.

Additionally, the panel will explore what the future holds for team management, offering insights into how virtual and global teams might evolve in the coming years. Panelists will provide their thoughts on whether these teams will become more effective, what innovations might emerge, and how leaders can continue to refine their strategies for managing high-performing teams in increasingly complex environments.

Trends Shaping Modern Food System Production, Distribution And Consumption

Panel Chair: Dr. Heather Morgan, Kennesaw State University. USA
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Panel Organization: The proposed panelists include:

1. Dr. Heather Morgan, Kennesaw State University (Panel Chair)
2. Dr. La Toya M. Russell, John Carroll University
3. Dr. Nripendra Singh, Pennsylvania Western University

Panel Description:

In an era marked by rapid technological advancements and evolving global customer aspirations, the food industry is undergoing significant transformations. These changes have reshaped how food is produced, distributed, and consumed globally, driven by megatrends like sustainability, digitalization, and shifting consumer behaviors. Sustainability has emerged as a primary concern in modern food production. According to Pretty (2018), sustainable agricultural practices aim to reduce the environmental footprint of food production while maintaining yield. Innovations such as precision farming, agroecology, and the use of artificial intelligence in farming processes are helping to reduce water, pesticide, and fertilizer use (Rose et al., 2021). The digital revolution has reshaped the logistics and distribution of food. The use of Internet of Things (IoT) and blockchain technology in the food supply chain allows for better tracking and transparency, ensuring food safety and reducing food waste (Tsolakis et al., 2021). Consumer preferences have significantly evolved, with increased demand for health-conscious and sustainable food options. Organic food consumption has been on the rise, driven by concerns over health, food safety, and environmental sustainability (Yue et al., 2020). The United Nations' Sustainable Development Goals (SDGs) emphasize the importance of sustainable food systems in achieving food security and combating climate change (United Nations, 2015). National policies are also evolving to support sustainability in agriculture, promote food innovation, and ensure equitable access to nutritious food (OECD, 2020).

This panel explores the dynamic trends shaping modern food system production, distribution, and consumption, including but not limited to labeling practices and sustainable food systems. Panelists will explore how labeling innovations, alongside other technological advancements, are reshaping the food landscape. Some of the discussion topics will include the following: Sustainable Food Systems, Functional Foods and Nutraceuticals, Impact of Climate Change on Food Security, and the Food Labeling Modernization Act of 2023.

Leveraging AI for Enhancing Talent Management and Retention Strategies for HEIs in India

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Rapid advancements in Artificial Intelligence (AI) are transforming Human Resource Management (HRM) across industries, and its potential for revolutionizing talent management in higher education institutions (HEIs) is immense. This research explores how AI can be leveraged to enhance talent acquisition, management, and retention strategies in Indian HEIs, where faculty recruitment, employee engagement, and turnover remain key challenges. By automating processes, offering predictive analytics, and providing personalized development programs, AI can address the specific needs of HEIs while improving operational efficiency. Higher Education Institutions (HEIs) in India face dynamic challenges in attracting, managing, and retaining talent in an increasingly competitive and hybrid work environment. As institutions aim to deliver excellence, talent management becomes a cornerstone of organizational success. The integration of Artificial Intelligence (AI) into talent management offers transformative potential by enhancing recruitment, streamlining employee engagement, and improving retention strategies. This study explores how AI-driven systems can address the unique challenges faced by HEIs in India, such as high attrition rates, skill mismatches, and evolving expectations of faculty and staff in hybrid work setups. The study examines current talent management practices in Indian HEIs and explores global best practices in AI-driven HRM. The research aims to develop a framework for integrating AI into talent management through a mixed-method approach, including surveys of HR professionals in HEIs, expert interviews, and case studies. The research also delves into ethical considerations, such as bias in AI algorithms and data privacy, proposing solutions to mitigate these challenges.

The expected outcomes include practical recommendations for enhancing recruitment, employee engagement, and retention through AI. By adopting AI technologies, Indian HEIs can improve talent management and gain a competitive edge in the global educational landscape. Implementing AI-driven turnover prediction models can reduce the costs associated with high turnover, including recruitment, and onboarding expenses, thereby contributing to overall organizational efficiency in the long run. AI models, particularly using machine learning algorithms, can significantly improve the accuracy of predicting employee turnover in higher education institutions by analysing vast amounts of historical and real-time data. Indian higher education institutions face significant challenges due to a mismatch between the skills faculty possess and the rapidly changing industry requirements. AI can assist by identifying skill gaps and helping institutions provide targeted training programs. AI-based tools can help in workload distribution, ensuring that faculty members are not overburdened, which is a key factor in burnout and attrition. AI-driven predictive models can forecast employee turnover based on historical data, helping management to proactively address potential retention issues by offering timely interventions such as improved incentives or career development opportunities. AI enables more personalized professional development for faculty members by analysing performance data and suggesting tailored training programs. This leads to more efficient use of resources and better alignment with institutional goals.

Keywords: Artificial Intelligence, Talent Management, Retention Strategies, Higher Education Institutions, India, HRM, Predictive Analytics, Employee Engagement

Unleashing the Potential of Psychological Capital: A Bibliometric Review

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Psychological capital (PsyCap) represents an individual's belief in coping with challenges, persevering through difficulties, and achieving positive outcomes. PsyCap, comprising self-efficacy, optimism, hope, and resilience, has emerged as a potent predictor of individual and organizational performance. This review paper delves into the critical role of psychological capital in organizations. The paper systematically examines the theoretical underpinnings of PsyCap, its measurement, and its impact on various organizational outcomes, including job satisfaction, employee engagement, job performance, organizational citizenship behavior, and extra-role performance in the organization. Furthermore, the review explores the antecedents and consequences of PsyCap, shedding light on how organizations can cultivate and leverage this valuable resource. By synthesizing existing research, this paper provides a comprehensive understanding of the multifaceted benefits of PsyCap, employing a bibliometric analysis of articles published in Scopus in the 21st century using VOSviewer. In this study, the authors aim to provide insight into year-wise and journal-wise trends in psychological capital literature, utilizing bibliometric techniques, such as co-citation analysis and keyword clustering; the review explores the evolution of research trends, identifies emerging areas of focus, and highlights potential knowledge gaps.

Keywords: Psychological Capital, Job satisfaction, employee engagement, organizational citizenship behavior,

Green HRM Dynamics: A Multi-Level Moderated Mediation Approach to Enhancing Employee Engagement and Behaviour through Pro-Environmental Values in the IT Sector

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As environmental sustainability becomes a strategic imperative for organizations, Green Human Resource Management Practices (Green HRMPs) have emerged as critical tools for fostering eco-conscious employee behaviors. This study investigates how Green HRMPs influence green employee behavior through the mediating role of green work engagement, and how this relationship is further moderated by individual pro-environmental values. Anchored in Social Exchange Theory, the Job Demands-Resources Framework, and Person-Environment Fit Theory, the research adopts a multi-level moderated mediation approach to capture the interplay between organizational practices (Level 2) and individual responses (Level 1).

Data were collected from 77 HR managers and 370 employees across Indian IT/ITES firms. Using Mplus for multi-level structural equation modeling, the findings reveal that green work engagement partially mediates the relationship between Green HRMPs and green employee behavior. Furthermore, green individual values significantly moderate this pathway, enhancing both engagement and behavioral outcomes. Employees with strong green values were more likely to engage in and sustain both mandatory and voluntary environmental behaviors, indicating the amplifying effect of value alignment.

The study contributes to the Green HRM literature by offering a nuanced understanding of how structured HR practices, when aligned with individual values, can drive meaningful and sustainable behavioral change. It also highlights actionable strategies for HR leaders, including embedding sustainability into performance systems, promoting employee involvement in green initiatives, and integrating value-based recruitment. The results underscore the importance of cultivating both supportive organizational systems and environmentally conscious workplace cultures.

Keywords: Green Human Resource Management Practices, Green Work Engagement, Green Employee Behavior, Multi-Level SEM, Green Individual Values, IT Firms

Team-Work Preferences and Personal Interaction on the Effect of Coworker Support on Communities of Practices

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Purpose: Based on the postulates of conservation of resources theory and perspectives of social exchange theory, we hypothesized that coworker support positively associates with communities of practice, which is mediated by individuals' preference for teamwork and further moderated by personal interaction.

Design/Methodology- Data of 249 respondents from Indian public and private sector, service, and manufacturing organizations were statistically analyzed. Confirmatory Factor Analysis, structural equation modelling, and models from the Hayes PROCESS macro were applied for the analysis.

Findings-Findings showed a positive link between coworker support and communities of practice through teamwork preference suggesting that support by coworkers encourages employees to rely on them, demonstrating teamwork preference. Moreover, employees who prefer teamwork may actively participate in organizational practice communities to share knowledge and learn. Further, personal interaction moderated the coworker support - communities of practice relationship, suggesting that increasing interaction among employees may increase the chances of knowledge sharing through communities of practice.

Originality-This research extends the existing literature on knowledge sharing by asserting the role of workplace social factors in creating a platform in the form of communities of practice. Thus, with the findings of the present study management can reap the advantages of knowledge workers when they nurture communities of practices for knowledge sharing and sustainable work practices.

Keywords: Coworker support, preference for teamwork, personal interaction, Indian organizations, learning, knowledge sharing, communities of practice

Green Entrepreneurial Intentions and Their Role in Building Sustainable Competencies: A Study in a Developing Country Context

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This study aims to explore the green entrepreneurial intentions of youth and their connection to sustainable development within a developing country context. A secondary goal is to encourage further research in areas that remain underexplored. With the increasing scale of businesses, factories, and enterprises, environmental issues have become critical, contributing to global pollution. Green entrepreneurship has emerged as a key factor in shaping individuals' intentions, behaviors, and attitudes toward environmental protection through sustainable development initiatives. The primary objective of this research was to investigate the factors influencing university students' green entrepreneurship intentions in India. To achieve this, a survey was conducted among students from prominent universities in India, and the data was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Various scale testing methods, including Cronbach's alpha, inner model (measurement model), Outer model (structural model) and SEM, were employed to assess the reliability and correlation between observed and total variables. The findings indicate a positive influence of perceived educational support and university green entrepreneurial support on students' green entrepreneurship intentions. This empirical research provides valuable insights and proposes new research directions for both researchers and universities seeking to foster a culture of green entrepreneurship among university students.

Keywords: Green Entrepreneurial Intentions, Sustainable Competencies, perceived educational support, university green entrepreneurial support, University students

Impact Of Workplace Toxicity on Family Life: A Study of Women Academics in India Using the Job Demands-Resources (JD-R) Model

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The academic environment, particularly in India, often presents unique challenges for women, leading to an interplay between workplace demands and personal life. This research examines how workplace toxicity impacts the family lives of women working in academia, using the Job Demands-Resources (JD-R) model as the underlying framework. Workplace toxicity, which includes experiences such as discrimination, exclusion, excessive workload, and harassment, can contribute to significant job stress for women. In turn, this stress can spill over into family life, creating tension and conflicts that affect women's emotional and relational well-being. The study focuses on Indian women in academia, a population often underrepresented in research on work-family dynamics.

This paper explores both the direct effects of workplace toxicity on family issues and the mediating role of job stress and work-family conflict. Additionally, it investigates the moderating effects of institutional and family support. While job demands such as heavy workloads and toxic environments increase stress levels, the presence of supportive resources, such as HR policies, institutional safeguards, and family support networks, may help alleviate this burden.

A cross-sectional survey will be conducted with a sample of women working in Indian academic institutions, including universities, colleges, and research bodies. The survey will gather data on workplace toxicity, job stress, work-family conflict, and family-related issues, alongside the availability of institutional and family support. Structural Equation Modeling (SEM) will be used to analyze the relationships between these variables and to test the proposed hypotheses.

The hypotheses guiding this study are:
(1) Workplace toxicity is positively related to job stress among women in academia
(2) Job stress mediates the relationship between workplace toxicity and family issues
(3) Work-family conflict mediates the relationship between workplace toxicity and family problems
(4) Institutional support moderates the relationship between workplace toxicity and job stress, such that higher support weakens the relationship
(5) Family support moderates the relationship between job stress and family issues, reducing the negative impact of stress on family dynamics.

The findings from this research are expected to provide valuable insights into how toxic academic environments exacerbate job stress and disrupt work-life balance for women in academia. It is anticipated that job stress and work-family conflict will serve as critical mediators that link workplace toxicity to family issues. Furthermore, institutional support, in the form of robust HR policies, fair practices, and mentorship, is expected to buffer the harmful effects of toxicity. Similarly, family support is likely to mitigate the impact of job stress on family life, highlighting the importance of external resources in maintaining work-life harmony.

This study contributes to the existing literature by applying the JD-R model to a specific demographic—women in Indian academia—and offers practical recommendations for academic institutions to address workplace toxicity. The results aim to inform policies that promote a more supportive and inclusive environment for women, reducing job stress and fostering better work-life integration. Ultimately, this research highlights the need for comprehensive institutional and familial support systems to protect the well-being of women balancing demanding academic careers with family responsibilities.

Keywords- Workplace Toxicity, Job Stress, Work-Family Conflict, Institutional Support, Family Support, Women in Academia, JD-R Model

Technology and Stereotype Mitigation: The Role of Artificial Intelligence and Machine Learning in Personalizing Hotel Service Encounters

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This study examines how AI and machine learning technologies, such as chatbots and virtual assistants, can mitigate stereotypes and deliver personalized, individualized service in 5-star hotels. While AI systems have historically perpetuated biases due to flawed training data, advances in fair and transparent ML approaches offer a solution to provide non-discriminatory, tailored customer interactions. The research explores how AI and ML can reduce bias in hotel service encounters, the role of AI-driven personalization in enhancing customer interactions, and the perceptions of both hotel users and employees on AI's impact on service quality.

An online survey was designed to collect data on AI usage in hotels, focusing on personalization and stereotype mitigation. Supportive literature data from reputed journals to be accumulated in formulating the objectives of the study. Convenience sampling of 150 respondents (hotel users and employees) from across India was conducted to capture diverse perspectives on AI in hospitality. A pan-India survey distributed online ensured broad representation, focusing on those familiar with AI-driven services in hotels.

Objectives of the Study

• Explore AI tools adoption in 5 star hotels for customer interaction.

• Examine Employees and Customer's Views on usage of AI and ML technology for enhancement services.

• To study challenges of AI implementation in 5-star hotels.

The study anticipates that AI technologies can mitigate stereotypes and provide personalized services in real-time. Both hotel users and employees are expected to highlight the benefits of AI in enhancing service quality, though concerns about data privacy and biases in AI systems may also surface. As noted, the hospitality industry faces challenges in maintaining humanized services while ensuring social distancing during public health emergencies like COVID-19. The judicious use of AI and ML can help hotels strike a balance between technology and personalized interactions, potentially mitigating stereotypes and enhancing customer experiences. AI and ML have the potential to revolutionize customer service in hospitality by reducing stereotypes and fostering individualized experiences. Hotels that adopt transparent, non-discriminatory AI systems may improve customer satisfaction and gain a competitive advantage.

AI and ML have the potential to revolutionize customer service in hospitality by reducing stereotypes and fostering individualized experiences. Hotels that adopt transparent, non-discriminatory AI systems may improve customer satisfaction and gain a competitive advantage.

Keywords: Artificial Intelligence, Machine Learning, Hospitality, Stereotypes, Personalization

The Influence of Vividness of future-self on Indian Employees' Adaptability: A Mediated Model of Deprivation Sensitivity

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The present study examines the direct association between vividness of future self and adaptability to situations as well as the mediating role of deprivation sensitivity in Indian context. Data were gathered using a survey from 313 junior, middle, and senior level executives working in manufacturing and service sector organizations in India. Results of structural equation modelling (SEM) and PROCESS analysis provided the evidence for both direct and indirect association between vividness of future self and adaptability. Deprivation sensitivity partially mediated the association between vividness of future self and adaptability. Implications for theory and practice are discussed.

Keywords: Vividness of future self, Adaptability to situations, Deprivation sensitivity, Information gap theory

Spiritual Wellbeing in the Indian Banking Sector: Sustainable Leadership Practices

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In today's dynamic business landscape, organizations face continuous disruption driven by competition, technological advancements, geopolitical volatility, and an increasingly informed consumer base. This evolving environment has shifted from the VUCA model (Volatility, Uncertainty, Complexity, Ambiguity) to the BANI framework (Brittle, Anxious, Nonlinear, Incomprehensible). To navigate these challenges, resilience and agility have become crucial for organizations, necessitating the development of a supportive culture and competent workforce. Amidst newspaper reports of toxic leadership and toxic culture prevailing in Indian banking sector, employee wellbeing of has become a significant aspect for better performance in recent times. As India aims to become $5 trillion economy by FY 2025-26, the Indian banking sector is expected to align itself with this objective and perform efficiently. In this backdrop, it can be argued that spiritual leadership may act as toxin handler and influence job engagement through spiritual wellbeing. The present research study establishes the importance of spiritual leadership and spiritual wellbeing to attain overall employee wellbeing by pertinent literature review. Further, a conceptual framework is proposed where the components of spiritual leadership such as Vision, Hope/Faith and Altruistic Love are the predictors of Spiritual Wellbeing, the latter comprising Meaning/Calling and Membership components. Spiritual wellbeing is then hypothesised to be a predictor of Job Engagement. The conceptual model is then tested using PLS-SEM and the result confirms that Spiritual Wellbeing is a significant predictor of Job Engagement in the Indian banking sector.

Keywords: spiritual leadership, spiritual wellbeing, job engagement, employee wellbeing, workplace spirituality

Adaptive Leadership Strategies for Driving Growth Mindset in Higher Education

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The higher education sector in India is undergoing rapid transformation due to a combination of demographic shifts, technological advancements and evolving economic and social changes. While urban centres have access to high quality higher education institutions (HEI), rural and remote areas often lack basic infrastructure. Many institutions continue to follow rigid and outdated curricula that do not align with the skills and competencies needed in a rapidly changing global economy. There is a growing skill mismatch as the youth do not have real- world job requirement and experience. Many Indian HEIs are shifting their focus from placements to enhancing students' employability for the long run to make them future ready. Increased interaction with industry to understand their requirements is fostered through industry expert talks, mentorships, skill- courses and experiential learning. The first and foremost required change is needed in academics, in higher education. Adaptive leadership in academics involves a dynamic, flexible approach to navigate challenges and drive innovation in educational institution.

The term BANI, coined in 2020 by James Casico highlights how the current age of chaos is creating a new level of disruption. Academic leaders have to focus on not only the HEIs but also on developing leaders to address the new complexities and unpredictability of the brittle, anxious, nonlinear and incomprehensible world. Leaders must understands the need of innovation, collaboration and value input from diverse voices to improve the outcome. The study is based on the Focus Group Discussion of 50 academic leaders, who are driving a learning environment that can respond effectively to rapid changes in education, technology and societal needs. The researchers study the core principles of adaptive leadership in academics, where the leaders proactively seek to embrace and drive change. The study is based on the data collected from 50 academic leaders from 50 different B- schools. To have better results the study has collected data from different regions in India. Data is collected through a data triangulation approach. For this purpose, structured questionnaire is used, telephonic interviews of the sample and Focus Group Discussions with members of the senior academic rung are conducted. The study employs different methods of data collection, preliminary interviews, and focus group discussions

to yield the parameters on which a structured questionnaire was prepared. After deciding on the constructs of the scale, indicator items are prepared.

The study is structured into different sections, discussing the overview of the changing landscape of HEIs, research background, problem statement, research objectives, discussions of the analysis and result interpretation and finally concluding by discussing the moderating role adopted by adaptive leaders. The structured questionnaire measures adaptive leaderships by studying the ability to identify the challenge, regulate distress, maintain disciplined attentions, get the work done and protect the interest of the stakeholders.

The paper is exploratory and descriptive Statistical analysis is done to assess role of adaptable leadership in academics.The study offers a solution to the problems and challenges of HEIs by adaptive leaders who lead the change by managing the risk and leading innovations through problem solving approaches. The effectiveness of higher education system depends on effective and vibrant leaders with knowledge of Academics, Assessment and evaluation, Pedagogy, Research Culture, and Innovation in teaching & learning. The focus group discussion and primary interviews with the academic leader will help to evaluate adaptive leadership in Higher Education. The attributes of Adaptive Leadership for academic excellence are identified, analyzed, and evaluated. A conceptual framework with the required attributes and strategies for adaptive leadership is described in the paper.

Keywords: Adaptive Leadership, Higher Education Institutions, Growth Mindset, Innovation

Insights and Intervention Strategies for Reducing Burnout Among Virtual Employees

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Employee burnout poses a considerable and ongoing threat to organizations, and remote workers specifically report higher instances of burnout and burnout-related externalities such as turnover, absenteeism, and reduced productivity. This article examines the outcomes of burnout reduction interventions for remote employees, primarily targeting those in leadership roles. The Maslach Burnout Inventory (MBI) and the Job Demands Resource Theory (JD-R) are used to frame the study. The participants of this study are remote employees working in leadership positions who responded to an initial and follow-up survey, of 121 and 48 participants, respectively. The effectiveness of three burnout interventions were tested and measured by conducting regression analyses. A single organization's case experience implementing burnout-reduction exercises is also discussed. Outcomes show that two specific interventions are effective in reducing burnout – mindfulness meditation and subtraction exercises. Employers can use the findings in this study to design intervention or prevention programs on burnout. To maximize benefits, leaders should incorporate noted strategies both at the individual and organizational level.

Keywords: burnout; remote employment; leadership; interventions

Green HRM Dynamics: A Multi-Level Moderated Mediation Approach to Enhancing Employee Engagement and Behaviour through Pro-Environmental Values in the IT Sector

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The present study addresses two interconnected goals: first, to explore the mediating role of green work engagement in the association between Green Human Resource Management Practices (HRMPs) and green employee behavior; second, to examine how green individual values act as a moderator in these relationships. A multi-level mediation framework was employed, analysed using Mplus software. Responses were gathered from 77 HR managers and 370 employees within the Indian IT/ITES industry. Anchored in the principles of Social Exchange Theory (reciprocity), Job Demands Framework, and Person-Environment Fit Theory, the findings emphasize the significance of green individual values in fostering employees' green engagement. Results indicate a partial mediation effect of green work engagement between green HRMPs and green employee behavior. Additionally, individuals with higher pro-environmental values exhibit greater efficacy in performing both mandatory and discretionary green tasks. This study offers a unique contribution by utilizing a multi-level mediation analysis to untangle the complex dynamics among HRMPs, work engagement, and green behaviors. This methodological approach is recognized for its robustness in addressing organizational-level phenomena.

Keywords: Green HRM Practices; Green Work Engagement; Green Employee Behavior; Multi-Level Mediation; Green Individual Values

A Deep Dive into Resistance to Change: A Systematic Literature Review

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Organizational changes are inevitable in today's technologically advanced, dynamic world for organizations' growth and survival. Where business transformation fueled by organizational change is concerned, the resistance to those changes comes along with it. Resistance to Change must be addressed for the successful implementation of organizational change, making it important to study the literature on this critical topic. This review study uses the TCCM framework to analyze 78 documents published in ABDC-ranked journals, obtained from Web of Science, Scopus, and EBSCO. This systematic literature review provides knowledge about the prevalent theories, contexts, measurement scales, methodologies, antecedents, consequences, mediating, and moderating variables. A framework has been proposed for further testing. This study presents some implications and recommendations for the future scope of the study.

Keywords: Organizational Change, Resistance to Change, TCCM, Change Management

"I Attach More to My Phone and Less to My Work": Examining the Impact of Flexible Work-Conditions on Phubbing Dynamics, and Detachment in the Workplace

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In today's hyper-connected and increasingly flexible work environments, smartphones have become indispensable tools—yet they also contribute to the rising concern of phubbing, the act of ignoring interpersonal interactions in favor of mobile phone usage. This study investigates phubbing within organizational settings, focusing on its antecedents and its impact on employee work attachment. It further explores how workplace flexibility, particularly through work-from-home (WFH) arrangements, may intensify digital detachment. The research postulates that social interest, perceptions of others' online behavior (POOB), and organizational control significantly influence phubbing behaviors, which in turn affect employees' attachment to their work. Moreover, it considers how contextual factors like the COVID-19 pandemic and remote work environments moderate these relationships. Drawing on Uses and Gratifications Theory, Secure Base Script Theory, and Compensatory Internet Use Theory, the study provides a comprehensive framework for understanding the digital undercurrents shaping modern employee behavior.

Data were collected from 222 working professionals and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Findings reveal that social interest and POOB are strong predictors of phubbing, while organizational control has a limited effect in curbing it. Crucially, flexible work setups—though beneficial for autonomy—amplify phubbing's detrimental impact on work engagement and focus. This research emphasizes the paradox of flexibility in the digital age: while it offers freedom and adaptability, it can also exacerbate digital distractions and emotional disengagement. The study offers practical implications for designing organizational policies that balance digital freedom with productivity and connectedness.

Keywords: Phubbing, Work Attachment, Digital Flexibility, Social Interest, Organizational Control, Work-from-Home, Smartphone Behavior

Untangling Cognitive Flexibility in Organizational Culture: A Bibliometric Study on Trends, Themes, and Future Directions

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In order to investigate the complex relationship between cognitive flexibility and organizational culture, this research undertakes a thorough bibliographic review. It combines interpretive inspection with bibliometric analysis to synthesize works from 1990 to 2024 across various topics. The findings indicate that cognitive flexibility is fostered by a supportive organizational culture, promoting creativity and adaptation. Additionally, it becomes clear that cognitive flexibility is a critical cultural attribute essential for preserving competitive advantage in fast-paced work contexts. It emphasizes how important it is for businesses to support cognitive flexibility to improve decision-making, effectiveness, and productivity. Ultimately, the study presents cognitive flexibility as an organizational capacity necessary for success and ongoing development on both an individual and a group level. The study advances our understanding of organizational behavior and culture in modern workplaces by illuminating this relationship.

Keywords: Cognitive flexibility, Cultural Intelligence, Organizational culture, Flexibility, Innovation, Creativity, Adaptation

Exploring the Impact of Flexibility and Dynamic Capabilities on Innovation and Performance in High-Tech Start-Ups

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The flexible dynamic capabilities approach has garnered significant attention in the context of technology-based start-ups. In the constantly shifting economic environment, high-tech start-ups increasingly realise the strategic importance of flexible capability and collaboration to foster innovation, explore new market opportunities, and gain a competitive edge. To fully leverage flexible and dynamic capabilities, these technology-based start-ups must develop specific skills that enable them to identify, seize, and utilize flexible capabilities effectively. The research aims to develop a theoretical framework for high-tech start-ups as a dynamic capability for gaining a competitive edge and to explore the influencing factors. We employ the modified total interpretative structural modelling (M-TISM) approach to construct a hierarchical model and establish the interconnections among the factors. This study elucidates the influence of environmental dynamism, strategic flexibility, alliance & collaboration, technological capability, and network capability on the innovation and performance of high-tech start-ups. Furthermore, the study elucidates the interrelationships among the identified factors in the M-TISM model. This study is valuable for providing academic scholars, managers, and practitioners with comprehensive information on flexibility and dynamic capabilities, and their significance for innovation and performance in high-tech start-ups.

Keywords: High-tech, Start-ups, Flexibility, Capability, M-TISM

Strategic Flexibility of a Firm in Protecting Its Intellectual Property

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In a global business context of free-riders, hackers, poachers and imitating firms, firms cannot afford to be naïve in protecting their precious intellectual property. Only paranoids can survive in such a world of copycats. Imitators can be elusive and evasive to the conventional strategies adopted by firms towards safeguarding their creative intellectual property, more often than not. It is in this context that meta-legal strategies of intellectual property protection are warranted. There are multiple case studies of such maverick firms in diverse industries are being covered in the literature against various functions of management though in a scant, sporadic and subliminal manner. This paper is an attempt in this direction towards consolidating wisdom from various strands of thought and literature for a cohesive and comprehensive understanding of the same. It is through such a kind of encapsulation methods that both practitioners and academicians can gain a holistic perspective of the same for greater understanding and better decision-making in the context of their endeavours to safeguard their intellectual property protection, to expand their cognitive horizons, to explore new vistas of learning and to exploit various business opportunities.

Keywords: Intellectual Property, Meta-Legal Strategies, Imitation, Competitive Advantage, Business Ethics, Knowledge Protection

Mapping the Landscape of Adaptability: A Bibliometric Study

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Although the trait of adaptability is well studies in literature, still its crucial role in today's volatile and uncertain environment is not clear. Moreover, the research associated with adaptability is associated with diverse range of areas thus resulting in fragmented and heterogeneous findings. Thus, using a systematic approach, this study aims to map the relevant literature to understand the underlying structure and future possibilities for the research in this area. To achieve this objective, this study applies bibliometric analysis over bibliometric metadata of 1913 research documents. This study contributes towards the domains of both theory and practice. First, to the best of our knowledge, this paper provides a first-of-its-kind systematic review that focuses on the concept in a holistic way rather than its functioning in some specific areas. Second, the paper extends the understanding of the concept by analyzing the structure of the research domain from a temporal and traditional perspective. Third, this study recognizes emerging patterns and suggests few directions that could be explored in upcoming studies. Finally, few suggestions have been made to both individuals and organizations to enhance the adaptability.

Keywords: Adaptability, Bibliometric Analysis, Personality, Systematic Literature Review

Strategic Flexibility as a Catalyst for Digital Transformation and Sustainable Performance in High-Tech Start-ups

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In the current era of digitalization and technological advancement, technology has been vital in the success of high-tech start-ups. These start-ups are indeed experiencing rapid growth in both developed and developing countries, but they also feature a very high failure rate. Strategic flexibility enables high-tech start-ups to dynamically adapt, reallocate, and manage resources, which is essential for sustained performance in evolving market conditions. The present study employs the technology, organization and environment (TOE) model and dynamic capabilities theory to identify critical success factors (CSFs) that influence the sustainable performance of high-tech start-ups, highlighting the importance of strategic flexibility and digital transformation. To systematically examine these factors, this study develops a hierarchical structural model using a modified total interpretive structural modelling (M-TISM) approach. Through M-TISM, argumentation is incorporated into each relationship to provide a deeper interpretation of the interconnections among these factors. The findings show the impact of strategic flexibility, entrepreneurial orientation, technological alliances, digital transformation, and business model innovation on high-tech startup sustainable performance. This study contributes to the high-tech startup and entrepreneurship management literature by providing actionable insights on utilizing strategic flexibility, digital transformation, and business model innovation for sustained performance. The findings also contribute to the dynamic capability theory and highlight how startups can develop, reconfigure, and adapt capabilities to maintain competitiveness in evolving environments.

Keywords- Digital transformation, High-tech, M-TISM, Performance, Strategic flexibility

Toxic Leadership vs Spiritual Leadership : Sustainable Organizational Culture in Indian Banks

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In today's dynamic business landscape, organizations face continuous disruption driven by competition, technological advancements, geopolitical volatility, and an increasingly informed consumer base. This evolving environment has shifted from the VUCA model (Volatility, Uncertainty, Complexity, Ambiguity) to the BANI framework (Brittle, Anxious, Nonlinear, Incomprehensible). To navigate these challenges, resilience and agility have become crucial for organizations, necessitating the development of a supportive culture and competent workforce. As technological change accelerates, particularly with the advent of artificial intelligence, organizations must attract, motivate, and nurture high-performing employees to maintain relevance and performance.This extended researh paper focuses on consumers' perception of leadership effectiveness in the Indian banking sector in the present scenario of cut-throat competition to raise retail deposits. The study would involve text mining and text analysis as available on social media, consumer review portals, and newspaper portals to understand and evaluate the work environment and leadership effectiveness in the Indian banking sector. The research paper would further extend the discussion of pertinent leadership styles such as spiritual leadership to establish the need for and scope of such leadership styles in the present scenario.

Keywords: Leadership, banking, toxic environment, work environment, leadership effectiveness

Investigating the impact of host factors on COVID-19 vaccine efficacy with special reference to race and ethnicity

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As suggested in the literature review and revealed in our initial bibliometric analysis there is a lack of research prioritizing race, ethnicity, and other demographic factors related to COVID-19 vaccine efficacy. Additionally, as evident from the news and other sources, COVID-19 affected racial minorities and poorer areas harder than others, but this needs to be validated through research. Thus, this study aims to investigate the relationship between host factors and the efficacy of the COVID-19 vaccine. The systematic review revealed potential disparities in vaccine efficacy across different demographic groups, particularly by race and ethnicity, as highlighted by previous research (Salari et al. 2022). Additionally, despite vaccination, mortality rates remained significant, suggesting that other determinants, beyond vaccination status, contribute to mortality as suggested by Seligman et al. (2021). This points to the need for further research to understand the underlying factors that might affect the efficacy of COVID-19 vaccines, especially in specific populations. The study also examined differences in vaccine efficacy and mortality between urban and rural populations. Some key objectives were: What demographic disparities exist in the efficacy of the COVID-19 vaccine, and how do these disparities vary between urban and rural populations, as well as across different racial and ethnic groups? How does prior vaccination history influence the efficacy of the COVID-19 vaccine in preventing severe outcomes and mortality among different demographic groups? Utilizing a literature review, bibliometric analysis, and primary data analysis from the government agencies in the United States. This research sought to identify the influence of host factors on vaccine efficacy via mortality rates. Data were analyzed across eight counties in the Northwestern Pennsylvania Region, on host factors such as age, race, genetics, nutritional status, pre-conditions/comorbidities, and ethnicity identified through the literature review. Initial findings suggest the complexity of vaccine efficacy and the importance of considering multiple factors, including host characteristics and demographic variables, to improve public health strategies and vaccination efforts. The results from this study have huge implications for vaccination efforts and policy determinations. Uniqueness of this study is that no previous study on this topic has been conducted in the Northwestern Pennsylvania region.

Keywords: COVID-19 vaccine efficacy, race and ethnicity, host factors, demographic disparities, public health policy, Northwestern Pennsylvania

My Fashion Style: Do I Know Better or Does AI?

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Like many other industries, the introduction of artificial intelligence (AI) has forever transformed the fashion e-commerce landscape and reshaped the customer experience. One such area that area in which AI has enhanced the shopping experience is in its ability to help personalize fashion retail.

Personalization in fashion retail is important for several reasons. Personalization allows consumers to feel valued- as if they are seen, heard and understood. These feelings can lead to greater satisfaction and loyalty. Providing personalized recommendations can also help fashion retailers establish a competitive advantage in a crowded marketplace, boost sales and improve customer retention (Chhabria et al., 2023).

As the introduction of AI is rather nascent, more research is needed to determine how to best harness its abilities for personalization within fashion e-commerce. The purpose of this exploratory research is to examine consumer perspectives of AI-recommended style choices in relation to their own. The study further examines the role of trust and accuracy on purchase behavior. To offer new insights for AI use cases in fashion e-commerce, the proposed investigation sets out to explore the following research questions:

RQ1: In the context of fashion e-commerce, what extent do AI-recommended style choices align with consumer preferences?
RQ2: How does trust in AI-recommended style choice influence consumer purchase behavior?
RQ3: What factors influence perceived accuracy in AI-recommended style choices?
RQ4: How does perceived accuracy affect consumer trust and purchase behavior?

AI enhances the customer experience in fashion e-commerce through a variety of means. AI helps fashion retailers with trend analysis and inventory management, ensuring the popular or trendy items are stocked at a sufficient level to ensure customer satisfaction (Hickens, 2024). The technology is also utilized to assist with customer service. Chatbots and virtual assistants are used to provide immediate support and help with retailer efficiencies in areas such as returns, order questions, etc. (Contentwise, 2023). AI has transformed the search process, allowing consumers to upload images of items they like and find similar matches within the retailer's offerings, thus simplifying the shopping experience and ensuring the customer finds the item they are looking for (Pandya, 2024). The technologies have also aided retailers and consumers through the concept of virtual try-ons, whereby consumers can reduce uncertainty, leading to greater satisfaction, and further helping retailers reduce returns. Lastly, AI algorithms analyze consumer data such as browsing history and purchase patterns to formulate personalized recommendations (Pandya, 2024).

The proposed research questions are best explored by extending the Technology Acceptance Model (TAM). TAM is a well-established theoretical framework used to study human desire to utilize technology and thus helps to explain its influence on consumer behavior (Davis 1989, Pillai et al. 2020). TAM suggests that consumers accept new technology based on perceptions of usefulness and ease of use. In the context of the current study, perceived usefulness indicates the consumer's belief that AI enhances their style choices and overall customer experience. Perceived ease of use describes the effort that the consumer must undertake to understand and utilize the AI-recommended style choice. The study further utilizes TAM to explore how AI personalized recommendations influence consumer attitudes and intentions toward its usage. The study includes the exploration of two additional constructs: trust and accuracy. Trust refers to consumer willingness to rely on AI for style advice. Consumer perception of accuracy entails how closely the technology aligns with personal style preferences. The proposed extension of the TAM allows for the investigation of whether consumers perceive AI knows their personal style better than they do themselves and how this belief affects their shopping behavior.

To investigate the proposed research questions, this study will employ an experimental design utilizing a mock fashion e-commerce website. Study participants will be randomly assigned to one of two conditions: 1) the standard non-personalized shopping experience or 2) an AI-personalized shopping experience. This allows for a direct comparison between style choices.

Participants will complete a pre-test survey. The survey will gather information regarding demographics, fashion preferences and online shopping habits. Responses will assist with developing an AI-personalized shopping experience.

200 participants from the general population will be recruited and randomly assigned to an experimental condition. Participants will be allotted 20 minutes to peruse the mock fashion website. They will then complete a purchase task. Following the purchase task, participants will be asked to complete a post-test survey that gauges overall satisfaction with their shopping experience, perceptions of personalization and purchase intent.

ANOVA will be utilized to compare means of the two groups. The study will utilize regression analysis to identify predictors of satisfaction and purchase intent. Open-ended questions regarding the shopping experience will be analyzed using qualitative analysis.

It is expected that AI-personalized style recommendations will produce higher customer satisfaction and greater purchase intent. The proposed study will offer deeper insights into consumer perceptions of AI-recommended style choices as well as outline practical suggestions for fashion ecommerce retailers.

The proposed study offers an early look at the potential of AI-recommended personalization within fashion e-commerce. Through a solid understanding of consumer perceptions regarding use of the technology, retailers can determine the best ways to harness its power.

Impact of Design and Privacy on User Engagement with Mobile Trading Applications: A Mixed-Method Study

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The Indian stock market is witnessing substantial growth, fueled by a surge in new investors and technological advancements (Patnaik et al., 2024; Chong et al., 2021). Despite the increasing number of registered users, the proportion of active participants remains low. The proliferation of smartphones and affordable internet has transformed investment practices, with mobile trading applications emerging as pivotal tools in this evolution (Grant et al., 2024). These apps act as intermediaries between discount brokers and users, offering streamlined investment management and attracting younger demographics, particularly Millennials and Gen Z (Adams et al., 2024; Tan et al., 2023).

Design quality plays a crucial role in shaping user behavior on these platforms. User Interface (UI) and User Experience (UX) design significantly influence user engagement, trust, and satisfaction (Lun et al., 2024; Fauzan et al., 2024; Rendell et al., 2021). Simplicity in interface design improves perceived ease of use and fosters higher engagement (Joo et al., 2014), while cluttered interfaces and pop-up advertisements often repel users (Brechman et al., 2024). Additionally, content readability (CR) enhances both usability and utility perceptions (Tao et al., 2019).

This study also investigates user awareness of data privacy features in mobile trading apps offered by discount brokers, examining how these features influence platform choice. With increasing data breaches, privacy protection has become a critical concern. The study addresses two core research questions: how interface design affects user engagement and how privacy policy awareness impacts user decisions. The findings aim to guide developers and policymakers in enhancing user-centric, secure digital trading experiences.

Promise or Peril: The Metaverse's Role in the Emerging Economy

"Metaverse isn't a thing a company builds. It's the next chapter of the internet overall."
-Mark Zuckerberg, Meta

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The metaverse is rapidly emerging as the next major digital frontier, particularly in developing economies like India, where its adoption is gaining momentum. As digital infrastructure improves and technology becomes more accessible, major IT firms have begun offering metaverse solutions, signaling a shift toward immersive virtual environments in business and communication. This study explores public perceptions and adoption patterns of the metaverse in India using a mixed-method research design, combining qualitative insights from focus group interviews with quantitative sentiment analysis of social media data.

The qualitative phase involved in-depth discussions with 30 IT professionals from various Indian regions, focusing on awareness, perceived benefits, challenges, and organizational readiness. Simultaneously, 50,000 metaverse-related tweets from Indian users were analyzed using Natural Language Processing to classify sentiments as positive, negative, or neutral. The sentiment analysis revealed a strong inclination toward positive perceptions of the metaverse, supported by robust accuracy in classification. Triangulation of qualitative and quantitative findings highlights how social sentiment shapes individual opinions and organizational strategies.

The results indicate a high level of optimism toward the metaverse, coupled with notable adoption barriers such as limited awareness and infrastructure challenges. The findings underscore the need for targeted awareness campaigns, capacity-building initiatives, and strategic investments to accelerate adoption. This study emphasizes the value of integrating qualitative and quantitative approaches to gain a holistic understanding of emerging technologies like the metaverse. It offers practical implications for both organizations and policymakers seeking to harness the metaverse’s potential in shaping future digital economies.

Keywords: Metaverse, Emerging Economy, Mixed Methods, Sentiment Analysis, Technology Adoption, Digital Transformation

Automated Recycling of Plastic Waste into 3D Printing Filament: A Sustainable Approach

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This study investigates the new trend in recycling plastic waste towards 3D printing filaments. The project, which turns plastic bottles into fully functioning filaments, injects directly into the main problems of recycling AND accessibility. Filament produced in this manner requires detailed and specific temperature control to guarantee quality filament: the plastic bottles first have to be cleaned, cut up, then melted down into a homogenous polymer mass. TFA successfully produced proper filament diameters and material mechanical properties for Polypylene (PP) and High-Density Polyethylene (HDPE). The model not only minimizes the use of plastic roles and turns them into a cost-saving three-dimensional printing resource, but also shows how different industries are beginning to explore environmentally friendly materials.

Keywords: Filament, PLA (polylactic acid), PET, 3D Print, Automation

A Bibliometric Analysis of Machine Learning in Information Systems: Trends, Collaborations, and Research Directions

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The study aspires to offer a comprehensive bibliometric review of Machine Learning (ML) in the field of Information Systems (IS), including its emergence, primary research domains of interest, and coauthor ship networks. Due to the discovery of trends, emerging gaps, and ensuing opportunities, this research extends significant possibilities for academics and practitioners. The study employs the PRISMA approach of article selection and includes 74 highly relevant articles from the Scopus database based on the period ranging from 1997 to 2024. In the current study, the VOSviewer software and Biblioshiny were used to identify the co-authorship networks, citation connections as well as the themes within the domain. To achieve this, the study employs both bibliometric analysis and content analysis in order to establish the solidity of the measurement of the field's intellectual structure. The analytic results present the overall increase in the number of publications related to ML in the field of IS and identify IoT, ethical AI, and prediction modeling as driving disciplines. Important trends point to the specificity of using ML as a tool in cross-cutting problems including security, health, and supply chain. The USA, China, and India networks were identified as cooperation networks that supported innovation in this domain. However, there are some issues that researchers still need to face including data privacy, organizational ethics, and expansion of the approach. This analysis supports that the role of ML is critical to defining the future of the IS research and practice.

Keywords: Machine Learning, Information Systems, Predictive Analytics, Bibliometric Analysis

Delphi Research Group: Process Inventory & Assessment

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This report outlines the collaborative efforts between the Delphi Research Group at Carnegie Mellon University and the Business Innovation Office (BIO) to document, assess, and improve Delphi's operational workflows during and after its COVID-19 response. Amid rapid team expansion and increased responsibilities, Delphi partnered with BIO to create a detailed process inventory and develop process maps aimed at ensuring consistency, sustainability, and organizational resilience. Using tools such as the SIPOC model and Failure Mode Effects Analysis (FMEA), the team identified critical processes, evaluated risk, and developed visual workflows to improve understanding and efficiency. These activities supported Delphi's core mission in epidemic forecasting and public health response, particularly through platforms like COVIDcast. The report also provides strategic recommendations for quality measurement, data management, risk prioritization, process standardization, and project management. A strong emphasis is placed on creating scalable systems, aligning with customer needs, and leveraging technology to sustain momentum beyond temporary partnerships. Ultimately, the document serves as both a roadmap and a reflection on Delphi's transition into a mature, process-oriented organization capable of supporting data-driven public health efforts at scale.

Keywords: Process improvement, mentorship, succession planning, organizational leadership, risk assessment, public health analytics

Generative AI as a Catalyst for Sustainable Business Models: A Multiple Case-study Approach

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This study explores how Generative Artificial Intelligence (GenAI) empowers Sustainable Business Models (SBMs), using a multiple case-study approach focused on leading Indian IT firms. Amid increasing environmental and technological complexity, organizations are leveraging GenAI to integrate sustainability into core operations. Drawing on qualitative analysis of case studies from TCS, Infosys, and HCLTech, the research identifies six thematic clusters where GenAI contributes to SBMs: social media analytics, sustainable operations, intelligent knowledge systems, collaborative AI solutions, AI-driven healthcare, and automotive innovation. These applications are mapped to Sustainable Development Goals (SDGs) 3, 8, 9, 12, and 17, illustrating GenAI's multifaceted impact on health, innovation, productivity, and responsible consumption. The study highlights how GenAI facilitates cost efficiency, operational agility, and ethical innovation through scalable AI systems. Methodologically, the research adopts operational construct sampling and NVivo-based coding to align empirical findings with existing SBM theories. While offering valuable managerial and theoretical implications, the study acknowledges limitations related to geographic scope and the absence of implementation challenges. Future research could explore GenAI's integration with other emerging technologies and address barriers like workforce readiness and data privacy. Overall, this research contributes original insights into the intersection of GenAI and sustainability in business transformation.

Keywords: Generative AI, sustainable business models, digital transformation, SDGs, AI innovation, case study analysis

Model Development for Green Supplier Selection: A System Dynamics Approach

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Abstract. The present business landscape poses immense pressures on organisations and their supply chains to become sustainable leading to adoption of Green Supply Chain Management (GSCM). One of the main aspects of GSCM is green procurement entailing sustainable supplier selection. The present study utilizes System Dynamics (SD) model for green supplier selection. Literature review and discussion with experts in the area of sustainability and supply chain management helped in identifying suitable factors for supplier selection. Weights are given to the factors using Fuzzy TOPSIS. These factors are then simulated using Stella software to develop causal loops and stock and flow diagrams. It is noted that over a period of the performance of supplier becomes stable and cost incurred by the purchaser form a balancing loop which balances the performance of suppliers over a period. Supplier 2 has better performance than supplier1 over a period and can be selected as the best supplier. But if we see in terms of green supplier then Supplier 1 has invested more than Supplier 2 towards environment.

Keywords: System Dynamics, Green Supply Chain Management, supplier selection, causal loops and stock and flow diagram

Role of Enabling Factor in Unlocking Net Zero Supply Chain through Industry 4.0: Empirical Evidence from an Emerging Economy

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In recent years, there has been a substantial increase in interest in the Net Zero Supply Chain (NZSC) concept among scholars, professionals, and policymakers. It is now widely recognized that organizations worldwide must adopt strategies linked with reaching net zero emissions. In this context, integrating Industry 4.0 (I4.0) provides a viable route for businesses to optimize supply chains in novel ways. Effective management of these technologies significantly affects an organization's competitive advantage. However, industry-wide adoption is limited. This study aims to investigate the enablers that drive the adoption of I4.0 technologies in the manufacturing industry to foster a business model centered on achieving an NZSC. 14 crucial enablers have been identified for implementing I4.0 and unlocking the potential of NZSC through a Systematic Literature Review and discussion with experts. The study uses a "Combined Compromised Solution" (CoCoSo) to prioritize enablers. The study's findings demonstrate that "Environmental Awareness" is critical for the industry in advancing NZSC models in emerging nations. Furthermore, the study findings benefit academia and industry professionals in understanding the potential benefits of I4.0 in developing an NZSC business model.

Keywords - Net Zero, Supply chain, Industry 4.0, Enablers, CoCoSo

Total Quality Management and Ethical Leadership: Findings among Federal Government Employees

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In order to achieve a competitive advantage, service industries provide high priority to address customer concerns and fulfill customer demands. Implementing total quality management (TQM) is one of the ways these industries adopt to meet customer requirements. Though TQM is not clearly defined in the literature, researchers have acknowledged both control and learning as the dimensions of TQM. Studies in the quality management literature are rare on investigating how the control aspects of quality management support the learning aspects of quality management. Studies are also limited in the literature on exploring how ethical leaders support implementation of total quality learning with the help of total quality control practices. To bridge these research gaps, this study analyzes 3157 responses of federal government employees who work in the managerial level and participated in the Federal Employee Viewpoint Survey 2022. Hierarchical regression analyses were used to test the interrelationship between quality management theory and leadership theory. Results show that total quality control practices encourage the implementation of total quality learning practices. Interestingly, it is found that the presence of ethical leaders in the organization improves the relationship between total quality control and total quality learning. Theoretical and practical implications are also offered in this study.

Keywords: total quality control; total quality learning; ethical leadership; federal government employees; empirical study.

Community-Driven Sustainability: Grassroots Perspectives on Green Finance and Sustainable Investing

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Climate change presents one of the most significant challenges to sustainable development but also offers opportunities for positive change. Extreme Weather Events (EWE), including heavy rain, floods, heat waves, and landslides, have become more frequent due to climatic changes, particularly in regions like Kerala, a densely populated state in southwestern India. Kerala, with 84% of its land covered by agriculture and forest sectors, is highly vulnerable to such disasters. This study explores how extreme weather events have influenced individuals' perspectives on sustainability and green finance practices. Using Wolwedans's 5 Cs of Sustainability Consciousness, Conservation, Community, Commerce, and Culture the study investigates the drivers of sustainable practices among individuals. The research utilizes a structured questionnaire and interview method to measure the awareness of green finance, perception of climate change risks, collective action for sustainability, and the adoption of sustainable investing practices. By examining these variables, the study highlights the growing importance of green finance in response to climate challenges and emphasizes the role of collective action in promoting sustainability. The findings provide valuable insights into how grassroots-level sustainability practices are evolving and offer policy recommendations for advancing systemic energy transitions. The study underscores the need for a holistic approach to sustainability, integrating local-level perspectives and actions.

Keywords: Green finance; Economic resilience; Environmental sustainability; Collective action; Cognitive Mapping

Applications of AI and Deep Learning in Agile Robotics Enabled Brain Image Analysis of Alzheimer's Disease Detection And Prevention: A Neuropsychology Based Sustainable Healthcare Management

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The purpose of this paper is to examine the AI and machine learning enabled robotics surgery and management can be used in curing and prevention of Alzheimer's disease and neuropsychology based cognitive abilities and decision-making abilities.
Methodology: The datasets for historical brain image analysis dataset have been downloaded from Kaggle- Alzheimer Brain image MRI dataset and its correlation with the neuropsychological dataset using AI enabled robots. The study has adopted various machine learning algorithms to do the brain image analysis to find the predictability of occurrence in a particular case. Further machine learning algorithms were used to test the validity and robustness of the relation.

The study indicates that the better attributes of brain images (e.g. semantic segmentation, object recognition, similarity, etc.) influence the amount of engagement a case analysis with an image gets, to some extent. Alzheimer's disease can be thought of as a multi-faceted neuropsychological disorder, with diverse impairments in cognitive abilities, such as attention, memory, language and executive functioning. The research is one of the few to further study how the selection of images for brain images based on their better attributes can help in increasing neuropsychological engagement. These data statistics and relations can help healthcare companies and robotics industries identify the preferences of the patients and cases and robotics manufacturing companies better, which can help them generate customized digital twin for better healthcare management of Alzheimer and create tailored brain image-based analysis resulting in better mental health and neuropsychological condition and state of being and happiness. The research can be applied to areas of healthcare robotics, AI enabled robotic analytics in healthcare, deployment and testing and robotics enabled healthcare managements of digital twin brain image analysis developed by a digital twin-based robot that would enable the cases to maintain their best health with the help of assisted living robotics. These robots may also analysis the neurolinguistic programming (NLP) of the cases for preventive care.

Keywords: Digital twin engagement, deep learning, machine learning, image processing, NLP

Redefining Smart City Landscape from Citizens' Perspective: Model Development of Smart City Dimensions using TISM and MICMAC

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Existing smart city literature is overly based on literature reviews method to understand the smart city landscape. This makes the execution of smart city policies difficult and directionless as the inputs of citizens for whom the smart city is constructed are not taken into consideration. In this paper, we try to understand the smart city landscape from citizens' perspective by doing thematic analysis of interviews of citizens from different Indian smart cities. In this paper, we identify 17 factors of a smart city by analysing 41 interviews held with citizens of 22 Indian smart cities. These 22 Indian smart cities differ from each other in terms of area, geography, culture, and population. These 17 factors are then clubbed into six dimensions using an abductive approach. Total Interpretive Structure Modelling (TISM) is then applied to the six dimensions to build a hierarchical model. The TISM model is validated through Matrice d'Impacts Croisés-Multiplication Appliquée à un Classement (MICMAC) analysis. We observe that these factors are most comprehensive and represent citizens very closely in contrast to factors available in existing research papers which rely on application of technological solutions to smart cities. This study will offer a fresh perspective to governments involved in building smart cities or applying smart solutions to a built city to make it's functioning better.

Keywords: Smart city, Grounded Theory, TISM, MICMAC

Coopetition as a Pathway to Sustainable Health: Strategic Alliances in the Pharmaceutical Industry and Their Contribution to SDG-3

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Coopetition, as an evolving strategic paradigm, is complex due to its inherent combination of competition and cooperation. In an environment of uncertainty and hyper-competitiveness, coopetition emerges as a strategic choice for balancing corporate objectives of purpose and profit. This paper examines coopetition in the pharmaceutical industry through hierarchical modelling and case studies, focusing on its contribution to Sustainable Development Goal 3 (Good Health and Well-Being). The hierarchical model illustrates how coopetition fosters innovation, speeds up the development and distribution of life-saving drugs, and improves healthcare access. Case studies of alliances, such as Pfizer-BioNTech and Sanofi-GSK, demonstrate the practical benefits of coopetition, showing its role in advancing public health and achieving economic success.

Keywords: Coopetition, Strategic alliances, TISM, SDG

Natural Resource Rent, Fintech, and Sustainable Development: A Perspective of Growth from BRICS Economies

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This study investigates the impact of financial technology on the sustainable development of the BRICS nations (Brazil, Russia, India, China, and South Africa), using panel data from 2000 to 2023 and panel data econometric methods such as Fully Modified Ordinary Least Squares (FMOLS) and Method of Moments Quantile Regressions (MMQR). This research analyses the relationships between the Sustainable Development Index (SDI), Financial Institutions' Efficiency Index (FIEI) and research and development (R&D) by controlling for total natural resource rent (NRR) and gross domestic product (GDP) to study the impact on sustainable growth. The findings indicate that FIEI and R&D investments positively influence sustainable development, while NRR negatively impacts all levels. Additionally, the study underscores the importance of economic complexity for sustainable growth. These results suggest that investments in R&D and the efficiency of financial institutions can further support sustainable development in the BRICS countries. Furthermore, the negative effects of natural resource rents on sustainable development highlight the need for the BRICS nations to diversify their economies and reduce their reliance on natural resource extraction. This study enhances the understanding of sustainable development in developing countries and provides valuable insights for financial institutions and policymakers on leveraging fintech to promote equitable and sustainable growth. The conclusions also emphasize the importance of international collaboration and knowledge sharing among the BRICS countries to create a more just and sustainable future jointly.

Keywords: Sustainable development, Fintech, Research and development, Natural resources rent, Financial institution efficiency

Embracing Flexibility: How Dynamic Business Trends Drive Resilience Towards Transformation

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Abstract

In today's rapidly evolving business landscape, characterized by technological advancements, market volatility, and global uncertainties, organizational resilience and the capacity for transformation are paramount. This study investigates the influence of dynamic business trends on organizational resilience and transformation, emphasizing the mediating role of strategic flexibility. Employing a mixed-methods research design, the study integrates quantitative analysis through Partial Least Squares Structural Equation Modeling (PLS-SEM) with qualitative insights from semi-structured interviews. The quantitative phase analyzes survey data from a diverse sample of organizations to test the hypothesized relationships among dynamic business trends, strategic flexibility, organizational resilience, and transformation. The qualitative phase involves in-depth interviews with industry leaders to contextualize and enrich the quantitative findings. Results indicate that strategic flexibility significantly mediates the relationship between dynamic business trends and organizational resilience, which in turn facilitates successful transformation. The integration of quantitative and qualitative findings provides a comprehensive understanding of how organizations can leverage flexibility to navigate dynamic environments effectively. This research contributes to the literature by elucidating the mechanisms through which dynamic business trends influence organizational resilience and transformation, offering practical insights for managers and policymakers aiming to enhance organizational adaptability and sustainability.

Workplace gossip and cyberloafing: a moderation mediation model of work alienation and perspective taking

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Drawing upon the conservation of resources theory, the study explores the mediating role of work alienation in the relationship between negative workplace gossip (NWG) and cyberloafing. The study further aims to investigate the moderating role of perspective taking in the abovementioned relationship by applying moderated mediation framework. The hypotheses were tested with two-wave survey data consisting of 354 employees working in the IT/ITES sector. Main and the interaction effects were analyzed using PROCESS v 4.2. Findings of the study showed that work alienation mediated the relationship between NWG and cyberloafing. Further, perspective taking was seen to act as a moderator providing support for moderated mediation. The results of the study highlight the importance of perspective taking in curbing the ill effects of NWG in the workplace.

Keywords Negative workplace gossip, work alienation, cyberloafing, perspective taking, conservation of resources theory.

Factors Affecting Adoption of AI-enabled Fintech Services in Indian Banking Sector: An Empirical Study

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This study investigates how AI influences the adoption of robo-advisors among banking customers. The study also postulates individual and socio-demographic characteristics of age, sex, and country influencing the adoption relationship. By connecting the adoption of robo-advisors with AI's position in FinTech, the study provides insights into consumer behavior, finance, and technology.

An online survey of 250 banking employees of Delhi-NCR region users of robo-services confirms the validity and reliability. The data were analyzed with the help of Structural Equation Modelling.

This study examines Indian consumers' awareness and sensitivity toward AI-based FinTech, identifying key adoption factors using the UTAUT-II Model. It also explores the impact of selected demographics as moderating variables.

The study will contribute to the academic by re-confirming the existing model in the new context. Banks and other firms in the finance industry should design robo-advisors to be used by a wide spectrum of consumers. Marketing tactics applied should consider the customer's level of familiarity with robots.

This study identifies the key drivers of robo-advisor adoption and investigates the moderating influence of sociodemographic and personal factors. This study contributes to the understanding of consumers' attitudes towards the inclusion of artificial intelligence in the FinTech industry. Empirical studies on AI-driven FinTech adoption in India are limited, with most studies focusing on foreign markets. Knowledge gaps of substantial scale include the absence of frameworks considering trust and explainability, the absence of comprehensive rigorous studies on security and ethical issues, and the lack of strong behavioral models incorporating psychological determinants, all of which affect consumer adoption in the Indian financial market.

Keywords: Robo-advisors, Artificial Intelligence, Fintech, Technology adoption

Driving Financial Inclusion: Challenges, Acceptance and Growth of Digital Payment Platforms in Emerging Economy

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Abstract

The digital payment ecosystem in India has witnessed a rapid transformation driven by technological advancements, government initiatives and changing consumer behaviour. With the advent of the Digital India campaign and initiatives such as the Unified Payments Interface (UPI), India has become one of the fastest-growing digital payment markets in the world. The objective of this paper is to explore the opportunities within the digital payment sector in India, analysing key drivers such as financial inclusion, mobile penetration, evolving consumer preferences and innovative fintech solutions. This research delves into the current landscape, highlighting various digital payment platforms, including mobile wallets, UPI-based transactions, net banking and card-based payment systems. Further, it discusses the opportunities emerging from increased digital adoption in rural areas, cross-border transactions and the integration of blockchain and artificial intelligence in payments. Challenges such as cybersecurity threats, digital fraud, lack of awareness and digital literacy are also analysed to provide a comprehensive view of the ecosystem. Through an in-depth examination of industry trends and market opportunities, it aims to provide valuable insights to capitalise on India's digital payment revolution.

Keywords: Digital payment platforms, UPI, Challenges, Growth

Upskilling and Reskilling: Digital and Green Skills for Future Employability and Organisational Sustainability

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Abstract
A nation's economic and social success is powered by its knowledge and abilities. With the continuously changing nature of occupations, the mandate for employee welfare must be extended to include training for the upskilling and reskilling of present employees. There is a major change taking place at work. In response to new technology, people need to learn how to adjust and benefit from it to be more productive. Workers also need to be ready for the prospect of work automation, which involves automating repetitive, labour-intensive jobs, and the issue of whether their talents will be replaced. This study was done with the goal of "reskilling and upskilling," "green skills," and "digital skills" inside the organisation to achieve employee competitiveness, sustainable employment, and organisational sustainable performance. The findings indicate that digital upskilling and green reskilling have emerged as significant factors influencing employees' future employability and long-term organisational performance. The secondary analysis and synthesis reveal that upskilling, reskilling, green, and digital skills are critical to long-term employability and organisational performance.

Keywords: Reskilling, Upskilling, Green Skills, Digital Skills, Organisational performance.

Mom Influencers' Narrative Strategies for Sponsored Content and their Impact on Engagement: Insights Using Data mining and Machine Learning Models

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Abstract

Traditionally, the collective wisdom of family and community has guided women in different phases of pregnancy and early motherhood for generations. However, with the evolution of the digital age and the shift towards nuclear family structures, a significant transformation has occurred. As the digital social media platforms have become increasingly ubiquitous, maternity social media influencers has emerged as a new source of guidance and support. Maternity influencers also known as mommy bloggers or momfluencers are women who have attained a large audience on social media by sharing their experiences with motherhood and child-rearing. They produce content that conveys a sense of empathy and authenticity that enables their followers to imagine themselves in their position. From the huge following of the influencers we can assume that there is a big opportunity being created also from a marketing standpoint for product lines and companies which are developing products for these followers. It is also clearly evident that mom influencers are changing the entire game for marketers in the niche of maternity, and baby products. Latest trends indicate that certain well- known companies like Mamaearth, Johnson & Johnson have started collaborating with the maternity influencers, which is unprecedented. Despite the growing prevalence of marketing collaborations with mom-influencers, academic research on this specific segment remains remarkably limited. While existing studies explore the role of narratives within the broader domain of social media influencers (SMIs), this fascinating and highly relevant niche remains largely unexplored in the context of narrative persuasion literature. Building upon the persuasion literature, the study is the first of its kind to reveal the narrative strategies used by momfluencers with the help of data mining and machine learning based algorithms. This study aims to develop a dataset using the YouTube API by extracting data from the channels of the top ten micro mom-influencers (followership between 10,000 to 100,000).

Specifically, the study will collect 100 transcripts, with 10 transcripts from each mom-influencer's channel, focusing on the latest sponsored videos promoting baby products for newborns and children aged 0–3 years. This age range has been selected because mothers in this phase have the greatest need for opinions and guidance, which drives them to follow mom-influencers more actively. It focuses on examining how influencer narratives affect the impact of sponsorship disclosures by analyzing both the language used in the disclosures and the videos engagement metrics (likes, views and comments). It also emphasizes understanding the relationship between narrative language and engagement. This novel study takes a marketing perspective, offering a unique lens to understand the mom-influencers' usage of persuasive narratives and its relationship with engagement in the Indian context. The findings could help companies understand which narrative strategies are most effective in engaging mothers, thereby allowing brands to tailor their marketing campaigns for greater reach that in turn can increase brand recall and drive profits for the organisation.

Keywords: Social media influencers, mommy influencers, sponsorship, narrative persuasion, machine learning

AI-Driven Talent Management: Optimizing Workforce Efficiency in IT Virtual Workspaces

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As organizations transition to more decentralized and digitally connected work environments, especially in the Information Technology (IT) sector, advanced talent management strategies have become crucial. With the emergence of virtual workspaces, traditional methods of workforce planning, employee engagement, and performance management encounter new constraints. This study examines how Artificial Intelligence (AI) can enhance talent management in remote IT environments, providing solutions to boost workforce efficiency, productivity, and employee satisfaction.

The primary objective of this research is to examine how AI tools can assist organizations in identifying skill gaps, forecasting workforce needs, personalizing career development, and enhancing remote collaboration. The study also aims to evaluate how such systems influence organizational performance and individual performance job satisfaction in a virtual workspace. The purpose is not only to evaluate technological tools but also to understand how human-centric design, fairness, and adaptability can be built into AI-powered HR systems.

To explore these objectives, the research adopted a mixed-methods approach. Quantitative data had been collected through surveys and performance analytics from IT firms that had adopted remote or hybrid work models. 232 samples or surveys of employees or candidates were conducted to ensure robust and diverse data. This data helped track productivity patterns, employee engagement scores, and skill development over time. In parallel, qualitative interviews were conducted with HR professionals, team leaders, and remote employees to gain insights into their experiences, concerns, and expectations when using AI-based HR systems.

The research methodology includes the use of the Technology Acceptance Model (TAM) to assess the perception and acceptance of AI tools in talent management processes, alongside the Human Capital Theory to understand value creation through AI-enhanced strategies one of the key contributions of this research lies in its real-world applicability. While many studies have examined AI in general HR contexts, few have specifically focused on IT-based situations. Virtual workspaces, where teams are global, collaboration is digital, and agility is vital. The originality of this study also stems from its dual focus: combining technical assessment with human-centered insights to ensure that the use of AI in talent management enhances—not replaces—the human element in leadership and team building.

The implications of this research are significant for both academic and industry audiences. For scholars, it contributes to the growing literature on AI applications in HR and remote work settings. For practitioners, it offers evidence-based guidelines on how to adopt AI for talent optimization without compromising ethics or employee trust. It also highlights potential challenges such as bias in algorithms, resistance to automation, and data privacy concerns, and suggests strategies to address them.

In summary, this research seeks to provide a comprehensive view of how AI-driven talent management can reshape workforce efficiency in IT virtual workplaces. It calls for a balance between automation and empathy, and between data-driven decisions and human judgment.

Keywords*:* Remote collaboration, Virtual Teams, Workforce Optimization, Technology Acceptance Model, Employee Engagement, Human Capital Theory.

Moral Dilemmas and Service Preferences in the Age of AI: Implications for the Restaurant Industry

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Abstract

The integration of artificial intelligence (AI) technologies into the hospitality industry offers significant operational advantages but also raises important ethical questions. This study investigates the role of moral discomfort in shaping consumers' service preferences between human and AI service providers. Building on prior research on moral emotions, empathy, and trust in AI, we propose a structural model wherein perceived moral relevance, empathy toward workers, and trust in AI predict moral discomfort, which in turn influences service preference. Using a scenario-based online survey with adult consumers, we propose collecting data on participants' perceptions of a hypothetical restaurant ordering and service experience involving either a human server or an AI server. The results will be analyzed through structural equation modeling (SEM) and are expected to demonstrate that perceived moral relevance and empathy toward workers are positively associated with moral discomfort, while trust in AI is negatively associated with moral discomfort. Furthermore, we suspect that moral discomfort significantly predicts a stronger preference for human service delivery over AI-based alternatives. This study contributes to the service automation and consumer ethics literature by explaining the affective and moral mechanisms underpinning consumer resistance to AI services in the restaurant industry. Managerial implications will be discussed, emphasizing the need for restaurant firms to balance technological efficiency with ethical and emotional consumer expectations when implementing AI solutions.

Keywords: Artificial Intelligence, Restaurant Industry, Moral Discomfort, Empathy, Trust in AI, Consumer Behavior, Service Preference

Challenges for Artificial Intelligence and Machine Learning in Biomedical Sciences

Advaya Singh

During the last decade, artificial intelligence (AI) and machine learning (ML) have emerged in all major disciplines. Biomedical science has also witnessed stark changes both in research and clinical practices. Unlike other disciplines, biomedical science has additional challenges related to cleanliness of the data, privacy, fairness, interpretability, compatibility with health systems, and standardization. To utilize AI and ML in biomedical sciences, there are several obstacles that must be addressed.

Accurate and well-documented data are necessary for valid and credible AI model outputs. However, inconsistency in data gathering and poor standardization routines in data have wreaked havoc on the cleanliness of biomedical research. Studies indicate that 71% of researchers see data cleanliness as a significant issue due to such long-standing problems. Even when usable data exists, getting access to it can be difficult. Privacy regulations like HIPAA (in the U.S.) or GDPR (in Europe) are critical for protecting patients, but they can also make data sharing across institutions very slow or even impossible. That makes it hard to build truly representative models, especially across different populations or healthcare systems. Achieving the optimal trade-off in giving researchers access to information while maintaining privacy is important but challenging. Although helpful, existing encryption and anonymization techniques are not entirely credible and are susceptible to potential re-identification when combinations of information are combined with others. In addition, the regulatory landscape differs across countries, adding a further level of complexity likely to suppress innovation across the research base.

AI and ML algorithmic bias is a common issue where AI and ML algorithms unintentionally learn from datasets. Underrepresentation in training data sets of populations of humans may lead to worse performance of AI systems on those populations, as well as worsening health disparities. To cushion against this impact, researchers should strive to build representative data sets and audit the outputs of algorithms for fairness regularly. Rigorous validation checks and external reviews may help to make AI results fair in biomedical applications.

A crucial issue of AI models is that they are "black-boxed", in excess of different AI tools, it becomes difficult to repeat the same results or hard to interpret the conclusions. They, produce predictions or classifications, but cannot always explain why. In fields like advertising or logistics, which might be fine — but in medicine, it’s a problem.

Doctors need to understand and trust the tools they use. If an AI system suggests a certain diagnosis or treatment but cannot explain its reasoning in a way that a clinician can evaluate, it is unlikely to be accepted — and rightly so. Regulators, too, want transparency, especially when AI tools are used in clinical decision-making. FDA and other regulatory agencies are demanding clear explanations of AI-driven clinical decision making.

Building high-quality AI tools requires resources, access to high-quality GPUs and computing power, specialized expertise, and large datasets. The resources continue to be needed even after the models are established, these models need to be monitored, updated, and re-trained regularly as new data comes in or clinical guidelines change.

For large hospitals or research centers, this might be manageable. For smaller clinics, rural hospitals, or low-resource settings, it is a serious barrier. If we want these technologies to be widely adopted, we need affordable and sustainable solutions — not just technically impressive. The introduction of AI in healthcare is hindered by compatibility with existing systems. Integration of innovative technologies into hospital software, Electronic Health Records (EHRs), and imaging equipment involves expensive

redesigns that interfere with clinical workflows. It thus becomes essential to create standard APIs and standardize AI systems to be interoperable with current healthcare infrastructure for seamless integration and adoption of AI technologies.

AI, machine learning, and automation are going to stay and will provide opportunities to make healthcare more efficient. But we must always remember the challenges it brings along the way. From data limitations and biased models to integration headaches and ethical dilemmas, the path forward is complex. Collaboration among clinicians, data scientists, technologists, policymakers, and business leaders can help us address these challenges.

IMPACT OF ARTIFICIAL INTELLIGENCE AND HUMAN RESOURCE MANANGEMENT: CHALLENGES FOR PRODUCTIVITY IN ORGANISATION

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The study examines how Artificial Intelligence is influencing various aspects of Human Resource Management (HRM) practices involving Recruitment & Selection, Training & Development, Performance Management, Employee Retention. The study also highlights challenges and opportunities of AI technology associated with HRM Practices.

The research highlights key trends, obstacles, and possibilities associated with the integration of AI in HRM Practices by comprehensively reviewing the current literature. The study uses a qualitative research method. In the study, secondary data is used and has been collected from research papers, published materials, websites, and HR blogs.

The study examines impact of Artificial Intelligence on Human Resources Management Practices (Recruitment & Selection, Training& Development, Performance Management, Employee Retention). It also explores the potential challenges and Opportunity associated with the implementation of artificial intelligence in Human Resources Management.

This study measures the impact of AI applications on HRM performance and does AI-based application helps in effective decision-making for the top-level management of private companies in India.
We also found that there is a significant impact of artificial intelligence-based human resource practices on the organizational decision-making process of private companies in India. Based on the results it is recommended that private companies in India should invest in the implementation of AI-based applications for HRM practices so that it helps them in better decision-making, improves organizational overall performance, and eases the HR operational activities.

Keywords: Artificial Intelligence, Human Resources Management, Recruitment and Selection, Training and Development, Performance Management, Employee Retention

Online Reviews and Airlines Booking Intention: A Text Analytics Approach

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Abstract

Technology of Web 2.0 has commenced a common platform which facilitates information sharing and gathering from enormous group of persons. This information which is basically the experiences of the former customers helps the actual and potential customers to take their booking decision. The current study through visual representation of text data tries to analyze the reviews of airlines on one of the major booking website i.e. tripadvisor.in. Based on the word cloud obtained different determinants that makes a person to share their experiences online were taken out. The impact of these determinants was checked on a customer's booking intention towards a particular airline. As the study focuses on user generated content, therefore managerial implication were provided to make airline service provider understand the factors that can help a customer to book their airline.

Keywords: airline industry, booking intention, text analytics

Human-Centered Approaches to AI Vulnerability Testing in Education and Technology Environments

Jenn Williams
Manager of Learning Technology Services, Pennsylvania Western University

Abstract:

This presentation explores the critical role of AI red-teaming from those within higher education communities to enhance the security of AI systems. As artificial intelligence becomes increasingly embedded in teaching, learning, and student support, understanding how these systems should be tested for vulnerabilities is more important than ever.

Jenn Williams, Manager of Learning Technology Services at Pennsylvania Western University, shares her experience participating in the January 2025 Gray Swan Arena Harmful AI Assistant Challenge. As a first-time red-teamer, Jenn ranked in the top 25 out of more than a thousand global participants, successfully identifying over 120 jailbreaks of OpenAI's o3-mini model. In this session, Jenn will provide insights into the importance of red-teaming AI models, the methods she used to identify vulnerabilities, and why this work is critical for the future of AI in higher education.

AI models are being rapidly deployed in higher education settings to support both students and faculty, from chatbots answering student inquiries to systems that personalize learning experiences. However, these AI tools, while transformative, are not without risk. If AI models are not thoroughly tested for weaknesses, they can inadvertently cause harm, perpetuate bias, or even be manipulated to spread misinformation. Red teaming, a practice traditionally used in cybersecurity, involves testing systems by simulating adversarial attacks to uncover potential vulnerabilities before they can be exploited. This proactive approach to AI safety is especially crucial in education, where the integrity and fairness of AI tools directly impact students' experiences and outcomes.

During her participation in Gray Swan Arena's challenge, Jenn employed a range of red-teaming techniques to identify flaws in OpenAI's o3-mini model. These included prompt injection attacks, where carefully crafted inputs bypass ethical safeguards, and the use of creative narratives to explore AI's response to morally ambiguous scenarios. These adversarial methods expose areas where AI models may fail to maintain ethical guardrails, revealing critical issues such as bias, misinformation, and vulnerability to manipulation.

This session will discuss the significance of red teaming for higher education professionals who are increasingly responsible for integrating AI into teaching and learning environments. Attendees will learn how red teaming can be leveraged to prevent AI systems from perpetuating harm, ensuring that these tools align with the values of transparency, fairness, and security. Jenn will also discuss the emotional and ethical dimensions of red teaming, as participants are often required to engage with challenging and morally uncomfortable scenarios in their testing. These experiences highlight the human side of AI vulnerability and the importance of responsible AI development.

Additionally, Jenn will discuss how universities can actively integrate red-teaming practices into their own AI initiatives. From hosting red-teaming competitions for students to involving faculty in AI safety discussions, these initiatives help build a culture of ethical AI use across campuses. By involving students, educators, and IT professionals in AI security competitions, institutions can foster a proactive approach to AI safety and encourage collaborative problem-solving.

Ultimately, this session will demonstrate that red teaming is not about breaking AI systems, but about ensuring they work as intended and serve the needs of all users safely and ethically. Whether you are an educator, IT professional, manager, philosopher, or AI enthusiast, this talk will provide valuable insights into how red teaming can strengthen the resilience of AI models in education and beyond. Attendees will leave with a deeper understanding of how human-centered red-teaming practices not only uncover AI vulnerabilities but also empower education professionals to lead in the ethical advancement of emerging technologies.

Adapting to Smart Construction: Navigating Technological Transformations and Evolving Customer Expectations in the Indian Infrastructure Sector

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Abstract:

The construction industry, globally and in India, is witnessing a paradigm shift fueled by the integration of cutting-edge technologies. Tools such as Building Information Modeling (BIM), Internet of Things (IoT), Artificial Intelligence (AI), and the use of sustainable construction materials are redefining traditional practices and offering innovative solutions to long-standing challenges. These smart construction technologies are not only enhancing project efficiency, cost control, and risk mitigation but are also shaping evolving customer expectations concerning speed, precision, transparency, sustainability, and quality.

In the Indian context, where infrastructure development is a cornerstone of economic growth, adapting to these transformations is both an opportunity and a necessity. This paper critically examines the implementation of smart construction technologies in India, with a focus on urban infrastructure, public transportation, and green buildings. It analyses key drivers of adoption, including policy support, digital transformation initiatives, and private sector innovation, while identifying persistent barriers such as high initial investment, limited skilled workforce, technological resistance, and regulatory gaps.

Through empirical examples and case studies—such as the use of 5D-BIM in Nagpur Metro and IoT-based safety monitoring in Delhi Metro—this research illustrates practical applications and outcomes of smart construction methods. The paper also proposes strategic recommendations for effective integration, including industry-academia partnerships, government incentives, scalable pilot programs, and standardization protocols.

The findings contribute to the growing body of strategic construction management literature and provide actionable insights for policymakers, developers, and construction firms. As the sector continues to evolve, a proactive and adaptive approach will be key to building sustainable, resilient, and smart infrastructure aligned with both national priorities and global sustainability goals.

Keywords: Smart Construction, Building Information Modeling (BIM), Internet of Things (IoT), Artificial Intelligence (AI), Sustainable Materials, Indian Infrastructure, Digital Transformation, Construction Technology, Strategic Management, Customer Expectations

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We appreciate your participation and look forward to welcoming you to IATM 2026!

Warm regards,

The IATM Conference Organizing Committee