



IMR|DC  
Doctoral Conference

IIMB Management  
Review

# IMR Doctoral Conference 2026

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9 & 10 January 2026

Indian Institute of Management Bangalore

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# IMR Doctoral Conference (IMRDC) 2026

9 & 10 January 2026

Indian Institute of Management Bangalore

## Schedule<sup>\*,#</sup>

Zoom Webinar Registration Link

[https://iim-b.zoom.us/webinar/register/WN\\_1eEe7tMbRKGuKfeFWXYDvA](https://iim-b.zoom.us/webinar/register/WN_1eEe7tMbRKGuKfeFWXYDvA)

Day 1: Friday, 9th January 2026 | Venue N001

Timings	Activity
8.30 am – 9.00 am	Registration & Coffee
9.00 am – 9.30 am	Inauguration & Lamp Lighting
9.30 am – 11.00 am	<b>Hyper-Digital Marketing: Six Pillars of Strategic Brand Marketing in an AI-powered World</b>
<b>Keynote</b>	Keynote Address** by Professor Vanitha Swaminathan, Thomas Marshall Professor of Marketing and Director, Center for Branding at the University of Pittsburgh School of Business
11.00 am – 11.15 am	Group photo IMRDC 2026
11.15 am – 11.30 am	Break
11.30 am – 1.00 pm	<b>Panel Discussion: Navigating the Academic Job Market: Directors' Insights</b>
<b>Panel 1</b>	Prof Ashok Banerjee, Director, IIM Udaipur Prof Ajit Parulekar, Director, Goa Institute of Management Prof Vinita Sahay, Director, IIM Bodh Gaya Prof Naliniprava Tripathy, Director (In-charge), IIM Shillong Prof Madhu Veeraraghavan, Pro Vice Chancellor, MAHE BLR <i>Panel Moderator:</i> Prof Rishikesha Krishnan, IIM Bangalore
1.15 pm – 2.30 pm	Networking Lunch – <b>MDC</b>
<b>Session 1</b>	
2.15 pm – 2.55 pm	<b>Paper 1: Public Policy</b> Blame Avoidance or Satisficing? Examining Forms and Motivations of Data Distortion in India's Health Management Information System <i>Presenter:</i> Nibras K Thodika, NIT Calicut <i>Discussant:</i> Prof Karan Babbar, Plaksha University
2.55 pm – 3.35 pm	<b>Paper 2: OB/HR</b> Responding to Transphobic Microaggressions: A Typology of Target and HR Managers' Microintervention Strategies <i>Presenter:</i> Deepanshu Wadhwa, IIM Calcutta <i>Discussant:</i> Prof Kunal Kumar, IIM Udaipur
3.35 pm – 4.00 pm	Break

4.00 pm – 5.30 pm <b>Panel 2</b>	<b>Panel Discussion: Cracking the Code: How to Publish in Top-tier Journals</b> Dr Girija Borker, Research Economist, World Bank Prof Aditya Kuvalekar, University of Essex Prof Samarpan Nawn, IIM Udaipur Prof Vedha Ponnappan, IIM Udaipur Prof Vipin Sreekumar, Masters' Union School of Business <i>Panel Moderator:</i> Prof Mukta Kulkarni, IIM Bangalore
7.00 pm – 9.00 pm	Networking Dinner – <b>MDC Woods</b>

## Day 2: Saturday, 10th January 2026 | Venue N001

Timings	Activity
8.30 am – 9.00 am <b>Session 2</b>	Registration
9.00 am – 9.40 am	<b>Paper 3: Economics</b> Diagnosis Error and Liability Rules in Credence Goods Markets <i>Presenter:</i> Sumana Kundu, IGIDR Mumbai <i>Discussant:</i> Prof Sanket Patil, IIM Bangalore
9.40 am – 10.20 am	<b>Paper 4: Economics</b> Knowing the Unknown: Experimentation under Delayed Success <i>Presenter:</i> Soumik Kumar Saha, Shiv Nadar University <i>Discussant:</i> Prof Aditya Kuvalekar, University of Essex
10.20 am – 10.50 am <b>Session 3</b>	Break
10.50 am – 11.30 am	<b>Paper 5: Entrepreneurship</b> Entrepreneurial Ecosystem Elements as Strategic Enablers of Sustainable Women Entrepreneurship in Developing Countries <i>Presenter:</i> Samanwita Mishra, NIT Rourkela <i>Discussant:</i> Prof Raj Krishnan Shankar, Great Lakes, Chennai
11.35 am – 12.15 pm	<b>Paper 6: POM</b> Strategic Interactions Between Service Systems and Impatient User-bases <i>Presenter:</i> Anirban Mitra, IIT Roorkee <i>Discussant:</i> Prof Ananth Krishnamurthy, IIM Bangalore
12.15 pm – 12.55 pm	<b>Paper 7: OB/HR</b> From the Art of War to the Craft of Work: Analysing Leadership Training for Military to Corporate Career Transition <i>Presenter:</i> Tanya Ahuja, IIM Ahmedabad <i>Discussant:</i> Prof Nimmi PM, IIM Tiruchirappalli
12.55 pm – 2.00 pm	Lunch – <b>MDC</b>

<b>Session 4</b>	
2.00 pm – 2.40 pm	<b>Paper 8: Strategy</b> Imprints of Leadership Incubation Phase: First Time CEOs and Firms' Strategic Conformity <i>Presenter:</i> Krati Jain, IIM Indore <i>Discussant:</i> Prof Ramya Tarakad Venkateswaran, IIM Calcutta
2.40 pm – 3.20 pm	<b>Paper 9: Marketing</b> Unveiling the Influence of AR-Based Cosmetic Application on Female Buying Behavior: The Moderating Role of Female Generations <i>Presenter:</i> Vivek Pant, Delhi Technological University <i>Discussant:</i> Prof Akshaya Vijayalakshmi, IIM Ahmedabad
3.20 pm – 3.40 pm	Break
<b>Session 5</b>	
3.40 pm – 4.20 pm	<b>Paper 10: Finance &amp; Accounting</b> The Effect of Bank Capital Constraints on Borrower Accounting Practices: Evidence from India's AQR <i>Presenter:</i> Prateek Nahar, IIM Raipur <i>Discussant:</i> Prof Venu Madhav Tatiparti, IIM Bangalore
4.20 pm – 5.00 pm	<b>Paper 11: Finance &amp; Accounting</b> Complementarities in Information Acquisition: Evidence from Mandatory Portfolio Disclosures <i>Presenter:</i> Raja Reddy Bujunoori, ISB Hyderabad <i>Discussant:</i> Prof Anirudh Dhawan, IIM Bangalore
5.00 pm – 5.30 pm	Break
5.30 pm – 6.00 pm	Valedictory and Awards Ceremony
7.30 pm onwards	Dinner – <b>MDC</b>

# The names of Panelists are ordered alphabetically by last name.

\* Please note that the order and timings of the paper presentations are liable to change.

\*\* The rapid changes in technology and the rise of AI have heralded the introduction of a new era, which we refer to as the era of hyper-digitalization. This shift has significant impacts on how organizations and enterprises carry out critical functions across various areas, including marketing, information technology, human resources, and others. We are witnessing the transformation of the marketing function, with many traditional roles of marketers being replaced by new roles that depend heavily on cross-functional coordination with multiple areas. These changes could be far-reaching and have already dramatically impacted how to organize many tasks within organizations. Against this backdrop, this talk offers modern marketers and technologists a guide on navigating the many changes occurring in organizations.

## About the Conference: IMRDC 2026

IIMB Management Review (IMR) and the Office of the Doctoral Programme at IIMB are organising the 17th edition of the IMR Doctoral Conference – IMRDC 2026, on 9 & 10 January 2026, at the Indian Institute of Management Bangalore (IIMB). Professor Malika from the Marketing area, IIMB, and Professor Varun Jindal from the Finance & Accounting Area, IIMB, are the Conference Chairs for IMRDC 2026.

The Keynote Address at IMRDC 2026 is being delivered by Professor Vanitha Swaminathan, Associate Dean for Research and Strategic Initiatives, University of Pittsburgh. The keynote Address is titled “Hyper-Digital Marketing: Six Pillars of Strategic Brand Marketing in an AI-powered World.”

IMRDC 2026 features two high-value panel discussions, with the Q & A featuring crowd-sourced questions from the doctoral community at IIMB.

Panel 1: A Directors’ Panel

Navigating the Academic Job Market: Directors’ Insights

Panel 2: A Young Faculty Panel

Cracking the Code: How to Publish in Top-tier Journals?

IMRDC 2026 received 114 competitive submissions from doctoral students from across geographies and institutions. The submissions underwent a thorough and rigorous three-step selection process. Submissions were reviewed by the Conference Chairs, the Review Advisory Committee, and a Full Review Committee consisting of domain experts. The outcome of this review process saw a final set of 11 promising papers, selected for presentation at the conference.

IMRDC seeks to encourage doctoral research and facilitate collaborative work among researchers from different institutions. We aim to provide a forum where insightful feedback from senior researchers and academicians can help improve the quality and rigour of doctoral student research. The IMR Doctoral Conference is a benchmark event in India’s doctoral community, commended by participants for the thorough and constructive feedback provided through its “one exclusive discussant per paper” format for the papers presented at the Conference.

The objectives of the Conference are to:

- Identify and encourage novel and relevant research by doctoral students in Management and related disciplines.
- Provide a platform where insightful feedback from senior scholars and researchers helps students progress in their research journey.
- Facilitate collaborative work among researchers from different institutions and disciplines.
- Provide publication opportunities by inviting selected authors of promising research to submit their shortlisted work to IMR.

Keynote addresses, panel discussions and research workshops by eminent researchers and practitioners form an integral part of the 2-day academic interaction at IMRDC.

### **IMRDC in the Past**

The IMR Student Essay Competition was introduced in 1999 as an annual feature seeking to recognise and reward excellence in management research and writing. The essays were judged by a panel drawn from industry and IIMB faculty, and the award-winning essays were published in IIMB Management Review (IMR), IIMB's flagship management quarterly. The criteria for assessing the essays were originality in terms of defining a problem and applying a concept, clarity, logic, and methodological rigour.

The precursor to the IMRDC in its present form was the IMR Conference (IMRC) held between 2004 and 2010. IMRC was conceived as a biennial conference, with dedicated themes for each conference. With the objective of providing an opportunity to management practitioners, researchers and educators to share knowledge and to be informed of the key research trends in the field of management, IMRC sought to identify and promote excellent research and writing talent, and to provide a channel through IMR for dissemination of knowledge that could potentially advance theory and practice of management.

In 2009, IMR organised India's first annual doctoral students' conference in Management doctoral research. Leveraging IMR's standing as a leading management journal in the Asian region, the IMR Doctoral Conference (IMRDC) was conceived as a joint initiative by IMR and IIMB's Doctoral Programme Office to focus on emerging doctoral research in Management Sciences.

The first conference was open to a small number of select institutes (IIM Ahmedabad, IIM Bangalore, IIM Calcutta, and the Indian Institutes of Technology). At IMRDC 2009, 10 papers were selected for final presentation from a submission pool of a total of 24 drafts and 20 full papers. Three best paper awards were presented, named after the eminent academicians Dipak C. Jain (then Dean of the Kellogg School of Management at Northwestern University, Illinois, USA), Pradip N. Khandwalla (former Director, Indian Institute of Management Ahmedabad, India, and the L&T Chair Professor of Organisational Behaviour), and Marti G. Subrahmanyam (then Charles E. Merrill Professor of Finance, Economics and International Business, Leonard N Stern School of Business, New York University, USA).

Since the first edition 17 years ago, the conference has established itself as the premier doctoral colloquium in the country through the rigour of its review processes on emerging doctoral work, and the opportunities it provides for engagement with experts from India and abroad in close-knit settings. The Conference has since come a long way and receives about 100 full paper submissions from doctoral students from across geographies and allied disciplines.

We welcome you to IMRDC 2026 and invite you to learn more about the conference from the conference website: <https://www.iimb.ac.in/imrdc2026/>.

## Profiles of Invited Speakers

### Keynote Speaker

#### Vanitha Swaminathan

Thomas Marshall Professor of Marketing and Director, Center for Branding at the University of Pittsburgh School of Business

Vanitha Swaminathan is Thomas Marshall Professor of Marketing and Director, Center for Branding at the University of Pittsburgh School of Business. Her research focuses on branding strategy and the conditions that foster consumer-brand relationships. Additionally, her research investigates how firms can successfully design brand strategies—such as co-branding, brand extensions, brand acquisitions, marketing alliances—to strengthen customer loyalty as well as to firm up stock market performance.

More recently, her focus is on understanding how brand managers can leverage the power of social media to build stronger relationships with customers. Professor Swaminathan has published in various leading marketing and management journals including *Journal of Marketing*, *Journal of Marketing Research*, *Journal of Consumer Research*, *Marketing Science*, and *Strategic Management Journal*. She recently completed a three-year term as co-editor of *Journal of Marketing* and has previously served as associate editor for the *Journal of Consumer Psychology* and *Journal of Marketing*. She has won awards for her research, including the Lehmann award for the best dissertation-based article and *Journal of Advertising's* Best Paper Award, was also named as a Marketing Science Institute Young Scholar. Professor Swaminathan previously served on the *American Marketing Association's* Academic Council for the period 2014–2020 as its president. In light of her many scholarly and service contributions to the field of marketing, the *American Marketing Association* named her as AMA Fellow in 2024. In 2025, she won the University-wide award for *Excellence in Doctoral Mentoring* at the University of Pittsburgh.

Professor Swaminathan's research and commentaries on branding and digital marketing are quoted in various international media outlets such as *Forbes*, *Washington Post*, *The Miami Herald*, *Los Angeles Times*, *U.S. News & World Report*, *NPR*, *Sirius Radio*, *Science Daily*, *Slate*, *Pittsburgh Post-Gazette*, *Economic Times (India)*, *Frontline (India)*, *BBC Brasil (UK)*, and *Último*. She has worked with companies such as The Hershey Company, Kraft Heinz, StarKist, AC Nielsen, GlaxoSmithKline, and Procter & Gamble on marketing and branding consulting projects. She has also extensively worked with small businesses on advising them regarding their digital marketing efforts.

## Panel Discussions

### Panel 1: Navigating the Academic Job Market: Directors' Insights

#### Ashok Banerjee

Ashok Banerjee, Director of IIM Udaipur, is a Chartered Accountant; he holds an M.Com. Degree from Calcutta University and a Ph.D. from Rajasthan University. Prof Banerjee is a seasoned academician with vast experience as a senior professor in the Finance and Accounting area. His research interests are in the areas of high-frequency finance, fintech, and sentiment analysis. He was the Dean of New Initiatives and External Relations at IIM Calcutta from 2012 to 2015. During his stint as Dean, Prof Banerjee was credited with setting up an incubator at IIM Calcutta called IIM Calcutta Innovation Park, which the Department of Science & Technology recognises as a Technology Business Incubator. Prof Banerjee was the founder-coordinator of the Financial Research and Trading Laboratory of IIM Calcutta. He was instrumental in starting the International Finance Conference in 2009 at IIM Calcutta. The conference is now rechristened as the India Finance Conference and is organised jointly by IIM Calcutta, IIM Bangalore and IIM Ahmedabad.

Before joining IIM Calcutta, he was a professor at IIM Lucknow from 2000 to 2004. He also serves as an independent director on the boards of companies in the financial and technology sectors.

Since taking charge as Director of the Indian Institute of Management Udaipur (IIM Udaipur) on August 1, 2022, Prof Banerjee has guided the institute through strategic growth anchored in research excellence, sustainability, and institutional innovation. Drawing on his deep academic and leadership credentials, he has driven the launch of the JM Financial Centre for Financial Research, amplifying IIM Udaipur's footprint in financial markets, fintech and data-driven scholarship; and the establishment of the IIMU Behavioural Lab, Jaipur, broadening the institute's research boundary into decision-science and behavioural inquiry. Under his leadership, the institute also pioneered its infrastructure expansion under a public-private-partnership (PPP) model, becoming the first among India's IIMs to adopt the DBFOT framework for campus development—transforming vision into a scalable built environment. In a bold move aligned with the ethos of inclusion and access, the institute under his stewardship announced the launch of a four-year online bilingual Bachelor of Business Administration (BBA) programme, the first of its kind among India's IIMs. Designed to break the language barrier, this programme offers students the option of instruction in both Hindi and English, features flexible multi-exit options and mobile-/low-bandwidth-friendly delivery, thereby opening up elite management education to first-generation learners, Hindi-medium students and underserved communities.

#### Ajit Parulekar

Ajit Parulekar is an accomplished academician renowned for his extensive experience in both the corporate and academic realms. Currently serving as the Director of the prestigious Goa Institute of Management (GIM), he holds the position of Professor of Marketing with the Health Care Management programme. With a diverse background in brand management within the pharmaceutical industry, Dr Parulekar brings a unique perspective to his role.

Joining GIM in the year 2000, Dr Parulekar has played a pivotal role in shaping the institution's success. He spearheaded the establishment of the Health Care Management programme in 2013, showcasing his commitment to addressing the evolving needs of the industry. Additionally, he has actively contributed to



various areas of academic administration, including program management, admissions chair, placement chair, and chair of alumni affairs.

Beyond his academic endeavours, Dr Ajit Parulekar has made significant contributions as a consultant, working with prestigious corporations, government departments, and international organisations. His expertise has been sought by entities such as the Government of Goa, Indiapost, UNDP, and the Ministry of Health & Family Welfare, among others.

Dr Parulekar's academic contributions are extensive and diverse, with publications ranging from books, book chapters, and journal articles to winning two best paper awards. He has also been a visiting faculty member at renowned business schools, including S.P Jain Mumbai, select IIMs, Antwerp Management School in Belgium, and ISCTE Business School in Portugal.

As a testament to his leadership and expertise, Dr Parulekar serves on several Boards and is an esteemed member of the advisory board for two non-profit organisations. His areas of professional interest span branding, consumer behaviour, healthcare financing, and the future of higher education. With his wealth of industry experience, outstanding academic contributions, and commitment to driving positive change, Dr Parulekar continues to excel as a visionary leader, inspiring students and fellow academicians at GIM and leaving a profound impact on the field of management education.

### **Vinita Sahay**

Vinita Singh Sahay is the Founder Director of the Indian Institute of Management, Bodh Gaya and has been reappointed for a second consecutive term. She is only the second woman to be appointed by the government of India for this position. Prof Sahay combines a global outlook with a deep national focus on excellence and innovation in management education.

With nearly three decades of rich experience across academics, research, training, and consulting in India and abroad, Prof Sahay has held several leadership and advisory positions of national significance. She is currently a member of the advisory committee of the National Commission for Women (NCW) and serves as a board member of the National HRD Network (NHRDN). She is also a member of the general council of the National Board of Accreditation (NBA) and of the All-India Board of Management Studies (AICTE).

Prof Sahay was a gold medallist in M.A. (Economics) and completed her PhD on Customer Value. She holds a PGDM with specialisation in Marketing. She has participated in globally acclaimed academic leadership programmes, including the Global Colloquium on Participant-Centered Learning (GloColl) at Harvard Business School, Boston and Shanghai, and the Leadership Foundation for Higher Education & UKIERI Programme in Birmingham, U.K.

She has served as visiting professor at Aarhus University, Denmark (2009–2018). Before IIM Bodh Gaya, she served as Professor of Marketing at IIM Raipur, while leading key academic portfolios such as Chairperson of International Relations and Doctoral Programmes. Earlier, she was Professor and Chairperson of PGDM Programmes at IMT Ghaziabad.

Since 2018, Prof Sahay has steered the IIM Bodh Gaya's remarkable growth through visionary leadership and strategic execution. The institute has emerged as one of the fastest growing and largest IIMs in India.

She has successfully led the establishment of a world-class, eco-conscious campus and has positioned IIM Bodh Gaya as a “Research-Based Business School” with strong values of sustainability and mindfulness. She established “Samatvam: The Centre for Mindfulness” at IIM Bodh Gaya and is leading the initiative to set up the institute’s off-campus centre in Patna.

### **Naliniprava Tripathy**

Naliniprava Tripathy is currently a professor in the area of Finance & Control at IIM Shillong. Before joining IIM Shillong, she was an Associate Professor of Finance & Accounting at the Indian Institute of Management (IIM) Indore. She obtained a D.Litt. degree in MBA from Utkal University. She received a full-time UGC fellowship and a post-doctoral research award in Management. She is a Fulbright Scholar visiting the USA. She has also received advanced research training from IIM Calcutta.

Prof Tripathy has twenty-eight years of teaching, corporate, research, and consultancy experience. Her areas of interest are Corporate Finance, Financial Services, Business Valuation, Investment Banking, Financial Engineering, Financial Market, and Corporate Strategy. She is an active researcher. Her research work has been published in the ABDC, ABS, Scopus, and Web of Science journals. She is the author of over 100 scholarly research papers. She is also the author of Nine books. Her research interests include corporate financial issues in emerging markets, financial services, business valuation, stock and derivative markets, and risk management.

She has conducted numerous corporate training programs on wide-ranging finance and management topics for senior-level managers/officers from public, private, and government organizations. She has been invited as a panel speaker at International and National conferences. She is on the Expert/Panel member/Selection committees of different admired institutes in India. She is also on the Board of Governors, Academic Advisory Board, and Board of Studies of Business Schools and Universities.

### **Madhu Veeraraghavan**

Madhu Veeraraghavan is the T.A. Pai Chair Professor of Finance at the T.A.Pai Management Institute (TAPMI), Manipal. He also holds the Dr TMA Pai Endowment Chair in Management Research. He holds a bachelors degree in Commerce, an MBA in Finance and Investments and PhD in Finance.

Prior to joining TAPMI in 2013 he taught at Griffith Business School, Griffith University, Queensland University of Technology, The University of Auckland and Monash University, Melbourne.

Prof Veeraraghavan’s research interests include corporate finance, corporate governance (with a special focus on emerging markets), the interplay between auditing and finance and behavioural finance. His work has appeared in leading scholarly journals, including The Accounting Review, Journal of Financial Economics, Contemporary Accounting Research, Journal of Financial and Quantitative Analysis, Journal of Corporate Finance, Journal of Banking and Finance, Journal of Management and the Journal of Business Ethics.

Prof Veeraraghavan serves on the editorial board of Journal of Contemporary Accounting and Economics and Accounting Theory and Practice.

## Panel 2: Cracking the Code: How to Publish in Top-tier Journals

### Girija Borker

Dr Girija Borker is a Research Economist and Gender Lead in the Development Impact (DIME) department at the World Bank. Her work focuses on gender, safety, mobility, and labor market outcomes in low- and middle-income countries. She leads the Women@Center program, which embeds evidence and adaptive learning into large-scale government operations to improve women's economic participation. Dr Girija's research examines the economic costs of sexual harassment, women's mobility constraints, and the effectiveness of policy solutions. She holds a Masters in Economics from the University of Cambridge, an MPhil from the Toulouse School of Economics, and a PhD in Economics from Brown University.

### Aditya Kuvalekar

Aditya Kuvalekar is a lecturer in economics at the University of Essex. He is currently a visiting assistant professor at the Indian School of Business. He has graduated with a PhD from New York University, an MS from the Indian Statistical Institute, Delhi, and a BTech from IIT, Kharagpur. His research focuses on applied game theory, with a particular interest in information economics.

Dr Aditya has published extensively on the impact of informational and contracting frictions, exploring how these factors influence employment relationships, procurement mechanisms, and organisational communication. Currently, he is investigating how shifts in the correlation of information affect strategic behaviour in various settings.

In addition to his academic work, he actively engages with policy issues in India and has contributed opinion pieces to leading Indian newspapers such as The Economic Times, Hindu Business Line, LiveMint, Indian Express, etc.

### Samarpan Nawn

Samarpan Nawn is a faculty member in Finance at IIM Udaipur, where he teaches Corporate Finance and Private Equity & Venture Capital in the MBA programme. His research primarily spans market microstructure, with a broader interest in the functioning of modern financial markets. Dr Samarpan's work examines how trading mechanisms, liquidity, information flows, and institutional constraints influence price formation and market efficiency. His research contributes evidence-based insights on the behaviour of market participants in both developed and emerging market contexts. His scholarly work has been published in leading international journals, including the Journal of Financial and Quantitative Analysis (JFQA), Financial Management, Journal of Empirical Finance, and the Financial Analysts Journal. Across these publications, he brings together rigorous empirical methods with questions of direct relevance to market design, financial regulation, and trading behaviour.

At IIM Udaipur, Dr Samarpan is deeply engaged in teaching. His courses emphasise analytical depth, contemporary applications, and the integration of data and real market episodes into classroom learning. He also regularly interacts with practitioners, researchers, and policymakers to bridge academic insights with real-world financial decision-making. Dr Samarpan actively participates in national and international conferences

and research forums, contributing to discussions on how evolving market structures, technological shifts, and regulatory changes influence the functioning of capital markets. He is particularly interested in how microstructure features affect liquidity, volatility, and investor behaviour in emerging markets.

### **Vedha Ponnappan**

Vedha Ponnappan is an Associate Professor in the Marketing department at the Indian Institute of Management, Udaipur. She also serves as the Co-Chair of the Center for Healthcare at IIM Udaipur.

Dr Vedha earned her doctoral degree from the Indian Institute of Management Bangalore. Her research focuses on marketing strategies and public policies that influence consumer decisions related to adopting preventive healthcare, food and nutrition consumption, and adherence to follow-up care. Her interests also extend to the Indian public healthcare system. She is the Principal Investigator for a three-year national health research priority project under the aegis of ICMR, aimed at improving government health and wellness centres in the district of Salumber. Dr Vedha is well-trained in both qualitative and quantitative research methods. She teaches courses on pricing, digital marketing, market research, marketing models, and causal inference to MBA and Ph.D. students, and has also conducted executive sessions on pricing and revenue management. Dr Vedha brings over eight years of industry experience, most recently as a Principal Product Manager.

### **Vipin Sreekumar**

Prof Vipin Sreekumar is an associate professor of Strategy & Entrepreneurship at Masters' Union School of Business. With over 13 years of experience as a researcher and practitioner, he brings a wealth of knowledge and expertise to the classroom.

Before his doctoral studies, he worked in various strategy-related roles, serving clients worldwide at firms such as Arthur D. Little, Ernst & Young, KPMG, and Mu Sigma. This hands-on experience has given him the skills and insights to help students connect what they learn in class with real-world situations.

Dr Vipin's current research interests are focused on some of the most pressing issues of our time, broadly in the areas of Entrepreneurship, Corporate Transparency, and Corporate Sustainability. His work has appeared in several peer-reviewed outlets, such as the Academy of Management Annals, LSE Business Review, and the Journal of Strategy and Management, and has also been featured in prominent media platforms such as Economic Times and ABP Live. Additionally, his papers have been presented at renowned international conferences such as the Academy of Management (AOM), Strategic Management Society (SMS), Academy of International Business (AIB), Australian and New Zealand Marketing Academy (ANZMAC), and more.

In 2025, his case on the turnaround strategy at Liverpool was published as a Harvard Business Review Quick Case. Beyond the classroom and research, he actively supports the entrepreneurial journeys of his students as a mentor, angel investor, and board member. This connection allows him to stay closely engaged with their growth and contribute to their success while deepening his understanding of the evolving entrepreneurial landscape.

Through these roles—as an educator, mentor, and researcher—he aims to empower individuals and organisations to think strategically, act responsibly, and leverage the power of business as a force for good.

## Message from Editor-in-Chief, IIMB Management Review, and Chairperson, Doctoral Programme, IIM Bangalore

We welcome all delegates and guests to the IMR Doctoral Conference (IMRDC) 2026, the 17th edition of this flagship annual event. Over the last decade, the conference has grown into a benchmark doctoral colloquium in Management Science, bringing together doctoral scholars, academics, and researchers from across geographies and allied disciplines.

The highlights of IMRDC 2026 are three featured events, and 11 select paper presentations by doctoral students. The keynote address is by Prof Vanitha Swaminathan, Professor of Marketing and Associate Dean for Research and Strategic Initiatives, University of Pittsburgh. The conference also features two panel discussions of relevance to the doctoral community:

**Panel 1:** Navigating the Academic Job Market – Directors' Insights

**Panel 2:** Cracking the Code: How to Publish in Top-tier Journals

The Conference Co-Chairs are Professor Malika from the Marketing area and Professor Varun Jindal from the Finance & Accounting area at IIMB.

This year, 11 papers have made it to the final presentation from among 114 full paper submissions from across academic areas. The submissions went through a rigorous 3-tier review process, including an initial desk assessment by the conference co-chairs, then by the Review Advisory Committee at IIMB and finally by the Full Review Committee with reviewers from across the globe. Each of the papers that made it to the final presentation at the Conference will receive feedback from a dedicated discussant.

A key objective of IMRDC is to encourage high quality research amongst doctoral students. Select submissions are offered an opportunity to publish in IIMB Management Review (IMR). Many papers presented at IMRDC have subsequently been published in IMR, post due review. IMR is a Gold Open Access journal published by IIM Bangalore in collaboration with Elsevier. The article processing charges (APC) are borne by the Institute on behalf of authors. The journal is indexed on the Australian Business Deans Council (ABDC) Quality Journal List, Scopus, and the Emerging Sources Citation Index (ESCI), among others. We encourage all IMRDC participants to explore publishing in IMR – now published digitally and accessible at ScienceDirect® – <https://www.sciencedirect.com/journal/iimb-management-review>.

At IIM Bangalore, students are prepared for successful careers in business academia. The goal is to create researchers who are not only focussed on knowledge discovery and dissemination but also keen on making a lasting impact on the world at large. The IMR Doctoral Conference, with an objective to showcase new and exciting doctoral work, is an endeavour in that direction as well.

We thank the conference co-chairs, the Review Advisory Committee, the Full Review Committee, the discussants, and all the volunteers for being part of IMRDC 2026. Our sincere appreciation to our invited speakers, who share academic insights valuable to the doctoral community.

We wish you all the very best in your onward research journey!

Professor Sushanta Kumar Mishra, Editor-in-Chief, IIMB Management Review

Professor Kanchan Mukherjee, Chairperson, Doctoral Programme, IIM Bangalore

## IMRDC 2026 Conference Review Committee<sup>#</sup>

### Conference Chairs

- Malika, Marketing, IIM Bangalore
- Varun Jindal, Finance & Accounting, IIM Bangalore

### Review Advisory Committee

- Shankhadeep Banerjee, Information Systems, IIM Bangalore
- Neha Bellamkonda, Organisational Behaviour & Human Resources Management, IIM Bangalore
- Rusha Das, Public Policy, IIM Bangalore
- Anubha Dhasmana & Gaurav Jakhu, Economics, IIM Bangalore
- Tarun Jain, Production & Operations Management, IIM Bangalore
- Malika, Marketing, IIM Bangalore
- Ramya K Murthy, Entrepreneurship, IIM Bangalore
- Arjun Ramachandra, Decision Sciences, IIM Bangalore
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## Abstracts of Selected Papers

### 1. Blame Avoidance or Satisficing? Examining Forms and Motivations of Data Distortion in India's Health Management Information System

Nibras K. Thodika, Dr Althaf Shajahan, and Dr Muhammad Shafi, NIT Calicut

Suboptimal data quality, stemming from data manipulation and misreporting, undermines the effectiveness of Health Management Information Systems. Addressing these issues requires frameworks and theories to explain such practices. This study empirically identifies and theoretically explains patterns of data distortion in reported performance data from India's HMIS. Specifically, it examines maternal and child health indicators to identify forms of data distortion and their underlying motivations. Our analysis employs data-driven statistical methods to visually and statistically identify and verify irregularity in reporting. The study identified two forms of data distortion characterized by the over-reporting of performance figures at maximum points and rounding to common fractions (e.g., halves, quarters, and two-thirds). We interpret these patterns using two behavioral mechanisms in the public sector: heaping at maximum points, focused explicitly on process indicators, is a form of blame avoidance, a collective strategy to avoid scrutiny. The heaping on common fractions and round numbers reflects satisficing, the cognitive tendency to provide 'good enough' responses to reporting mandates. We discuss our findings in the context of perverse and passive forms of performance information use and reference-dependent behaviours in the public sector reporting. We provide policymakers with insights on designing effective health information systems.

### 2. Responding to Transphobic Microaggressions: A Typology of Target and HR Managers' Microintervention Strategies

Deepanshu Wadhwa and Prof Chetan Joshi, IIM Calcutta

Sunita (she/her)<sup>1</sup>, a transgender woman employee, walked into the canteen for lunch. As she carried her plate and looked for a place to sit, she noticed people staring - some whispering, some giving her uncomfortable looks, and others simply watching in silence. No one said anything aloud, but their expressions revealed something deeper: not outright hostility, but a quiet disbelief, as if they had never imagined "someone like her" eating beside them, working in the same company. Their gaze marked her as unusual, a presence that didn't quite fit. Later that week, during a departmental meeting, Sunita found the courage to raise this issue. She described how these silent stares made ordinary things like eating lunch feel isolating. The Human Resource (HR) manager listened but replied, "We can't sensitize every area of the company" (Source: Interviews conducted for the study presented in this paper).

<sup>1</sup>All names of study participants have been changed to pseudonyms to ensure confidentiality.

### 3. Diagnosis Error and Liability Rules in Credence Goods Markets

Sumana Kundu, Indira Gandhi Institute of Development Research, Mumbai

This paper studies the impact of diagnosis errors on a credence goods expert's pricing and treatment strategies and subsequently, on social welfare under alternative liability regimes: strict liability rule, no-liability rule, a modified strict liability rule, and a limited liability rule. In case of diagnosis errors, the



modified strict liability rule doesn't hold the expert accountable for diagnosis errors, however, the limited liability rule puts a finite penalty on the expert upon undertreatment. Under strict liability, diagnosis errors lead to a "no-trade" outcome, contrasting the "no-cheating" result under perfect diagnosis. I show that when minor problems are sufficiently likely, a no-liability regime can outperform strict liability in terms of social welfare. Under the modified strict liability rule and the limited liability rule, I characterize the resulting pooling and separating equilibria. Welfare analysis demonstrates that the modified strict liability rule and the limited liability rule are more efficient than the strict liability rule. Further, the modified strict liability rule and the limited liability rule can outperform the no-liability rule when diagnosis error probabilities are sufficiently low. These findings underscore the importance of designing liability rules that explicitly account for the likelihood of diagnosis errors in credence goods markets.

#### 4. Knowing the Unknown: Experimentation under Delayed Success

Soumik Kumar Saha and Dr Shraman Banerjee, Shiv Nadar University

We consider a continuous-time dynamic principal-agent model with experimentation in a mixed-news setting. Our model is an exponential two-armed bandit framework, featuring both known and unknown risky arms, where the unknown arm can be either good or bad. The agent can achieve success and failure from both known and good unknown risky arms, while failure can be achieved from a bad unknown risky arm. We assume success to be conclusive i.e. a single success truly reveals the unknown arm's type, whereas failures are inconclusive. Although success arrives at a lower rate on the unknown risky arm than on the known arm, the unknown arm generates higher revenue for the experimenting agent. To motivate the agent to experiment with the unknown arm in spite of delayed success, the principal proposes a mechanism that rewards failures and punishes successes.

#### 5. Entrepreneurial Ecosystem Elements as Strategic Enablers of Sustainable Women Entrepreneurship in Developing Countries

Samanwita Mishra and Prof Chandan Kumar Sahoo, NIT Rourkela

This research examines the underdeveloped and undertheorized area of the multifaceted role of entrepreneurial ecosystem elements, such as financial capital, social capital, institutional and policy support, and culture, as strategic facilitators of sustainable women entrepreneurship in India. Based on Resource Orchestration Theory, this present research also tests the mediating effect of digital financial literacy and the moderating role of digital technology adoption. A cross-sectional survey design was used, and 411 responses were obtained from women microentrepreneurs. Data were analyzed using an integrative methodological approach combining PLS-SEM and fsQCA. The results show that financial, social, and institutional ecosystem elements strongly improve sustainable performance when conditioned by digital financial literacy. In addition, digital technology adoption positively moderates the interaction between financial capital and sustainability outcomes. In contrast, institutional and policy support showed a contradictory adverse moderation effect, indicating institutional overload, regulatory frictions, and possible digital exclusion. This research provides timely insights for policymakers and other stakeholders to innovate focused digital inclusion plans and streamlined institutional structures to maximize ecosystem-based sustainability returns among women entrepreneurs.

## 6. Strategic Interactions Between Service Systems and Impatient User-bases

Anirban Mitra and Dr Manu Gupta, IIT Roorkee and Prof Nandyala Hemachandra, IIT Bombay

Many queueing-based service systems—such as call centers, telecommunication networks, and ride-booking platforms—frequently face user abandonment due to limited resources. Admission control thus becomes an important strategy for service providers to reject such users. These admission control policies aim to minimize the long-run average system cost by balancing the costs of rejection, abandonment, and server idling. The quality of service (QoS) experienced by the user-base directly depends on the admission control policy of the service provider. In turn, users respond to QoS by offering an abandonment rate at stationarity. Since the admission control policy also depends on this abandonment rate, a strategic interaction emerges between the service provider and its user-base, which can be modeled as a one-period, two-player non-cooperative game.

We explore the existence of pure-strategy Nash equilibrium (PSNE) in such interactions. We prove the monotonicity of PSNE with respect to key system parameters, such as arrival and service rates. In scenarios where a PSNE does not exist, we explore an equilibrium set, which captures cyclical fluctuations of the system between low and high abandonment rate regimes.

## 7. From the Art of War to the Craft of Work: Analysing Leadership Training for Military to Corporate Career Transition

Tanya Ahuja, IIM Ahmedabad

Training programs play a crucial role in facilitating leadership adaptation for military officers transitioning to corporate careers. This paper asks the research question: How do structured training programs contribute to officers' leadership adaptation during the transition from military to corporate careers? It follows a sequential exploratory mixed methods research design. It analyses primary data from semi-structured interviews using grounded theory in stage one; and undertakes a quantitative regression analysis using surveys in stage two. It finds that training programmes require focus on four elements, namely, competence, confidence, collaboration, and cultural intelligence to facilitate effective transitioning.

## 8. Imprints of Leadership Incubation Phase: First Time CEOs and Firms' Strategic Conformity

Krati Jain and Prof Manish Popli, IIM Indore; and Prof Anish Purkayastha, The University of Sydney

This study extends imprinting theory beyond its traditional emphasis on CEOs' early career imprints by examining how formative events in the leadership incubation phase shape first-time CEOs' strategic actions. We theorize that cognitive imprints formed during prior top management team roles influence CEOs' behaviours in their initial tenure. We find that first-time CEOs exposed to performance-related CEO dismissal events during their formative years as leaders prioritize job security and adopt strategically conforming behaviours early in their tenure. However, this effect attenuates as the gap from the imprinting event and CEO appointment increases. Moreover, we

show that these imprinting effects interact with the firm's task environment, leading first-time CEOs to recalibrate actions under conditions of high task-environmental uncertainty. These findings advance imprinting research by shifting attention from early career imprints to those stamped during leadership incubation phase and demonstrating how such imprints evolve and shape firm-level outcomes.

#### 9. Unveiling the Influence of AR-Based Cosmetic Application on Female Buying Behavior: The Moderating Role of Female Generations

Vivek Pant, Prof Rajan Yadav, and Dr Mohit Beniwal, Delhi Technological University

Augmented Reality (AR)-based cosmetic applications are disrupting the beauty market by providing immersive try-on experiences that connect virtual exploration and purchase. The goal of the study is to examine the influence of AR-based cosmetic applications on female purchasing decision-making and differences in moderation, Gen Z, Millennials, and Gen X. Anchored in the Stimulus–Organism–Response (S-O-R) framework, the research conceptualizes AR features as stimuli, customer attitude as organism, and purchase intention as the response. A survey was administered to 342 female users across different generations in India, and data were analysed using Partial Least Squares Structural Equation Modeling (PLSSEM). The results reveal that AR interactivity, augmentation and product informativeness significantly enhance cognitive appraisal and emotional engagement, which drive purchase intention. Generational cohort does not moderate these effects. Findings contribute to AR and consumer behavior literature by elucidating generation-specific pathways in immersive technology adoption. Practically, cosmetics brands should tailor AR interface design and marketing communications to generational preferences. In conclusion, this study underscores the strategic value of AR applications in enhancing female consumer engagement across generations.

#### 10. The Effect of Bank Capital Constraints on Borrower Accounting Practices: Evidence from India's AQR

Prateek Nahar and Dr Yogesh Chauhan, IIM Raipur and Prof Chinmoy Ghosh, University of Connecticut

This study investigates how shocks to bank regulatory capital influence borrowers' accounting practices. We argue that when banks face binding capital constraints, they strategically relax monitoring to reduce covenant-triggering events and preserve capital adequacy. We test this prediction using India's Asset Quality Review (AQR), a large-scale regulatory intervention that uncovered hidden non-performing assets and forced banks to provision without sufficient capital support, creating a plausibly exogenous capital shock. Exploiting staggered implementation across banks, we find that firms borrowing from AQR-exposed banks report significantly less conservatively, with the effect concentrated among firms closer to covenant thresholds and those borrowing from undercapitalized banks. These findings highlight a "capital-constrained monitoring channel" through which bank capital shocks shape borrower reporting behavior and extend our understanding of how regulation influences debt contracting.

## 11. Complementarities in Information Acquisition: Evidence from Mandatory Portfolio Disclosures

Raja Reddy Bujunoori, ISB, Hyderabad

In this study, I examine whether there is complementarity or substitution in information acquisition across groups of heterogeneously informed investors. I exploit an increase in mandatory portfolio disclosure frequency, which reduced mutual funds' incentive to acquire information, and study the impact on (other) informed traders. Using tick-by-tick trading data from a stock exchange with trader identifiers, I find that informed traders reduce trading in stocks affected by the disclosure mandate. The decline in informed trading is concentrated in stocks where mutual funds and informed traders acquire information about different fundamentals, which suggests that the mechanism could be an increase in the residual uncertainty for informed traders. Furthermore, I observe a decrease in stock price efficiency and investment efficiency in firms where mutual funds and informed traders specialize in different firm fundamentals. Overall, my study provides evidence for the existence of complementarity in information acquisition across heterogeneously informed investors.

## Registration

IMRDC 2026 is open for delegate registration to doctoral students and faculty of management institutes/ departments, as well as researchers and practitioners in affiliated fields. Delegates could choose to participate as virtual or in-person delegates. There are no delegate charges for online participation. However, all delegates are expected to register for the Conference.

Delegates who choose to participate in person would need to register and pay the applicable Delegate Registration Fee\* through the Online Payment Gateway provided in the Registration Form.

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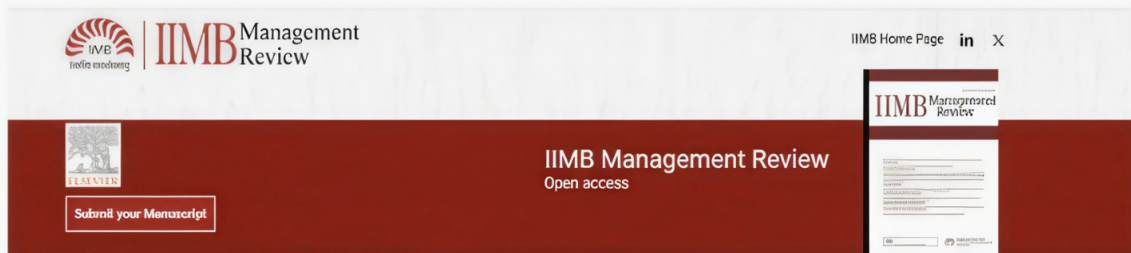
**PROGRAMME**

DAY 1: FRIDAY, 9 <sup>th</sup> JANUARY 2026		VENUE N001
Timings	Activity	
8.30 am – 9.00 am	Registration & Coffee	
9.00 am – 9.30 am	Inauguration & Lamp Lighting	
9.30 am – 11.00 am	<b>Keynote Address</b> by Professor Vanitha Swaminathan, Thomas Marshall Professor of Marketing and Director, Center for Branding at the University of Pittsburgh School of Business	
11.00 am – 11.15 am	Group photo: IMRDC 2026	
11.15 am – 11.30 am	Break	
11.30 am – 1.00 pm	<b>Panel Discussion 1: The Directors' Panel</b> <i>Title:</i> Navigating the Academic Job Market: Directors' Insights	
1.00 pm – 2.15 pm	Networking Lunch – MDC Lawns	
2.15 pm – 3.35 pm	<b>Session 1: Paper presentation (2 papers)</b>	
3.35 pm – 4.00 pm	Break	
4.00 pm – 5.30 pm	<b>Panel Discussion 2: Young Faculty Panel</b> <i>Title:</i> Cracking the Code: How to Publish in Top-tier Journals	
7.00 pm – 9.00 pm	Networking Dinner – MDC Woods	
DAY 2: SATURDAY, 10 <sup>th</sup> JANUARY 2026		VENUE N001
8.30 am – 9.00 am	Registration & Coffee	
9.00 am – 10.20 am	<b>Session 2: Paper presentation (2 papers)</b>	
10.20 am – 10.50 am	Break	
10.50 am – 12.55 pm	<b>Session 3: Paper presentation (3 papers)</b>	
12.55 pm – 2.00 pm	Lunch – MDC Lawns	
2.00 pm – 3.20 pm	<b>Session 4: Paper presentation (2 papers)</b>	
3.20 pm – 3.40 pm	Break	
3.40 pm – 5.00 pm	<b>Session 5: Paper presentation (2 papers)</b>	
5.00 pm – 5.30 pm	Break	
5.30 pm – 6.00 pm	<b>Valedictory and Awards Ceremony</b>	
7.30 pm onwards	Dinner – MDC Woods	

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