



# COMMUNIQUE

Indian Institute of Management Raipur's Newsletter

## Karmaanta 2021 flagship annual management and cultural fest of IIM Raipur

**K**armaanta 2021, the flagship annual management and cultural fest of IIM Raipur was organised from March 05-07, 2021. The chief guest Shri Satish Marathe, Director RBI, and the Guest of Honour Shri Parvinder Bharti, DGM (B&O), SBI Chhattisgarh, graced the event with their presence.

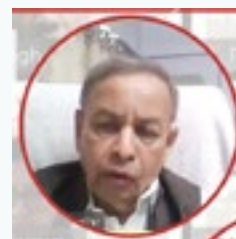
The event was inaugurated with an address by Prof. R.K. Jana, Chairman, Student Affairs Committee, IIM Raipur who welcomed the dignitaries. Prof. Bharat Bhasker, Director, IIM Raipur expressed his views on how management fests are great occasions of learning by doing. Shri Parvinder Bharti, DGM (B&O), SBI Chhattisgarh, enlightened the students by quoting Jack Welch stating that "Good business leaders create a vision, articulate the vision, passionately own the vision and relentlessly drive it to completion" and motivated the students. Shri

Satish Marathe, Director RBI, shared his views on the current economic situation in the country. He highlighted that the Indian economy is going through major structural changes in the last 4-5

### Inaugural Ceremony



Prof. Bharat Bhasker



Shri Satish Marathe



Shri Parvinder Bharti



Prof. R. K. Jana

years with the introduction of key schemes. Following the enlightening speeches, Prof. Bharat Bhasker inaugurated the fest with zest and zeal.

Day 2 of Karmaanta'21 witnessed some exciting events organized by the Clubs of

IIM Raipur. Anasys, the analytics, and systems club of IIM Raipur organized "Cypher 2.0", an event based on data analytics. Quizzing Club, IIM Raipur conducted "IGNITE - The Pop-Culture Quiz", where participants enjoyed a fun-filled quizzing joyride.

The rousing event "Getting Candid" saw esteemed guests Mr. Milind Chandwani, CEO/ Founder of Campus Diaries, and Mr. Harish Bhardwaj, Engineer, HR Consultant & learning facilitator, interacting and giving insights to their experiential career learnings. "Kavyanjali" a poem writing & narration event was organized by Kartavya, The CSR Club of IIM Raipur, and "ParyavaranProtectie" by Prakriti, The Eco Club of IIM Raipur where participants shared their views on environment conservation.

Contd. at p. 2

## In Inner Pages

- ❑ Faculty Publications
- ❑ Other Assignments & Talks Delivered
- ❑ International Women's Day Celebration
- ❑ Forthcoming Senior Management Programme
- ❑ Executive Education & Consultancy (EE&C)
- ❑ Faculty Development Programme (FDP)/ Management Development Programme (MDP)
- ❑ E-Learning Programme
- ❑ IIM Raipur in Media

Case Files 5.0, an event organized by Mantra, the marketing club of IIM Raipur, made students put on their thinking hats & solved a case based on sustainable clothing.

Day 3 of Karmaanta'21 kicked off with a motivational talk by Sandeep Aggarwal, Founder, Shop-clues. Followed by a panel discussion "Seedhi Baat" organized by Mantra, on the topic "How to lead successful innovation". Mr. Nikhil Raval, Founder- Learn Wisely & Busi-

ness Design, Mr. Shouvik Roy, President-Ogilvy, Mr. Sanjeev Singhai, Founder-Wellnessta and Mr. Amod-Vijayvargia, Vice President – Genpact took part in the discussion moderated by Prof. Jagrook Dawra. Finatix - The Finance Club of IIM Raipur organized "Investate": A fusion of Investment & Strategy. OPEP, the Operations and Supply Chain Club organized Cogitate in association with ISCEA. Consulting and Entrepreneurship Club IIM Raipur organized Paramarsh, judged by Mr.

Snehanshu Gandhi, Co-founder, Kaagaz Scanner and Kartavya organized Vaktavya, which was judged by Mr. Rahul Sharma, founder of Pranyas Development Foundation.

The three-day cultural and business fest of IIM Raipur came to an end on a high note with performances by Comedian Pratyush Chaubey and a candid session with Raj Shamani, Entrepreneur, and Kanika Choudhary, Writer, and Poet.

## Our Vision & Mission

### **Vision:**

**“To become a premier management institution that inspires thought leadership through scholarship and teaching by incorporating an ethos of inquiry, consciousness, and innovation”**

### **Mission:**

**“To provide a learning centric environment that nurtures management thought through research and practice to create future leaders”**

## Faculty Publications



**Prof. Gopal Kumar**  
Assistant Professor

Mehta, M. P., Kumar, G., & Ramkumar, M. (2021). Customer expectations in the hotel industry during the COVID-19 pandemic: a global perspective using sentiment analysis. *Tourism Recreation Research*, 1-18. DOI: <https://doi.org/10.1080/02508281.2021.1894692>

**Abstract:** Hotel industry is the one which has confronted the unprecedented effect of the coronavirus disease 2019 (COVID-19) pandemic to significant social and economic risks. The COVID-19 pandemic has challenged the tourism across the globe and impacted hospitality in hotel industry severely. This study aims to assess customer satisfaction by carrying sentiment analysis and topic modelling over customer reviews on the hospitality provided by hotels in different continents during January to September 2020, i.e. the COVID-19 pandemic.

We formulate an improved new scale of metrics to categorize customer satisfaction assessed by sentiment analysis in an elaborate way. Topic modelling was deployed to understand various topics most often discussed by customers. We find that North America and Europe could perform up to customer expectation. In Asia, Sri Lanka did well, Indonesia could maintain its customer satisfaction, while India consistently improved the satisfaction level. We identified 12 most discussed topics, and main reasons of dissatisfaction appear in staff, service, room, cleanliness, slow booking, and pandemic response by hotel. Findings of this study will help senior managers of hotels of developed as well as developing countries in providing new and effective services that can satisfy customers and restore their confidence.



**Prof. M. Ramkumar**  
Assistant Professor

Jana, R. K., Ghosh, I., & Das, D. (2021). A differential evolution-based regression framework for forecasting Bitcoin price. *Annals of Operations Research*, 1-26. <https://doi.org/10.1007/s10479-021-04000-8>

**Abstract:** This research proposes a differential evolution-based regression framework for forecasting one day ahead price of Bitcoin. The maximal overlap discrete wavelet transformation first decomposes the original series into granular linear and nonlinear components. We then fit polynomial regression with interaction (PRI) and support vector regression (SVR) on linear and nonlinear components and obtain component-wise projections. The sum of these projections constitutes the final forecast. For accurate predictions, the PRI coefficients and tuning of the hyperparameters of SVR must be precisely estimated. Differential evolution (DE), a metaheuristic optimization technique, helps to achieve these goals. We compare the forecast accuracy of the proposed regression framework with six advanced predictive modeling algorithms- multilayer perceptron neural network (MLP), random forest (RF), adaptive neural fuzzy inference system (ANFIS), standalone SVR, multiple adaptive regression spline (MARS), and least absolute shrinkage and selection operator (LASSO). Finally, we perform the numerical experimentation based on - (i) the daily closing prices of Bitcoin for January 10, 2013, to February 23, 2019, and (ii) randomly generated surrogate time series through Monte Carlo analysis. The forecast accuracy of the proposed framework is higher than the other predictive modeling algorithms.



**Prof. R. K. Jana**  
Assistant Professor

Tata, S. V., Prashar, S., & Parsad, C. (2021). Typology of Online Reviewers Based on Their Motives for Writing Online Reviews. *Journal of Electronic Commerce in Organizations (JECO)*, 19(2), 74-88. DOI: 10.4018/JECO.2021040105

**Abstract:** Literature on online reviews has largely deliberated on factors that influence shoppers' behaviour. Few studies have examined the reasons that motivate shoppers to write online reviews and not much attention has been given to understand the differences among shoppers who provide online reviews. Despite the exponential growth of e-commerce and that of the impact of online reviews, very little is known about the segments of review providers. This paper addresses the gap by developing and profiling shoppers based on their motivations to write online reviews. The objective is to identify profiles of shoppers who intend to write online reviews based on the factors identified as important in the process of writing reviews. Cluster analysis was used to profile the customers in various segments. The findings indicated three distinct segments. The results of this research are pertinent to online and offline retailers to comprehend shoppers' motivations to write online reviews, which would help them to develop marketing strategies as per the profile of each segment.



**Prof. Sanjeev Prashar**  
Professor

Tata, S.V., Prashar, S., & Parsad, C. (2021). Examining the influence of satisfaction and regret on online shoppers' post-purchase behavior. *Benchmarking: An International Journal*. DOI: <https://doi.org/10.1108/BIJ-06-2020-0332>

**Abstract: Purpose-** The present research has used the expectancy–confirmation model along with the regret theory to examine the influence of six e-retailers' characteristics and confirmation on shoppers' satisfaction or regret. Further, the effect of these two cognitive constructs has been investigated on consumers' post-purchase behaviour like the intention to write reviews, repurchase intentions and brand-switching behaviour. **Design/methodology/approach** – Extensive review of the literature was undertaken to identify the related factors. Data were collected using the survey instrument from 367 respondents. Structural equation modelling using Amos 22.0 was carried out for analysing the data. **Findings** – The findings from the data collected from 367 respondents include the significant influence of price transparency, service quality and firms' sincerity on shoppers' satisfaction. **Originality/value** – Contrary to expectations, it is observed that product assortment, product quality and quality of personalisation did not have any such influence. Also, a firm's sincerity is the only factor that influenced regret. The noticeable outcome of the study pertains to the fact that online reviews are only provided by satisfied shoppers and not shoppers who regret. Rather, such regretting customers prefer switching to the alternative brand(s) and are less inclined to repurchase.

Kodwani, A. D., & Prashar, S. (2021). Influence of individual characteristics, training design and environmental factors on training transfer: a study using hierarchical regression. *Evidence-based HRM*. DOI: <https://doi.org/10.1108/EBHRM-09-2019-0085>

**Abstract: Purpose-** The purpose of this paper is to explore and provide empirical evidence for the combined effects of individual characteristics, training design factors as well as environmental factors (as pre-training factors) on training transfer. **Design/methodology/approach** – Primary data were collected from 235 managerial-level full-time employees in two phases with a temporal gap of two months. Both procedural and statistical measures were used to minimize the common method variance problem. Hierarchical regression analysis was conducted to analyze the data. **Findings** – The results of this study clearly point out that all four predictor variables (voluntary participation, prior training information, training needs identification and training evaluation) positively and significantly influence training transfer. **Research limitations/implications** – The study contributes to the training transfer literature in three ways. One, the authors have shown the positive influence of pre-training factors (together as well as independently) on training transfer. The study is grounded in a strong theoretical framework, thus fulfilling the previous gap. This study brings more clarity to those variables (such as voluntary training) which are having contradicting views in the extant literature. Practical implications – The study has significant findings for the organizations operating in the current business scenario in their endeavor to enhance learning transfer, which is very low and a major cause of concern for every organization. If management is aware of the success factors of training transfer, they can ensure a better training transfer. **Originality/value** – The training transfer literature showcases two significant gaps; first of all, it lacks in using appropriate motivational theories, and second, there is variability in the results. This paper bridges both the gaps and attempts to advance our understanding of training transfer grounded in the theoretical framework by focusing on the role of individual, motivational and situational factors of training transfer to understand better which predictor variables can improve training transfer.



**Prof. Sumeet Gupta**  
Professor

Wu, H., Deng, Z., Wang, B., & Gupta, S. (2021). How does service price influence patients' decisions? An examination of the free-market pricing mechanism in online health communities. *Electronic Markets*. 1-17. DOI: <https://doi.org/10.1007/s12525-020-00453-0>

**Abstract:** In online health communities (OHCs) in China, physicians can provide online diagnostic services and use the free-market pricing mechanism to price their service so as to encourage quality service. By collecting publicly available patient behavior data for three months for 7726 physicians (with 154,512 records) on an OHC in China, we use the negative binomial model and ordinary least square to empirically investigate the influences of service price on a patient's sequent decisions including search, purchase, and review based on the medical resource scarcity and social exchange frameworks, and examine how disease risk moderates the magnitude of these effects. Our results show that service price is positively related to patients' information search and review quality, but negatively related to their purchase and review decisions. In addition, the impacts of service price differ for severe versus mild diseases. Our research contributes to a better understanding of the free-market pricing mechanism on OHCs and provides practical implications for a physician's pricing strategy in the online environment.

Ansari, S., & Gupta, S. (2021). Review Manipulation: Literature Review, and Future Research Agenda. *Pacific Asia Journal of the Association for Information Systems*, 13(1), 4. DOI: 10.17705/1pais.13104

**Abstract. Background:** The phenomenon of review manipulation and fake reviews has gained Information Systems (IS) scholars' attention during recent years. Scholarly research in this domain has delved into the causes and consequences of review manipulation. However, we find that the findings are diverse, and the studies do not portray a systematic approach. This study synthesizes the findings from a multidisciplinary perspective and presents an integrated framework to understand the mechanism of review manipulation. **Method:** The study reviews 88 relevant articles on review manipulation spanning a decade and a half. We adopted an iterative coding approach to synthesizing the literature on concepts and categorized them independently into potential themes. **Results:** We present an integrated framework that shows the linkages between the different themes, namely, the prevalence of manipulation, impact of manipulation, conditions and choice for manipulation decision, characteristics of fake reviews, models for detecting spam reviews, and strategies to deal with manipulation. We also present the characteristics of review manipulation and cover both operational and conceptual issues associated with the research on this topic. **Conclusions:** Insights from the study will guide future research on review manipulation and fake reviews. The study presents a holistic view of the phenomenon of review manipulation. It informs various online platforms to address fake reviews towards building a healthy and sustainable environment.

Wan, J., Lu, Y., & Gupta, S. (2021). The dashang feature in social media: a personality and justice theory perspective. *Information Technology & People*. DOI: <https://doi.org/10.1108/ITP-08-2018-0389>

**Abstract. Purpose:** Dashang refers to a reward given voluntarily to street performers in return for their performance. Some social media platforms have created a way to integrate this as a function, referred to as the dashang feature, to allow users to reward live performers online as well. Over the last few years, this function has become extremely popular among social media users, as it recreates the nostalgic experience of watching street performances. Platforms now consider it indispensable, as it has become a source of substantial revenue (commission on rewards earned by performers). However, not all users reward performers. For each user who pays, there are many more who lurk on the platform. This study examines the reasons for these differences using the Big Five personality perspective and justice theory. **Design/methodology/approach:** We develop an empirical model using the Big Five theory and justice theory and test it using empirical data collected through a survey of WeChat users. **Findings:** The results indicate that distributive justice, interpersonal justice and informational justice are essential factors in relation to social media users' use of the dashang feature. It is also found that personality type affects these three factors. **Originality/value:** This study makes three key contributions. First, it examines the factors that influence users' voluntary use of the dashang feature using the lenses of the Big Five theory and justice theory. Second, this study extends previous results on perceived justice to examine use of the dashang feature in social media. Third, this study applies these theories to the study of consumer behavior by exploring the role of user characteristics in social media use.

Pan, Z., Lu, Y., **Gupta, S.**, & Hu, Q. (2021). You change, I change: an empirical investigation of users' supported incremental technological change in mobile social media. *Internet Research*, 31 (1), 208-233. DOI: <https://doi.org/10.1108/INTR-06-2019-0226>

**Abstract: Purpose:** The intense competitive and dynamic environment in mobile social-media market forces service providers to introduce incremental technological changes to achieve sustainable competitive advantage. The purpose of this paper is to investigate what and how the user attitude to change influences members' behavioral support for incremental technological change in mobile social media service. **Design/methodology/approach:** Using the tripartite model of attitude, this study examines the influence of the cognitive aspect (empowerment with change), affective aspect (arousal with change) and behavioral aspect (habit to change) of attitude toward change on members' behavioral support for incremental technological change. Drawing on the commitment to change theory, we assessed the underlying mechanism by which attitudes toward change influences behavioral support for incremental technological change through the two components of commitment to change (i.e. affective and normative commitment to change). We tested the model using structural equation modeling on the data collected from the popular mobile social media services in China. **Findings:** Our results indicate that the effect of empowerment with change, arousal with change and habit to change varies with different dimensions of commitment to change and significant influence of commitment to change on members' behavioral support for incremental technological change. **Practical implications:** The findings of this study contribute to better insights for services providers for implementing incremental technological change strategies. **Originality/value:** This study contributes to the theory of incremental technological changes by empirical examination of the impacts of users' attitudes toward change on members' behavioral support for incremental technological change in mobile social media. The paper extends the commitment to change theory with the discussion of the mediating effect of commitment to change in the continuing members' behavioral support for incremental technological change in mobile social media.

## Other Assignments & Talks Delivered

- Prof. Bharat Bhasker, Director IIM Raipur joined as Invited Guest and delivered a talk in a Programme organised by Brahmakumaris Spiritual Center, Raipur on March 07, 2021.
- Prof. Bharat Bhasker presided the inaugural function and delivered a talk on Research and Innovation in Computing with reference to National Education Policy in the Computer Society of India Convention Indore on March 13, 2021.
- Prof. Bharat Bhasker delivered a talk in Higher Edtech Innovation Conclave organised by APAC News Network on March 19, 2021.



**Prof. Bharat Bhasker**  
Director, IIM Raipur

## International Women's Day Celebration

IIM Raipur celebrated International Women's Day with enthusiasm and zeal on March 08, 2021. On the occasion, all the women employees including faculty and staff at IIM Raipur were felicitated by the Director, Prof. Bharat Bhasker, Dean Academics, Prof. Sanjeev Prashar and CAO, Col. Dr. Harindra Tripathi (Retd.)

## Forthcoming Senior Management Programme

IIM Raipur is going to commence the first batch of one year (200+ hours) Institutional level Senior Management Programme starting from June 2021 under the guidance of Prof. Sanjeev Prashar and Prof. Satyasiba Das, program directors for the first batch. The majority of program delivery would be over live online mode with 6 days of on-campus immersion towards the end of the program sometime in April/May 2022. The marketing and technology partner for the program is Time Education (TSW).

The details of the program can be accessed through the link: <https://timestsw.com/course/iim-raipur-senior-management-programme/>

## Executive Education & Consultancy (EE&C)

### *Faculty Development Programme (FDP)/ Management Development Programme (MDP)*

S. No.	Programme Name	Date	No. of Participants
1.	"Faculty Development Programme" for faculty of Government Engineering College Raipur	March 14-18, 2021	24



*Completed E-Learning / Online Programme*

S. No.	Course Title	Completed on	Programme Faculty (Dr./Prof.)
1.	Operations Management and Six-Sigma-II	March 14, 2021	Mohit Goswami & Gopal Kumar
2.	Executive Development Program in Leadership and Change Management-III	March 14, 2021	Anubha Dadhich

*Current E-Learning / Online Programme*

S. No.	Course Title	Commenced on	Programme Faculty (Dr./Prof.)
1.	Executive Certificate Program in General Management Program-II	October 18, 2020	Rashmi Shukla & Shalabh Singh
2.	Executive Certificate Program in Human Resource Management-I	November 01, 2020	Anubha Dadhich & Damini Saini
3.	Executive Certificate Program in Applied Financial Risk Management-I	November 07, 2020	Yogesh Chauhan & Nemiraja Jadiyappa
4.	Executive Certificate Program in Project Management-I	November 29, 2020	M. Ram Kumar & Gopal Kumar
5.	Executive Development Program in Data Science and Machine Learning Using R and Python-III	December 20, 2020	Sumeet Gupta & Gopal Kumar
6.	Executive Certificate Program in Digital Marketing and Social Media Strategy-II	January 03, 2021	Arunima Shah
7.	Executive Certificate Program in Operations Management and Six Sigma-III	March 07, 2021	Mohit Goswami & Gopal Kumar

*Forthcoming E-Learning / Online Programme*

S.No.	Course Title	Commencing from	Programme Faculty (Dr./Prof.)
1.	Executive Certificate Program in Leadership and Change Management-IV	April 11, 2021	Anubha Dadhich
2.	Executive Certificate Program in Advanced Strategic Management	June 19, 2021	Samar Singh & Satyasiba Das
3.	Executive Certificate Program in Machine Learning for Managers-I	June 20, 2021	Sumeet Gupta, Mohit Goswami & Gopal Kumar





# IIM Raipur in Media

The collage features several newspaper articles and photographs. The articles include:

- बेहतर बजट, पर्यटन विकास और रोजगारोन्मुखी** (Better Budget, Tourism Development and Job-oriented)
- आईआईएम में 'करमांता' आज से** (Karmaanta at IIM Raipur starts today)
- IIM Raipur all set to host Karmaanta'2021**
- IIM's 'Karmaanta 2021' ends on a high note**
- IIM's FDP for Govt Engg College from March 14**
- IIM RAIPUR organized Faculty Development Programme for GEC Raipur**
- IIM, Raipur holds FDP for GEC faculty**
- आईआईएम ने किया संकाय विकास कार्यक्रम** (IIM Raipur conducted a faculty development programme)
- Euphoric culmination of Karmaanta 2021 by IIM Raipur**
- IIM Raipur to organize FDP for GEC**
- Raipur: IIM Raipur is organizing a five-day Faculty Development Programme under TEQIP-III for the Government of Raipur during College**
- प्राध्यापकों के लिए आईआईएम ने रखी विशेष कार्यशाला** (IIM Raipur has a special workshop for faculty members)

The photographs show groups of people, likely faculty members and students, participating in the FDP and Karmaanta event. One photo shows a group of people standing in front of a building, while another shows a group of people sitting at a table during a meeting or discussion.





***Concept & Compilation:***

**Dr. C. K. Swain**

**Librarian**

**IIM Raipur**

***Graphics & Design:***

**Shalini Shrivastava**

**Sr. Library Information Asst.**

**IIM Raipur**



India Institute of Management Raipur,  
Atal Nagar, P. O. - Kurru (Abhanpur)  
Raipur (C.G.) - 493661



Phone: (+91) 771-2474 639  
Fax: (+91) 771-2474 639



[www.iimraipur.ac.in](http://www.iimraipur.ac.in)  
Email: [publication\\_cell@iimraipur.ac.in](mailto:publication_cell@iimraipur.ac.in)