



AIMS JOURNAL OF MANAGEMENT

Listed in UGC-CARE Journals Under Group I: Journal ID - 101024195

Vol. 9, No. 2, January 2024

ISSN 2395-6852

Articles

- | | |
|---|-----|
| Poornima Mathur, Manju Nair
Achieving Sustainable Competitive Advantage through Strategic HR Practices in Hospitality Industry: An Empirical Attestation | 282 |
| Meenakshi Nargotra, Rajani Kumari Sarangal
Analysing Antecedents of Employee Intention to Stay on the Basis of Social Exchange Theory | 300 |
| Deepak Devgan, Megha Mahendru
Awareness of Taxpayers and Perception towards Implementation of Goods and Services Tax (GST): An Analytical Study | 323 |
| Vinod Dumblekar, Honey Gupta, Upinder Dhar
Beliefs, Goals and Convictions: Implicit Theory of Intelligence and its Direct and Mediated Effects on Self-efficacy | 340 |
| Tanushree Gupta, Vijay Singh Dahima
Impact of Capital Structure on Profitability of the Listed Infrastructure Companies with Special Reference to India | 363 |
| Sanjay Kumar Yadav
Impact of Personality on Impulse Buying Behaviour of Retail Consumers | 380 |
| Deepak Jaroliya, Pragya Jaroliya, Rajni Gyanchandani
Leadership Styles: Do Leaders Influence Performance of Teams? | 394 |
| Madan Lal, Heena Kashyap, Sunny Makhija
Measurement of Customer Satisfaction through Holsat Scale in Tourism Industry | 420 |
| P.A. Ahnas, Sujith Babu, J. Jasseer
Perceived Support System as a Predictor of Burnout among Work From Home IT Professionals during COVID 19 Lockdown | 444 |

Namita Agrawal, Dharmendra Mehta 456
Perception of Buyers about Online Shopping Post-Covid-19 in India

Nimesh P. Bhojak, K.K. Patel, Harishchandra Singh Rathod 471
Willingness to Pay for Health insurance: A Review

Case Studies

Gyan Kendra University; A Lighthouse for Employee Turnover 485

Brook and Blooms Sustainable Solution LLP: Market Research Perspective 499

Low Code, No Code for Business Process Reengineering 511

Transformation for making a difference 524

The Journey to Empowerment through Social Entrepreneurship 532

Healing the Workforce 541

Synergy Branding: The Journey of an Entrepreneur 552

Transition for Growth 562

Road Ahead for Murakami Symphony 582

Book Reviews

Munmun Goswami
The Struggle for Development 588

Kirti Ranjan Swain
Lessons in Corporate Finance - A Case Studies Approach to
Financial Tools, Financial Policies, and Valuation 592

Guidelines for Authors 596



Association of Indian Management Schools

AIMS JOURNAL OF MANAGEMENT

Volume 9, No. 2, January 2024

Prof (Dr) Upinder Dhar
Chairman, Editorial Board

AIMS JOURNAL OF MANAGEMENT

Vol. 9, No. 2, January 2024

ISSN 2395-6852

Editorial Board

Prof (Dr) Upinder Dhar

Chairman, Editorial Board, AJM

Vice-Chancellor

Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore

Dr Scott D Johnson

Dean, College of Business
Illinois State University, USA

Dr William E Fitzgibbon III

Dean, College of Technology
University of Houston, Houston, USA

Dr Ben Baliga

Professor & Department Chair
Mechanical & Manufacturing Engineering
St Cloud State University, Minnesota, USA

Dr Bhimaraya Metri

Director
IIM Nagpur

Dr Namjae Cho

Director, Indo-ASEAN Business Center
Institute of Business Research
Hanyang University, Korea

Prof Abad Ahmad

Chairman, Aga Khan Foundation – India
Former Pro-Vice Chancellor and
Dean, FMS, Delhi University
New Delhi

Dr László Józsa

Professor & Dean
School of Business
Széchenyi István University
Győr, Hungary

Prof M Rammohan Rao

Former Dean
Indian School of Business
Hyderabad and Mohali

Editorial Assistance

Dr Ch S Durga Prasad

Executive Secretary, AIMS

Editorial Office

Association of Indian Management Schools (AIMS)

D No 6-3-668/10/76 , First Floor, Near Sri Kalyana Venkateshwara Swamy Temple
Durganagar Colony, Punjagutta, Hyderabad 500 082.

Copyright©2017, AIMS

Note: *AIMS Journal of Management* disclaims responsibility/liability for any statement of fact or opinion made by the contributors.

Contents

Editorial

i

Articles

Poornima Mathur, Manju Nair	282
------------------------------------	-----

Achieving Sustainable Competitive Advantage through Strategic HR Practices in Hospitality Industry: An Empirical Attestation

Meenakshi Nargotra, Rajani Kumari Sarangal	300
---	-----

Analysing Antecedents of Employee Intention to Stay on the Basis of Social Exchange Theory

Deepak Devgan, Megha Mahendru	323
--------------------------------------	-----

Awareness of Taxpayers and Perception towards Implementation of Goods and Services Tax (GST): An Analytical Study

Vinod Dumblekar, Honey Gupta, Upinder Dhar	340
---	-----

Beliefs, Goals and Convictions: Implicit Theory of Intelligence and its Direct and Mediated Effects on Self-efficacy

Tanushree Gupta, Vijay Singh Dahima	363
--	-----

Impact of Capital Structure on Profitability of the Listed Infrastructure Companies with Special Reference to India

Sanjay Kumar Yadav	380
---------------------------	-----

Impact of Personality on Impulse Buying Behaviour of Retail Consumers

Deepak Jaroliya, Pragya Jaroliya, Rajni Gyanchandani	394
---	-----

Leadership Styles: Do Leaders Influence Performance of Teams?

Madan Lal, Heena Kashyap, Sunny Makhija	420
--	-----

Measurement of Customer Satisfaction through Holsat Scale in Tourism Industry

P.A. Ahnas, Sujith Babu, J. Jasseer	444
--	-----

Perceived Support System as a Predictor of Burnout among Work From Home IT Professionals during COVID 19 Lockdown

Articles contd...

Namita Agrawal, Dharmendra Mehta	456
<hr/>	
Perception of Buyers about Online Shopping Post-Covid-19 in India	
Nimesh P. Bhojak, K.K. Patel, Harishchandra Singh Rathod	471
<hr/>	
Willingness to Pay for Health insurance: A Review	

Case Studies

Gyan Kendra University; A Lighthouse for Employee Turnover	485
Brook and Blooms Sustainable Solution LLP: Market Research Perspective	499
Low Code, No Code for Business Process Reengineering	511
Transformation for making a difference	524
The Journey to Empowerment through Social Entrepreneurship	532
Healing the Workforce	541
Synergy Branding: The Journey of an Entrepreneur	552
Transition for Growth	562
Road Ahead for Murakami Symphony	582

Book Reviews

Munmun Goswami

The Struggle for Development	588
------------------------------	-----

Kirti Ranjan Swain

Lessons in Corporate Finance - A Case Studies Approach to Financial Tools, Financial Policies, and Valuation	592
Guidelines for Authors	596

Editorial

Technical Potential for Automation

Across all occupations, one-third of the time spent in the workplace involves collecting and processing data. Both of these activities have a technical potential for automation. Long ago, many companies automated activities such as administering procurement, processing payrolls, calculating material-resource needs, generating invoices, and using bar codes to track flows of materials. But as technology advances, computers are facilitating to increase the scale and quality of these activities. For example, a number of companies now offer solutions that automate entering paper and PDF invoices into computer systems or even processing loan applications. And it is not just entry-level workers or low-wage clerks who collect and process data; these are the people who are highly paid to spend a substantial percent of their time on these activities.

Financial services and insurance provide one example of this phenomenon. The world of finance relies on professional expertise: stock traders and investment bankers live off their wits. Yet about half of the overall time of the workforce in finance and insurance is devoted to collecting and processing data, where the technical potential for automation is high. Insurance sales agents gather customer or product information and underwriters verify the accuracy of records. Securities and financial sales agents prepare sales or other contacts. Bank tellers verify the accuracy of financial data.

As a result, the financial sector has the technical potential to automate activities taking up significant percent of employee time. Once again the potential is far higher for some occupations than for others. For example, we estimate that mortgage brokers spend as much as 90 percent of their time processing applications. Putting in place more sophisticated verification processes for documents and credit applications could reduce that proportion by a few percent. This would free up mortgage advisers to focus more of their time on advising clients rather than routine processing. Both the customer and the mortgage institution get greater value. Other activities in the middle range of the technical potential for automation involve large amounts of physical activity or the operation of machinery in unpredictable environments. These types of activities make up a high proportion of the work in sectors such as farming, forestry, and construction and can be found in many other sectors as well.

The readers of AJM are requested to go through the contents of the journal and help us in improving the academic value of this publication by offering suggestions based on their critical review and constructive observations. The prospective contributors

to this journal are advised to follow APA pattern (latest Edition) for presenting the references.

Prof (Dr) Upinder Dhar
Chairman
Editorial Board – AJM

Case Study 07

Synergy Branding: The Journey of an Entrepreneur*

Introduction

Success is not an accident; success is a choice. Bharat, an entrepreneur with a family business legacy, started his business journey from Varanasi to take his family business beyond national boundaries. Bharat was born in Varanasi, India, with a strong background of his maternal & paternal sides constituted of very profound personalities. His sharp business and analytical skills were passed on to him from his paternal ancestors (landlords), while the sense of spirituality flew from the maternal side. Bharat graduated in the year 2000 and also won the “Best Outgoing Student” Award for that academic session given by R.V. Trust.

In 2003, Bharat acquired his Master’s degree from P.S.G. Institute of Management in Coimbatore, India, in International Business with high ranks. Throughout his academic years, he showed vivid performances & earned several state and national-level awards at various management events. After completing his formal education, Bharat joined their own family business as its C.E.O. & promoter under the guidance and direction of his father and is recognized for expanding Synergy Group to the international level. Bharat applied a mix of family experience with the energy of a young entrepreneur to lead his business from the local to the global level.

Business Legacy

The Bharat Synergy Group also has a long history of 200 years. The legacy dates back to 1865 during the British days when “Laxmi & Co.” was established as a company with the vision of charity and community service by the Sharma family. It was

** This case was developed by Kiran S. Kakade (School of Business , MIT World Peace University, Pune), Monali Sharma (G H Raisonni Institute of Engineering and Business Management, Jalgaon), Gajanan Badhe (Progressive Education Society's Modern Institute of Business Studies, Pune), Parishii Keswani (G H Raisonni Institute of Engineering and Business Management, Jalgaon), Pushpa Machani (Sivani Institute of Management, Secunderabad), M Thamizhselvi (NSB Academy, Bangalore) during the 8th Online Case Writing Workshop organised by the Association of Indian Management Schools (AIMS) from 9th March to 11th March 2023.*

established to help a group of villages. To develop a self-sustainable revenue model by setting up a handloom-weaving unit to weave silk saris in Mubarakpur – a city and a municipal board in Azamgarh District in the Indian state of Uttar Pradesh. In a brief time, the family earned respect and loyalty from the villagers due to their selfless act of helping the poor and earning honestly. Even to date, the family members of the Sharma family are called “Maharaj” instead of the family name. The business mainly follows a self-sustaining revenue model by establishing a handloom-weaving unit to weave silk saris. Because of this business, the family gained much respect from villagers in the local region.

Entrepreneurship Journey

“Legacy” is a good word and aspiration. When entrepreneurs begin, they either want to build their businesses to have a victorious exit and sell out, or they envision the generations that will come after them and contribute to the legacy of their businesses. From the legacy, Bharat created the Bharat Synergy Group in 2003, whose constituent business enterprises are Synergy Fabrikraft, Blue Fashion, Rajendra Sarees, Bharti Silks, Synergy Ventures, and Synergy Holdings. In 2010 he led Bharat Synergy Group’s first foray into Real Estate & Finance predominantly through joint ventures with already established players. In 2015, he went live with the online sale of his self-designed cushion covers on “SNAPDEAL” and “FLIPKART”, promising to be available on many more similar sites shortly.

After his father’s death in 2014, Bharat took over the reins of Bharat Synergy Group in totality. He directed its efforts to rise over and above with an Indian presence. Bharat Synergy Group understands the value of “Partner & Succeed,” the idea that two or more entities can work together to achieve an outcome that would be impossible to achieve on their own. Its success depends on trading partners having mutually beneficial ties. Synergy aspires to handle business in a just, professional, and ethical way. The Bharat Synergy Group now operates across a vast field of subjects, from textile manufacturing to real estate and finance and investments. Currently involved in some big pioneer projects in cities across India, Synergy continues to strive for infinity. Now Bharat Synergy Group has; Textile Industry, Infrastructure, Investment firm and Real Estate.

Textile Business: The Bharat Synergy Group takes part in the vibrant textile market in India’s major cities. Initially, they were dealing in Banarasi sarees for the Business-to-Business market. After the lockdown, they found new opportunities to reach direct

customers through the social media platform. Now they are also into Business-to-customer.

Infrastructure Business: The division is active in India's growing metro real estate market. Their only goal is to collaborate and engage in top-tier projects in metro cities from reputable middle-market developers and to co-promote luxury homes and apartments in line with current metro city trends.

Investment Business: The investment arm of Synergy group through which they make a strategic investment through personal profiles of the promoter's family & rooted in various investment seekers. Funding in this division is predominantly provided to the local food grain traders, bullion & jewellery traders, dealers & distributors of reputed FMCG organizations. This is the segment where banks have either not tapped in or there are regulatory procedures which are very stringent for very short-term or very long-term money market demand.

Expanding Business Overseas

Challenges in Expansion

Bharat started an export division in Textiles by exporting the material to Dubai, Malaysia, and many other countries. Working hard and achieving dreams is the motto of Bharat. When he was touching the heights of success in 2008, the recession knocked on the doors of India; rather, it spread into most countries around the globe. The recession resulted in the entry of Chinese Companies with similar products of well-known brands at much lower prices. This was one of the major challenges in front of Synergy Group. The second major challenge faced by Synergy group was while exporting to other countries, they were not directly exporting from Varanasi, but this was done via mediators from metro cities like Delhi, Bangalore, and Hyderabad. The countries where the material was exported did not know the Synergy Group. And thus, this led Bharat to focus on branding his Group. Sharing his views and reviews about the brand on social media platforms was one of them.

Success Strategy

To overcome the challenges, Bharat has shifted his focus from mass production to limited edition with unique and aesthetic designs in textile products. Bharat Synergy Group shifted the focus to a niche market and started connecting with direct retailers giving limited edition of designs. Bharat also believed that anybody could do the Manufacturing however building the brand requires power in branding and no

compromise on the quality part. Now Bharat knows the need and importance of branding, and for this sake, he started focusing on branding by using various promotional tactics. Sharing his views and reviews about the brand on social media was one of them. The strategy of producing limited editions with unique and aesthetic designs in textile products has given a unique brand positioning in the market. Bharat has reinvented his brand.

Bharat Synergy Group, however, also mainly outsourced their Manufacturing of textile/handloom business. It now mainly focuses on building the brand and has a vision of getting more diversification in its real estate business unit by creating its township and being more economically friendly and the most trusted brand in India. Bharat synergy Group is leading to be one of the most trusted brands in India and overseas as well. Bharat also has many internationally acclaimed businesses and stands out in many aspects as one of the most diversified brands in India and overseas. His vision of diversifying the legacy business as a brand into various business classes is great and visionary.

Commitment to Society through CSR

Bharat Synergy Foundation (BSF) was set up by the late Bharat Anand Sharma on August 15, 2010, with the commitment to take care of all those and their families associated with Bharat Synergy Group. Bharat Synergy Foundation (BSF) distributed sewing machines among poor women to make them self-reliant. In 2015, the BSF planted 10 lakh saplings across Uttar Pradesh, and the campaign continues. In 2016, paintings were drawn on the walls of the physiotherapy Centre so that children, who come for treatment, feel better. In 2018, the BSF launched a new initiative called 'Annapurna', under which 100 children are fed daily during Navratri.

Bharat said that Covid-19 had created such an atmosphere that the people are losing their self-confidence, which is not only affecting their immunity but also their ability to sustain their livelihood. Under its CSR commitment, the BSF regularly sanitizes the houses of all the members of the Bharat Synergy Group family to instill a sense of confidence among them that they and their families are pretty safe against coronavirus so that they can continue contributing to the economy of the country with all positivity, which will also help them. The BSF has taken up the responsibility to sanitize the houses of 100 families of the Bharat Group every week till the situation does not normalize.

Conclusion

Today's achievement of Bharat Synergy Group results from the continuous efforts of Bharat Anand Sharma by applying an appropriate mix of his exceptionally well-developed dynamic business entrepreneurial skills and wisdom from the family legacy business. The philosophy behind the business at Bharat Synergy Group is based on the vision of community service at large. They also believe in maintaining the legacy to the next level rather than just making money through business operations. Over time, Bharat Synergy Group developed partnerships to succeed in new business sectors by making mutually beneficial associations for trading.

As a result of adopting such strategies, the Bharat Synergy Group has spread its operations across various sectors, from textile manufacturing to real estate and finance and investment businesses in various cities across the country. As a result, Bharat Synergy Group is leading to one of the most trusted brands in India also oversees and has many internationally acclaimed businesses and stands out in many aspects as one of the most diversified brands in India and overseas. His vision of diversifying the legacy business as a brand into various business classes is excellent and visionary.

Questions

1. What are the reasons for Bharat joined his own legacy business?
2. What are the different social aspects of Bharat Synergy Group along with the core business operations?
3. According to you what branding strategies should Bharat apply for increasing brand equity?
4. Elucidate the reasons behind diversification of businesses under Bharat Synergy Group.
5. Explain the challenges faced by Bharat as an entrepreneur.

Teaching Note

Synergy Branding: The Journey of an Entrepreneur

1. A synopsis of the case

The case aims to facilitate the learning of management students and professionals regarding entrepreneurship and a journey of a passionate young entrepreneur who appropriately applied the mix of family experience with the energy of a young entrepreneur Bharat, who led his business from the local level to move to the global level. It gives insight into working with the organisation already in existence, gives ideas about choosing the right products and associations and partnerships as per the trend for the business, and gives insight into the results achieved by the entrepreneur by applying his strategies. The case highlights how the entrepreneur started new ventures in new sectors and associated with other business partners to succeed. The case provides a real-life journey of an entrepreneur who started with the legacy local businesses and made a well-recognised international presence.

2. The target learning group

Students of various Undergraduate and Postgraduate Management degree programmes. Also useful for participants of Management Development Programmes (MDPs) for Entrepreneurs.

3. The learning/teaching objectives and key issues

1. To make students understand the concept of entrepreneurship.
2. To make students understand about the importance of family business management.
3. To analyze the challenges faced by entrepreneurs.
4. To understand the significance of branding in business.
5. To help students learn and understand various strategies to be applied in business by entrepreneurs.

4. The Teaching Strategy

For case discussion, students are divided into groups of 2 to 3 members. The case is given in advance for prior preparation.

Details	Time
Introduction and overview of the case	5 mins
Discussion on the personality and family background of Bharat	10 mins
Discussion the diversification of business.	10 mins
Discussion on the challenges faced by Bharat as an entrepreneur.	15 mins
Discussion on branding strategies and the ways used by Bharat	10 mins
Wrapping up	5 mins

5. Questions for further discussion

1. How can you say Bharat is not just a successful entrepreneur, but also a successful strategist?

After 1991 LPG Chinese and Korean companies entered the market with similar products offering 1/5th of the price offered by Synergy. There was a tough competition as few bi products are from the above-mentioned countries that increased the factor of production. Then a new shift to the customer segment made them to overcome the pricing issue where it is a niche market and boutique where synergy started offering designer pieces which are limited and is ready to serve even in double digit count where other major players made it mandate to order as a wholesale. This was the turning point to synergy and never looked back since then.

For the survival new shift into real estate business also happened in the later stages. As they need to gain experience in this vertical they tied up with established players in the market include Chennai, Bangalore, Noida and Gurgoan. It helped in understanding how these players were acquiring land, developing, and selling. At later stages with enough experience, they added one more feather to their hat called LAND BANKING.

2. What is the role of branding in the success of Synergy comp.?

A 200-year-old family business is well established with all the hard work that has been invested by all the four generations. Bharat has taken the business into global level and could made it possible only with the brand that has been built by his previous generations. He also expanded the image of the company with his team in being more active at various social media sources. Bharat

himself become vocal in extending brand image of his company and in one interview he made open challenge that he is one of the most hyperactive in being vocal towards building brand image. Branding is the important mantra for getting Synergy Group recognized. Brand is an element which plays important role in gaining customer trust.

3. What advice would you give to someone who is trying to become an entrepreneur?

To become an entrepreneur, one must be passionate about the functional area where he wants to work and a lot of information one has to collect for analysis and with the information additional things needs to be identified for applying the concept or ideas which are generated during this information analysis and interpretation. Because without relevant data and information, nothing will be possible. The second thing is to find the proper direction for the work so that additional efforts will lead to success. And of course some of the important entrepreneurial skills need to be developed by the individual such as ready take efforts, Passion for success, communication skills, self-motivation, discipline, time management, Creativity, self-confidence development, Analytical skills and Organizing skills, people management skills.

6. Analysis of Data

The case does not contain any quantitative data for analysis. Therefore, there is no data analysis available for this case study.

7. Background Reading

Some of the references for background reading for the case are as follows:

1. Madhukalya, A. (2022, Sept 15). 'Zamindars of Varanasi': This family sold jewellery to pay workers, gave up ownership rights in 1952. Retrieved from <https://www.businesstoday.in/>: <https://www.businesstoday.in/latest/trends/story/zamindars-of-varanasi-this-family-sold-jewellery-to-pay-workers-gave-up-ownership-rights-in-1952-347291-2022-09-15>
2. <https://thetotalentrepreneurs.com/entrepreneur-personality-traits-characteristics>
3. <https://www.youtube.com/@rajatsynergy6069>

4. What Is Entrepreneurship? Detailed Definition and Meaning (2022) (oberlo.com)
5. Family Business and Management: Objectives, Theory, and Practice, by Magdalena Biel, yBeataElusarczyk · 2022, published by Tailor and Francis.
6. Transgenerational Entrepreneurship: Exploring Growth and Performances in Family Firms Across Generations by M. Nordqvist, yT. Zellweger · 2021, published by Edward Elgar.
7. Lehmann, Donald, and Kevin Lane Keller. "Brands and Branding: Research Findings and Future Priorities." Marketing Science 25, no. 6 (November 2006): 740-59.
8. Dacin, P., D. C. Smith. 1994. The effect of brand portfolio characteristics on consumer evaluations of brand extensions. J. Marketing Res. 31(5) 229-242.
9. <https://www.youtube.com/@rajatsynergy6069>
10. *Rajat Synergy Foundation helps out 2 lakh needy in 10 years under CSR* – G TV NEWS | हकीकतकाआइना

8. Experience of using the case

As the case is new, it is not yet administered.

ANNEXURE

SWOT Analysis

Strengths Legacy Business Strong people connect in local language. Branding Family moral values	Weaknesses Logistic Technology Partnership dependency Expert Language Local Business
Opportunities Focus on niche market. Scope for business expansion	Threats Chinese and Korean Companies Local and global competitor Rising Input costs Lack of Modernization

PESTEL Analysis

Political Government policies directly impact the Bharat Synergy business. As policies change frequently.	Economic Rise in labour cost force Bharat synergy to out-source manufacturing process which impact on economic factor.	Social Culture The Social factors could be the increase in demand for the speciality of any handloom in any country goes up, their will a social impact on the business.
Technology Adopting the Chinese and Korean Technology in handloom industry helps Bharat Synergy to reduce the cost of product and effectively compete with global competitor.	Environment Global business Environment not suitable for local business due to brand visibility .	Legal Legal analysis considers compliance of all business laws. For example, consumer laws, safety standards, labor laws, etc.

Keywords: Abstract must be followed by a list of keywords, subject to a minimum of five. These should be arranged in alphabetical order and be separated by commas with a full stop at the end.

Body of Manuscript: Manuscript must be prepared on standard A4 size paper setting. It must be prepared on a 1.5 spacing and single column with a 1-inch margin set for top, bottom, left and right. It should be typed in 12-point Times New Roman font with page numbers at the bottom-centre of every page.

Headings: All section headings should be in 14-point Times New Roman font and sub-section headings should be in 12-point Times New Roman font. These must be bold-faced, aligned left and fully capitalized. Leave a blank line before each heading.

Figures, Tables and Exhibits: Each Figure, Table, or Exhibit should be printed on a separate sheet. Figures, Tables and Exhibits are to be separately numbered, titled and attached at the end of the text serially. The position of the Figure, Table, or Exhibit should be indicated in the text on a separate line with the words "Table 1 about here". All Figures, Tables and Exhibits must be presented in line with American Psychological Association (APA), 7th Edition guidelines.

In-text Citations: Indicate the position of the reference in the text within brackets by the author's last name and the year of publication; e.g.: '(Porter, 1980)' or incorporate it into a sentence, e.g.: 'as pointed out by Hannan and Freeman (1977)'.

References: References should be cited in the style prescribed in the Publication Manual of the American Psychological Association (APA), 6th Edition. At the end of the text, references should be listed in the alphabetical order of the last names of the authors, with a title REFERENCES (left-aligned) in 14-point Times New Roman. Examples of how the references are to be listed at the end are given below.

Notes: Do not use footnotes. Minimize endnotes. If they are unavoidable, number them serially in the text using superscript and list them together on a separate sheet under the heading NOTES immediately following the text of the paper. Notes are not for citing a reference but for offering a significant explanation, which is important for understanding the text, but is tangential to the main idea discussed therein.

Revised Manuscripts: At the end of the blind review process, the editor will inform the author about the acceptance or rejection of the manuscript. On acceptance, the author is expected to incorporate the modifications suggested by the reviewers, if any, and submit a soft copy of the final revised manuscript.

Policy against simultaneous submission: Authors should ensure that the manuscript submitted to *AIMS Journal of Management* is not simultaneously submitted to any other journal or publisher. Similarly, it should not be submitted anywhere else during the pendency of the review process which would take 6 to 8 months. Once a manuscript is accepted by or published in *AIMS Journal of Management*, it becomes the property of AIMS, whose permission is required for any operations covered by the Copyright Act.

**Chairman
Editorial Board**

Edited and Published by Prof (Dr) Upinder Dhar
on behalf of the Association of Indian Management Schools (AIMS)
Typeset and Printed by Balaram Graphics, Hyderabad

ISSN 2395-6852