

Advancing Wise Innovation:

An analysis of SPJIMR's
intellectual contributions from
April 2019 – March 2024



Four themes congruent
with our mission and the
wise innovation pathway:



Innovation,
New Tech (I)



Sustainable Societal Impact
(the “right reasons”) (S)



Ethics, Responsibility,
Wisdom (the “right way”) (E)



Governance, Leadership,
Policy (the “right way”) (G)





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INTRODUCTION



At SPJIMR, we are guided by our mission to influence managerial practice and promote value-based growth of our students and alumni, organisations and their leaders, and society at large in all our endeavours. We do so by '*advancing wise innovation*' at scale through teaching, thought leadership, and industry and community engagement.

Integral part of our commitment to our mission with wise innovation as our pathway are our intellectual contributions (ICs). Our faculty body adds to the ongoing academic conversations worldwide through their ICs, which can take multiple forms, spanning refereed journal articles to popular press publications.

We are committed to ensuring that a significant part of our ICs align with our mission and the 'wise innovation' pathway. To achieve this, we actively reflect on the potential contribution of our research initiatives. Recently, we conducted a thorough analysis of our past IC to identify key themes that illustrate the extent of this alignment. At the same time, we recognise and embrace the possibility that our faculty may wish to explore research areas outside this pathway. Such explorations, expanding the boundaries of knowledge, are an equally important part of our institutional identity.

This note presents the methodological approach we used to analyse our IC corpus to derive our aligned research themes. We implemented this process through a bottom-up analysis of our IC corpus comprising documents published from April 2019 through March 2024.



SPJIMR has always promoted plurality of thought and confluence of diverse viewpoints. As a result, our faculty produces research that spans a broad spectrum of areas, as diverse as the gig economy, water scarcity, organ donation, and family business profitability. A truly representative reflection of such a variety of areas and thoughts in terms of key themes is a challenging task, particularly when the corpus is not voluminous enough to lend itself to a Bibliometric analysis (Ellegaard & Wallin, 2015; Moral-Muñoz et al., 2020). To ensure we do not force-fit or identify themes that do not reflect our focus, we followed a multi-pronged, multi-step approach to analyse our IC corpus.

Specifically, we followed the systematic literature review (SLR; Tranfield et al., 2003) process as far as such a diverse, pre-defined corpus. Our choice of SLR is based on the observation that "systematic reviews are undertaken to clarify the state of existing research and the implications that should be drawn from this." (Feak & Swales, 2009, p. 3)

The steps followed:

1. Setting the operational boundary conditions

- (a) ICs to be included in the review
- (b) Time frame (number of years)

ICs to be included in the review: Deciding the ICs that should be included in the review was an important step, particularly since our faculty are prolific contributors to media discourse and magazine articles, in addition to research papers, case studies, and books, as listed in Table 1.

Table 1: Intellectual Contributions

Sr. No.	Category
1	Books
2	Book Chapters
3	Book Reviews
4	Case Studies

Sr. No.	Category
5	Commentary Publications
6	Conference Proceedings
7	Editorial Reviewed Articles
8	Magazine Articles
9	Newspaper Articles
10	Non-Refereed Journal Articles
11	Online Articles
12	Papers Presented
13	Refereed Journal Articles

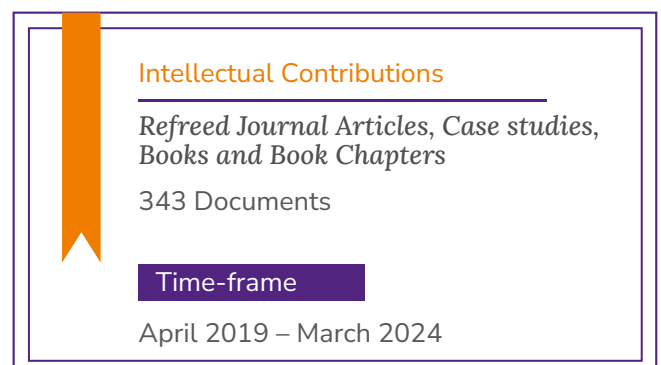
We analysed the ICs listed in Table 1 to determine whether they were published following a stringent peer-review process. Accordingly, four categories with 343 documents were identified. The choice of corpus short-listed for thematic analysis is aligned with our internal processes of evaluating any publication.

The categories are:

- Refereed Journal Articles
- Case studies
- Books
- Books chapters

Time frame: To remain aligned with the expectations of international accreditation processes like AACSB, AMBA, and EQUIS, we considered ICs output produced over the preceding five academic years (April 2019 to March 2024).

Figure 1: Operational boundary conditions



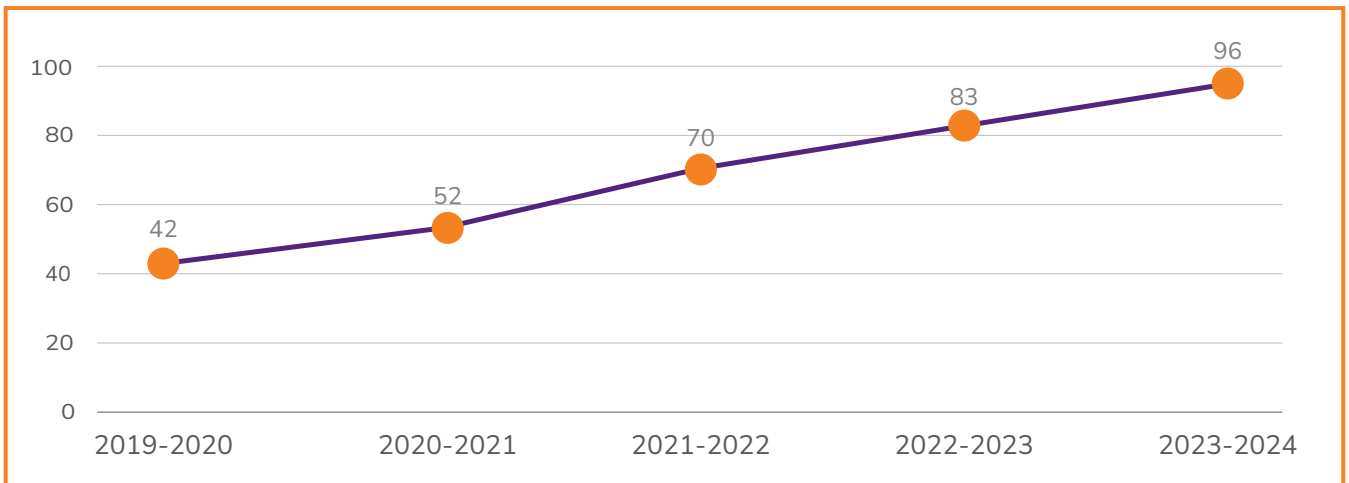
2. Presentation of descriptive statistics (Research Profile)

Following the SLR methodology, we extracted two basic descriptive statistics:

- (a) Trend of scientific production (Figures 2 & 3)
- (b) Annual scientific production across the four short-listed categories of ICs (Figure 4).

Since the objective of our analysis was not to find research gaps or set future research agenda, we have not presented other profile-related details (e.g., research design, publication source, geographical scope, theories used), as usually reported in SLRs.

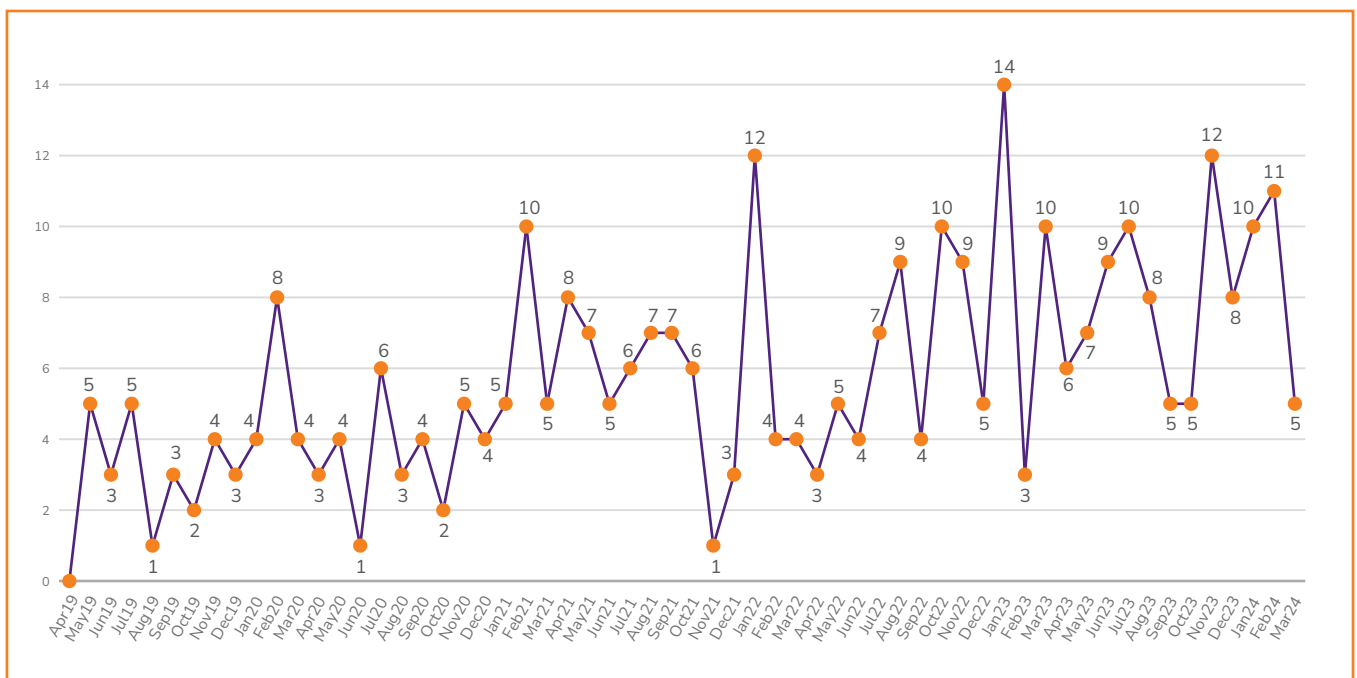
Figure 2: Annual trend of scientific production



As presented in Figure 2, our research productivity has been rising steadily, increasing from 42 documents during the academic year 2019-20 to 96 at the end of the academic year 2023-24.

Figure 3 provides a more granular view by presenting month-wise scientific production across 60 months, from April 2019 through March 2024.

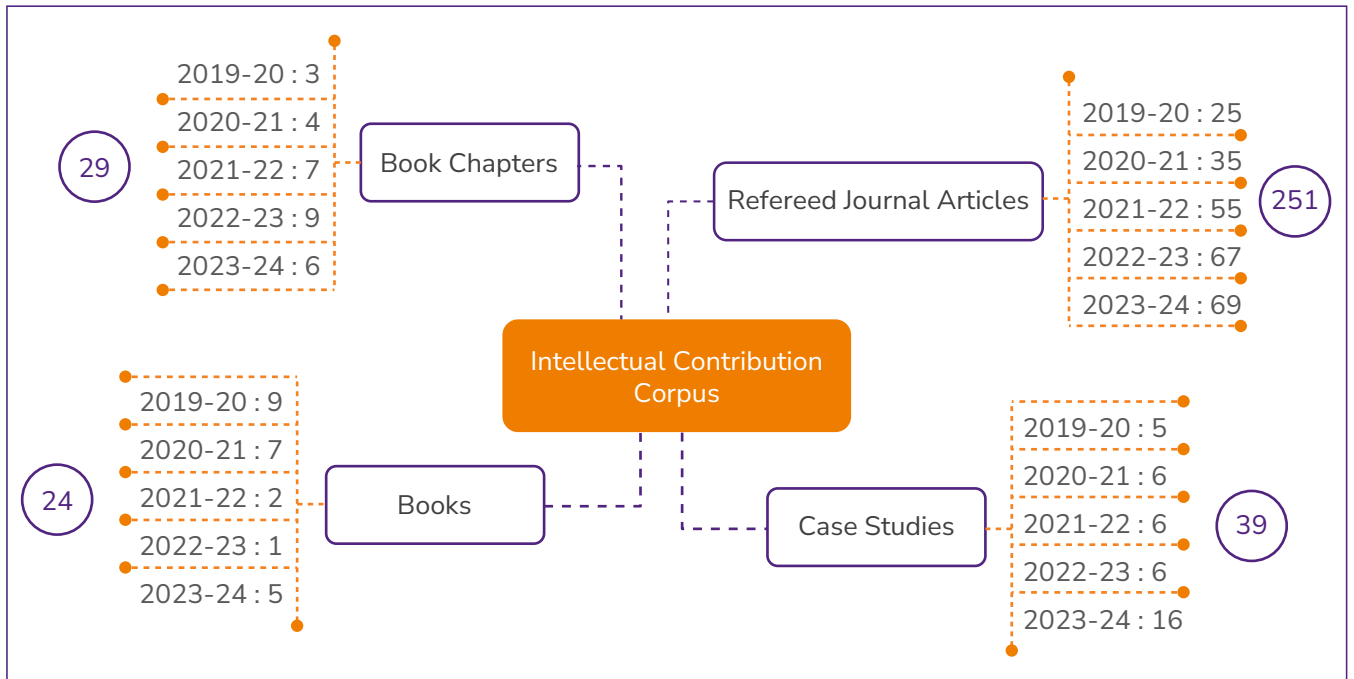
Figure 3: Month-wise scientific production (April 2019 through March 2024)



In comparison, Figure 4 exhibits category-wise productivity during the period under analysis, giving a

nuanced view of our faculty's publications over the past five academic years (ended Mar 2024).

Figure 4: Annual scientific production across categories of ICs



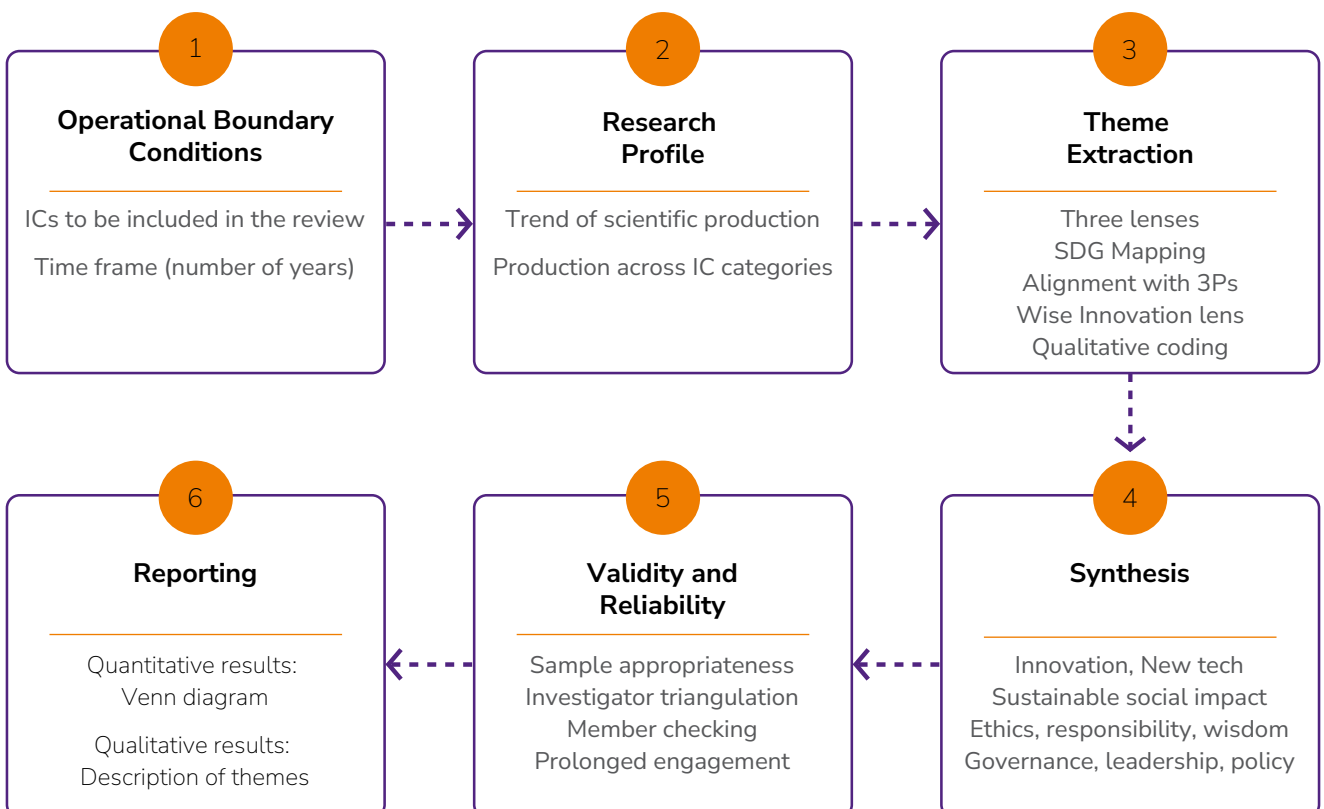
3. Theme extraction

As discussed in the preceding section, we were mindful of our IC corpus's cross-functional and diverse nature. As a result, to extract the themes that align with our mission, vision, and focus on the intersection of innovation and societal impact, we used:

- (a) Three lenses, and
- (b) Qualitative coding of content to understand the data and arrive at themes that represent our research contribution.

We extracted the themes as described in the subsection titled Synthesis, using a multi-pronged approach. The stepwise approach that we used is presented in Figure 5.

Figure 5: Method/process



¹ <https://sdgs.un.org/goals#history>

The three lenses

(i) **SDG mapping:** The 2030 Agenda, adopted by the United Nations in 2015, provides a globally shared blueprint for peace and prosperity for people and the planet. At its core are the 17 Sustainable Development Goals (SDGs), which aim to end poverty and other deprivations, improve health and education, reduce inequality, stimulate economic growth, address climate change issues, and preserve the ecology .

We mapped each document in the corpus (343) to one or more of the 17 SDGs as a first step to

understanding the data. Of these, 80 documents examined/explained areas/issues/concerns that could not be comprehensible or intelligibly mapped to any of the 17 SDGs. It is important to mention that we did not consider overarching implications while mapping the documents to the 17 SDGs, focussing only on the apparent linkage. The remaining 263 documents had a visible connection with one or more of the 17 SDGs. The number of studies mapped to each of the SDGs is presented in Figure 6. As expected from a B-School, 133 studies mapped to SDG 9 (Industry, Innovation, and Infrastructure).

Figure 6: SDG mapping



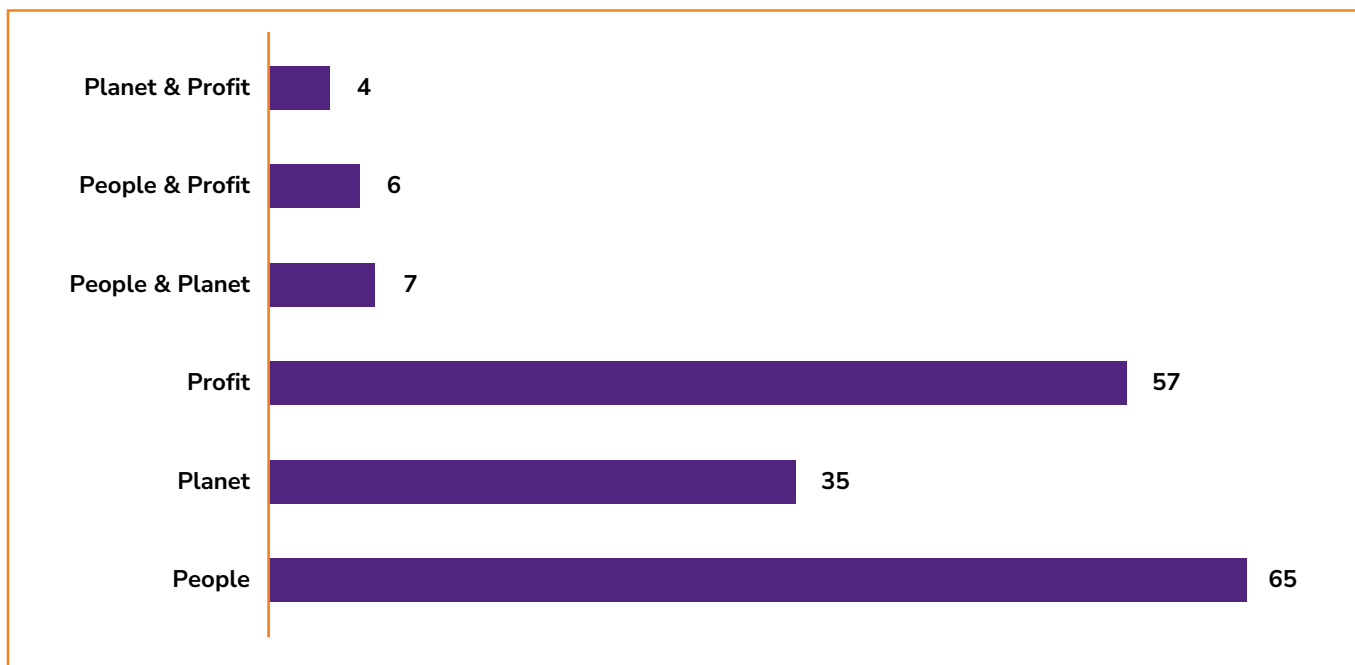
* **N** Represents the number of SPJIMR ICs mapped to the indicated SDG

(ii) Alignment with 3Ps: Since the concept of the triple bottom line (comprising three Ps: people, planet, and profit) in business emphasises that firms should measure their social and environmental impact, as well as their financial performance, instead of solely focusing on profit generation, or the standard bottom line (Miller, 2020), we used the 3P lens to understand our IC corpus better.

We carefully examined each document to determine its objectives and contributions, evaluating how well it addressed the 3P priorities (People, Planet, Profit)

and whether it aligned with more than one priority. Our analysis revealed that 169 documents discussed topics that were not explicitly connected to any of the 3Ps. Of the remaining 174 documents, as illustrated in Figure 7, 65 focussed on people-related priorities, seven discussed both people and planet-related issues, and six examined both people and profit-related concerns. In comparison, 35 ICs focussed predominately on planet-related topics, and 57 distinctly and solely examined the standard bottom line priority of profit. Finally, four ICs examined topics at the intersection of planet and profit.

Figure 7: Alignment with 3Ps



(iii) Wise Innovation lens: Synthesising the multifaceted conversations on innovation, we define wise innovation as “purposeful innovation done for the right reasons and in the right way”. To elaborate, wise innovation aims to create long-term holistic benefits across social, environmental, and economic realms. The wise innovation process emphasises stakeholder inclusivity, plurality of approaches and mindsets, context sensitivity, and ethical considerations. Therefore, research aligned with wise innovation can be expected to address/prioritise/consider some of the following agendas:

- making a holistic impact across social, environmental, and economic factors
- proposing solutions that contribute to the sustained well-being of all

- promoting ethical and responsible development of new technologies or solutions
- minimising potential harm by careful consideration of likely consequences
- tailor-made solutions to specific situations and challenges
- incorporating knowledge from diverse stakeholders to optimise resource usage
- seeking solutions that promote sustainability and circularity

Qualitative coding of content

Our objective was to uncover the key themes in our IC corpus that align with our macro priorities and focus. As a result, we used thematic analysis, a qualitative approach to analysing data (Braun & Clarke, 2006).

This approach entails a thorough read of the data set (343 ICs) to identify patterns and meanings to synthesise key themes.

To execute the analysis, one faculty member independently coded the data. The codes were then discussed with three other faculty members. Modifications were made in the generated codes to resolve disagreements and discrepancies.

4. Synthesis

Our choice of thematic analysis was motivated by the fact that it is a widely applied qualitative research approach that involves identifying, analysing, and reporting patterns (themes) within the data under study. We also found its inherent flexibility, which allows it to be used in a variety of settings and contexts, suitable in the case of a corpus as diverse as we were analysing. At the same time, we were motivated by the fact that the method is versatile enough to help achieve granular outcomes and offer a complex account of data.

Typically, as the first step of thematic analysis, researchers immerse themselves in the data to gain familiarity with the corpus being analysed. At this stage, in addition to thorough reading and re-reading of the documents, we used three different lenses as described above. Given our mission and overt social consciousness, we chose SDGs and 3Ps as lenses. The choice of wise innovation as a hook was an intuitive one, since it is our chosen pathway to achieve our mission. The purpose was to understand how the conversations and discussions advanced by our academic research are contributing to our mission and the larger ecosystem.

Let us consider SDG 9 as an example to describe how we operationalised the SDG lens. As mentioned above, we found 133 documents mapped to SDG 9, which is described as “Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation”. Within this broad description, the goal unpacks into eight targets which helped us identify the label/keywords such as inclusive and sustainable industrialisation,

innovation, technology, conducive policy environment, inclusive and sustainable industrialisation, and so on to guide open coding and subsequent synthesis of themes from the documents comprising our corpus. We repeated the process with all SDGs that our corpus mapped to (see Figure 6). This process was conducted manually.

We used the 3P lens to look for clusters of codes that suggested overarching themes. For example, the documents that mapped to both people and the planet were clustered to under impact on society and so on. This step helped us collate all the data relevant to potential themes the initial coding of the corpus had uncovered. Finally, we applied the wise innovation lens to formalise the emergent themes (or borrowing terminology from Giois et al.'s (2013) approach: aggregate dimensions). We used the aforementioned definition and descriptors to operationalise the wise innovation lens. Consequently, we arrived at four themes congruent with our mission and the wise innovation pathway:

- Innovation, New Tech (I)
- Sustainable Societal Impact (the “right reasons”) (S)
- Ethics, Responsibility, Wisdom (the “right way”) (E)
- Governance, Leadership, Policy (the “right way”) (G)

5. Validity and Reliability measures

We used appropriate validity and reliability measures, as recommended in the seminal literature (e.g., Guba & Lincoln, 1981) and described below:

- (a) Sample appropriateness: The first strategy was ensuring that the documents included in the review were published after the peer-review process.
- (b) Investigator triangulation: Multiple faculty members were involved in the coding process, with appropriate intercoder checks to ensure reliability. As discussed above, although only one faculty member coded the data, these codes were examined by three other faculty members.
- (c) Member checking: We stress-tested the themes by discussing a sample (n = 40) with other faculty members, including those who had written some documents.
- (d) Prolonged engagement: We spread the analysis over four months, using an iterative process through different lenses and investigator triangulation.

² <https://sdgs.un.org/goals/goal9>

³ https://sdgs.un.org/goals/goal9#targets_and_indicators

RESULTS

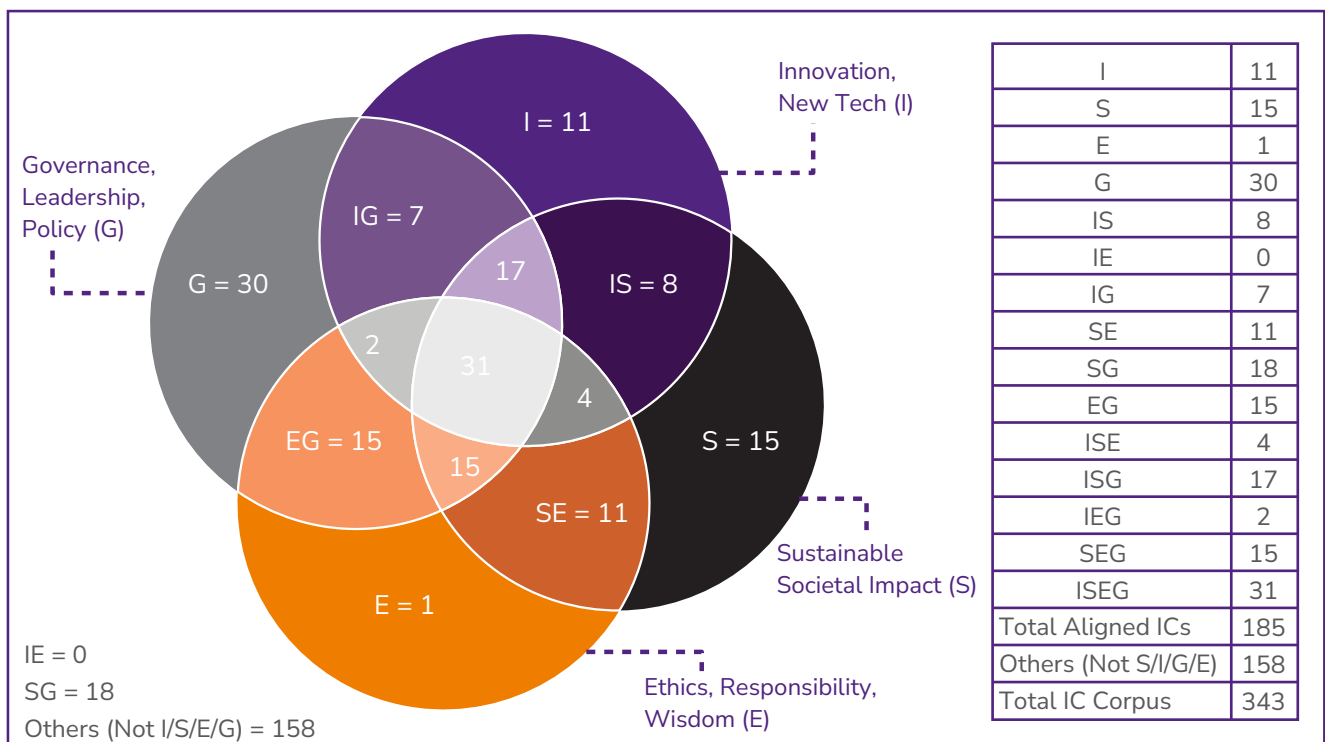


1. Quantitative findings

As elaborated in the preceding parts, we identified four themes emerging from research contributions that are congruent with our mission and the wise innovation pathway. Of the 343 documents, 185 were aligned with one or more themes. Conversely, 158 documents did not fall under any of the themes. To elaborate, As shown in the Venn diagram in

Figure 8, 31 documents are aligned with all four themes: Innovation, New Tech (I); Sustainable Societal Impact (S); Ethics, Responsibility, Wisdom (E); and Governance, Leadership, Policy (G). The single letters indicate documents aligned with only one of the themes; two letters indicate documents aligned with two themes, and so on.

Figure 8: Quantitative results of thematic analysis



2. Qualitative findings

As presented through the Venn diagram in Figure 8, out of the 343 IC documents, 185 were aligned with one, two, three, or all of the four themes. In this part, we dive deeper into the qualitative aspect of these findings. To elaborate, we describe and illustrate the themes through some documents as examples. To begin with, we define/describe the four themes. Thereafter, in Tables 2 through 5, we present some documents mapping to all four themes (ISEG), any three themes (ISE/ISG/IEG/SEG), any two themes (IS/IE/IG/SE/SG/EG), or only one theme (I/S/E/G). In sum, our qualitative findings are presented through:

- Description of themes
- Theme-wise illustrative examples

Description of themes

(i) Innovation, New Tech (I): Innovation is the implementation of solutions that are novel and useful. New technologies are often (though not exclusively) the impetus for innovative solutions. Therefore, under this theme, we classify articles that examine, explain, predict, or provide normative guidance on the use of emerging technologies and the creation of novel and useful solutions (whether tech-based or not). Our interpretation and operationalisation of innovation, new tech as a theme is grounded in the conceptualisation offered by seminal works of Amabile (2000), Kanter (1983), and Stein (1974).

(ii) Sustainable Societal Impact (S): Innovation done for the ‘right reasons’ seeks outcomes beyond the traditional profit motive. Wise innovation should also create benefits for society at large and should be sustainable. Therefore, we classify under this theme articles that examine, explain, predict, or provide normative guidance on the creation of people benefits (such as health, employment, equity, inclusion, etc.) and planetary benefits (such as reductions in emission and pollution, preservation or regeneration of natural resources and biodiversity, etc.). Our description and operationalisation of this theme are rooted in the idea of the Triple Bottom Line conceptualised by Elkington in 1994 (Elkington,2004).

(iii) Ethics, Responsibility, Wisdom (E): To produce the right outcomes, innovation needs to be done the ‘right way’. The right way includes the assumption of responsibility for the outcomes and the application of ethical and wisdom principles during the process of innovation. Therefore, under this theme, we classify articles that examine, explain, predict, or provide normative guidance on applying the principles of responsibility, ethics, and wisdom in the process of innovation. Our conceptualisation of this theme is aligned with the scholarly discussions around intentions to act well and practical wisdom

(Hursthouse & Pettigrove, 2022; Swartwood, 2020; Aristotle, 1999). The way of wisdom discussed in Vedanta also guided our conceptualisation, as interpreted in several discourses globally (e.g., The Pluralism Project, Harvard University).

(iv) Governance, Leadership, Policy (G): Creating the right outcomes also requires that innovation be governed and led the ‘right way.’ Regulatory policies, governance structures, and leadership attributes matter. Therefore, under this theme, we classify articles that examine, explain, predict, or provide normative guidance on policies, governance structures, and leadership attributes that may intentionally guide the innovation process to create the right outcomes. Our understanding of this theme and what it encompasses is guided by the seminal work of Mintzberg (Mintzberg,1973) and recent scholarly conversations in the area of strategy and public policy (e.g., Fulop & Ramsay, 2023).

Theme-wise illustrative examples

(i) Documents mapping to all four themes (ISEG): Three book chapters, one case study, and 27 journal articles mapped to all themes (ISEG). A book chapter and two journal articles are presented in Table 2 as examples of the documents mapping to ISEG.

Table 2: Research that maps to all four themes (ISEG)

Theme	Document title	Brief description
ISEG	Bhanot, D., Kathuria, V., & Das, D. (2021). Can institutional innovations in agri-marketing channels alleviate distress selling? Evidence from India. World Development, 137, 105202. https://doi.org/10.1016/j.world-dev.2020.105202	<p>Innovation, New Tech The study focuses on the adoption of Contract Farming (CF) and Farmer Producer Companies (FPCs) as innovative alternatives to traditional Agricultural Produce Marketing Committees (APMCs). These innovations represent a shift in agricultural marketing strategies to enhance market access and improve the bargaining power of farmers, which is crucial in mitigating the risk of distress selling.</p> <p>Sustainable Societal Impact The implementation of CF and FPCs, as discussed in the article, aims to provide</p>

⁴ [https://pluralism.org/vedanta-the-way-of-wisdom#:~:text=Historically%2C%20Vedanta%20refers%20to%20the,of%20a%20teacher%20\(guru\).](https://pluralism.org/vedanta-the-way-of-wisdom#:~:text=Historically%2C%20Vedanta%20refers%20to%20the,of%20a%20teacher%20(guru).)

		<p>sustainable solutions to the challenges faced by small and marginal farmers. By reducing the number of intermediaries and offering better price discovery mechanisms, these channels can significantly improve the economic stability of farmers, thus reducing their vulnerability to distress selling. This aligns with sustainable social impact by fostering equitable market practices.</p> <p>Ethics/Responsibility/Wisdom The focus on reducing distress selling reflects a commitment to ethical practices in agricultural marketing, emphasising the responsibility of the state and the private sector to protect farmers from market volatilities and exploitative practices.</p> <p>Governance/Leadership/Policy The study highlights the role of governance in transforming agricultural marketing through policy reforms such as the Model APMC Act, the Agricultural Produce and Livestock Marketing (APLM) Act, and the Contract Farming Act. These policies are designed to facilitate a more direct connection between farmers and the market, thus reducing dependency on traditional and often exploitative marketing channels.</p>
	<p>Tahora, S., Shah, S., & Rooney, D. (2019). Vedanta Philosophy's Contribution to Wisdom Development for Leadership: Grounding Indian Practical Wisdom in Higher Knowledge and Purpose. Springer eBooks. https://doi.org/10.1007/978-3-030-20287-3_12</p>	<p>Innovation, New Tech The document discusses the integration of Advaita Vedanta philosophy into leadership and educational practices. Although primarily a philosophical approach, the integration of ancient wisdom like Advaita Vedanta into modern leadership and educational practices represents an innovative blending of traditional knowledge with contemporary management and leadership training.</p>

		<p>Sustainable Societal Impact The application of Vedanta philosophy in education, particularly in developing leaders who are compassionate, empathetic, and socially conscious, aims to produce a sustainable social impact. Initiatives like mentoring underprivileged children and integrating personal development with professional education are designed to create long-lasting benefits for both individuals and communities.</p> <p>Ethics/Responsibility/Wisdom The focus on Advaita Vedanta emphasises ethical leadership, the dissolution of ego, and the development of a sense of interconnectedness and unity, which are crucial for fostering wise and responsible leaders. This philosophical grounding promotes deep ethical understanding and responsible decision-making, which are essential for effective and wise leadership.</p> <p>Governance/Leadership/Policy The inclusion of Vedanta-based interventions in the curriculum reflects a strategic approach to governance and leadership development within educational institutions.</p>
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(ii) Documents mapping to three themes (ISG/ISE/IEG/SEG): Our coding indicated that four documents (one case study and three journal articles) mapped to ISE; 17 documents (two book chapters, two case studies, and 13 journal articles) mapped to

ISG; two documents, both journal articles, mapped to IEG; and 15 documents (two book chapters, two case studies, and 11 journal articles) mapped to SEG. We illustrate this set through a case study and three journal articles given in Table 3.

Table 3: Research that maps to any three themes (ISG/ISE/IEG/SEG)

Theme	Document title	Brief description
ISE	Mody, P., Srivastava, S., & KC, S. (2023). Paani Foundation: A Gamified Approach to Water Crisis in Rural India. Asian Journal of Management Cases.	Innovation, New Tech The case discusses Paani Foundation's efforts to address water scarcity through the 'Satyamev Jayate Water Cup

	<p>https://doi.org/10.1177/09728201231191349</p>	<p>Competition'. The initiative employs an innovative gamified approach to water conservation, encouraging competitive and collaborative efforts among villages to build rainwater harvesting structures. This innovative method not only engages communities but also leverages technology and media to educate and motivate participants, demonstrating a novel approach to solving traditional problems.</p> <p>Sustainable Societal Impact The project discussed in the case aims to transform water-scarce villages into water-abundant communities, directly impacting sustainable development and improving the quality of life for residents. This large-scale mobilisation to combat environmental crises illustrates significant social impact, promoting sustainability through community-led actions.</p> <p>Ethics/Responsibility/Wisdom The initiative discussed in the case promotes responsible water management practices and builds capacity among villagers, fostering a sense of responsibility and community wisdom in sustainable practices.</p>
<p>ISG</p>	<p>Misra, A., Saranga, H., & Tripathi, R. R. (2022). Channel choice and incentives in the cadaveric organ supply chain. <i>European Journal of Operational Research</i>, 302(3), 1202–1214. https://doi.org/10.1016/j.ejor.2022.01.041</p>	<p>Innovation, New Tech The study introduces a novel model to enhance the efficiency of organ donation processes by evaluating the interactions between hospitals and coordinating organisations. This involves innovative decision-making structures and incentive mechanisms to increase cadaveric organ supply, demonstrating a significant advancement in Healthcare Operations Management (HOM).</p> <p>Sustainable Societal Impact By optimising the cadaveric organ supply</p>

		<p>chain, the study aims to significantly improve the social welfare outcomes by increasing the availability of organs for transplant. This addresses a critical healthcare issue and has the potential to save lives, directly impacting societal well-being.</p> <p>Governance/Leadership/Policy The study emphasises the importance of governance and policy in managing the organ donation ecosystem. It explores how various policies and efforts by coordinating organisations can lead hospitals to participate more actively in the authorised organ donation channel, thereby enhancing the governance of this critical healthcare sector.</p>
<p>IEG</p>	<p>Shyam, K. C., Srivastava, S., & John, L. (2023). BAEL: Can pivoting to blockchain help the early stage agritech startup in India? Asian Case Research Journal, 27(03), 193-212. https://doi.org/10.1142/S0218927523500116</p>	<p>Innovation, New Tech The integration of blockchain technology into BAEL's platform represents a significant innovative leap. Blockchain is poised to revolutionise transparency, security, and trust in agricultural transactions, addressing some of the core challenges in the sector.</p> <p>Ethics/Responsibility/Wisdom The use of blockchain technology, as discussed in the case, could prove to be an ethical and responsible business practice. However, the case also highlights the risks of escalation of commitment, where Gandhi's determination to implement blockchain technology might clash with the company's current capabilities and business model.</p> <p>Governance/Leadership/Policy The decision to implement blockchain reflects strategic leadership and may necessitate changes in governance structures or policies to support technology adoption among stakeholders.</p>

<p>SEG</p>	<p>Lyndon, S., Rawat, P. S., Bhardwaj, K., & Navare, A. (2023). The sexual identity disclosure dilemma for lesbian, gay, and bisexual employees in the Indian workplace. <i>Equality, Diversity and Inclusion: An International Journal</i>, 42(8), 1107–1125. https://doi.org/10.1108/edi-02-2022-0052</p>	<p>Sustainable Societal Impact</p> <p>The study examines the disclosure dilemma experienced by LGB employees. It aims to enhance the workplace environment for LGB employees by understanding and promoting factors that support their self-disclosure and psychological well-being. These efforts contribute to creating more inclusive and supportive workplaces, which is crucial for sustainable social impact in terms of equity and well-being for marginalised groups.</p> <p>Ethics/Responsibility/Wisdom</p> <p>The study addresses crucial ethical considerations by focusing on the stigma and discrimination faced by LGB employees. It advocates for responsible and ethical management practices that respect and protect the rights of LGB employees, encouraging a culture of openness and support that aligns with ethical business practices.</p> <p>Governance/Leadership/Policy</p> <p>The findings of the study have significant implications for organisational policies and governance. It highlights the need for management practices and workplace policies that actively support diversity and inclusion. These policies can help mitigate fears associated with disclosure and enhance the overall workplace environment for LGB employees.</p>
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(iii) Documents mapping to two themes (IS/IE/IG/SE/SG/EG): Our analysis indicated that several documents mapped to two themes (different combinations), aggregating to 59. While no document mapped to IE, eight documents (two case studies and six journal articles) mapped to IS, and seven (one case study and six journal articles) mapped to IG. Also, 11 (one book chapter and 10

journal articles) mapped to SE and 18 documents (three book chapters, two case studies, and 13 journal articles) mapped to SG. Finally, 15 (three case studies and 12 journal articles) mapped to EG. Sample documents are presented in Table 4.

Table 4: Research that maps to any two themes (IS/IE/IG/SE/SG/EG)

Theme	Document title	Brief description
IS	Dhaigude, A. S. & Ghosh, R. (2023). AgriMitr: Digitalizing the Agricultural Landscape with Satellite Imaging. Communications of the Association for Information Systems, 52, 1119–1124. https://doi.org/10.17705/1cais.05251	<p>Innovation, New Tech The study discusses AgriMitr, which leverages advanced technologies like satellite imagery and machine learning to enhance agricultural practices. This represents a significant technological innovation in the Agri-Tech sector.</p> <p>Sustainable Societal Impact Sustainable societal impact is also visible, given AgriMitr’s objectives to improve agricultural productivity and sustainability, directly impacting food security and aligning with global sustainability goals.</p>
IG	Jha, A. & Saha, D. (2020). Forecasting and analysing the characteristics of 3G and 4G mobile broadband diffusion in India: A comparative evaluation of Bass, Norton-Bass, Gompertz, and logistic growth models. Technological Forecasting and Social Change, 152, 119885. https://doi.org/10.1016/j.techfore.2019.119885	<p>Innovation, New Tech The study primarily addresses the themes of Innovation, New Tech due to its focus on the diffusion models and forecasting of mobile broadband services.</p> <p>Governance/Leadership/Policy Governance/Leadership/Policy is also covered, considering the significant discussion on the role of policy in facilitating or hindering technology adoption.</p>
SE	Shetty, S. R., Chatterjee, D., & Pai, Y. P. (2020). The Role of Health Insurance and Managed Care in India. International Journal of Management, 11(12). https://doi.org/10.34218/ijm.11.12.2020.063 .	<p>Sustainable Societal Impact The article emphasises the societal impact of making healthcare more accessible and affordable, aligning directly with sustainable societal impact.</p> <p>Ethics/Responsibility/Wisdom At the same time, the emphasis on ethical considerations in how healthcare services are provided and priced makes ethics a strong theme.</p>
SG	Jayakumar, T. (2019). Can Maharashtra be India’s California? South Asian Journal of Management, 26(2), 88-105	<p>Sustainable Societal Impact Given the study’s central focus on discussing Maharashtra's economic transformation and its implications for</p>

		<p>regional and national economic growth, sustainable societal impact is integral part of the narrative.</p> <p>Governance/Leadership/Policy The study provides insights into how governance and policy adjustments at the state level can support sustainable economic development, making these themes central to the narrative.</p>
EG	<p>Aggarwal, A. (2022). Leadership through Character Building- Spiritual Quotient in Management Education. International Journal of Science & Engineering Development Research, 7(9), 862 – 868.</p>	<p>Ethics/Responsibility/Wisdom The study focuses on developing qualities that directly align with fostering a more profound sense of ethics and responsibility.</p> <p>Governance/Leadership/Policy At the same time, the article suggests that changes in educational curricula could lead to changes in how organisations are led and managed, making Governance, Leadership, Policy also a relevant theme.</p>

(iv) Documents mapping to one theme (I/S/E/G): Thematic analysis showed that 57 ICs mapped exclusively to one of the themes. Herein, 11 documents (one book, two book chapters, two case studies, and six journal articles) to I; 15 documents

(one book chapter, two case studies, and 12 journal articles) mapped to S, one journal article mapped to E and 30 documents (two book chapters, two case studies, and 26 journal articles) to G. Some examples are presented in Table 5.

Table 5: Research that maps to any one theme (I/S/E/G)

Theme	Document title	Brief description
I	<p>Das, A. (2023). Developing dynamic digital capabilities in micro-multinationals through platform ecosystems: Assessing the role of trust in algorithmic smart contracts. Journal of International Entrepreneurship, 21(2), 157–179. https://doi.org/10.1007/s10843-023-00332-7</p>	<p>Innovation, New Tech Innovation, New Tech is the primary focus of this study. It extensively discusses the use of digital platform ecosystems and smart contracts by micro-multinationals to facilitate international business expansion and enhance inter-firm relationships. The technological aspects of smart contracts and their application in digital platforms represent significant innovations in technology.</p>

	<p>Kamath, R., & Shabbir Husain R.V (2023) Captain Fresh: Value Fishing across Segments. Ivey ID: W32008, Canada: Ivey Publishing</p>	<p>Innovation, New Tech</p> <p>The case study discusses decision dilemma at Captain Fresh which employs a tech-enabled approach to optimise the seafood value chain through innovations like a digital platform for seafood auctions, data analytics, and IoT to enhance supply chain efficiency and reduce waste. Captain Fresh's use of Fishgram, a proprietary technology platform designed to improve the marine supply chain, underscores a significant innovation in the industry.</p>
S	<p>Aggarwal, A. & Moorthy, J. (2024). Bajaj Auto Limited: Reincarnating the Chetak Brand. IJI International Journal of Instructional Cases, 8(1).</p>	<p>Sustainable Societal Impact</p> <p>This case study discusses Bajaj Auto's move to relaunch Chetak as an electric scooter. Focusing on EVs directly connects them to environmental sustainability by promoting green transportation options. This aligns with broader sustainable societal impact through planetary benefits such as reducing pollution and moving towards more sustainable urban mobility solutions.</p>
	<p>Datta, S., & Shah, S. (2020, May 19). Satisficing career choices of Indian women managers. Career Dynamics in a Global World, 66-79. https://doi.org/10.4337/9781789901504.00016</p>	<p>Sustainable Societal Impact</p> <p>The research focuses on how career choices and the reconciliation of career and family identities among women managers can influence long-term societal norms and employment practices. It looks at the broader implications of these choices for societal change and the well-being of a specific demographic, aligning well with the idea of sustainable societal impact through people benefit.</p>
E	<p>Das, A., & Grover, D. (2022, May 19). Ethical climates in South Asian Organizations: empirical findings from India. SN Business & Economics, 2(6). https://doi.org/10.1007/s43546-022-00226-1</p>	<p>Ethics/Responsibility/Wisdom</p> <p>This article examines various dimensions of ethical climates, such as integrity, fairness, and personal values, highlighting the importance of ethical decision-making in the workplace.</p>

G	<p>Chaudhuri, B. R. (2023). The Indian Premier League and COVID-19: From success to failure in a self-regulating Sports Organization during a Crisis Situation. SAGE Publications: SAGE Business Cases Originals.</p>	<p>Governance/Leadership/Policy</p> <p>The case explores the governance structures and decision-making processes within the BCCI/IPL, particularly how these influenced the organisation's ability to manage the tournament effectively during the pandemic. It addresses issues related to organisational governance and the challenges of managing competing goals under crisis conditions.</p>
	<p>Hoekman, B., Santi, F., & Shingal, A. (2023). Trade effects of non-economic provisions in trade agreements. <i>Economics Letters</i>, 226, 111081. https://doi.org/10.1016/j.econlet.2023.111081</p>	<p>Governance/Leadership/Policy</p> <p>The research examines the policy implications of incorporating NTPs into PTAs, the governance of trade agreements, and the strategic interests that influence these policies. The analysis of how these provisions affect trade flows and the motivation behind their inclusion highlights the complexities of governance and policy-making in international trade.</p>

CONCLUSION



We are dedicated to our mission and the wise innovation approach we follow to accomplish it. Our intellectual contributions (ICs) are crucial in reflecting this commitment. As a result, understanding and demonstrating the extent of alignment of our IC corpus with our macro priorities and focus is important for us. We conducted a comprehensive analysis of our ICs from April 2019 through March 2024, using a multi-step process based on the systematic literature review methodology. This process aimed to identify themes congruent with our mission and wise innovation pathway.

Our analysis utilised three main lenses: SDG mapping, alignment with the "3Ps" (People, Planet, Profit), and the wise innovation lens, which emphasises intentional innovation for sustainable, holistic benefits. This analysis was substantiated with an in-depth qualitative analysis of 343 documents conducted with utmost adherence to rigorous academic standards. Analysis revealed four key themes: Innovation, New Tech (I), Sustainable Societal Impact (S); Ethics, Responsibility, Wisdom (E) and Governance, Leadership, Policy (G).

Of the total corpus of 343 books, book chapters, case studies, and journal articles, 185 documents aligned with one or more of these themes, demonstrating alignment with our mission and the wise innovation pathway.

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