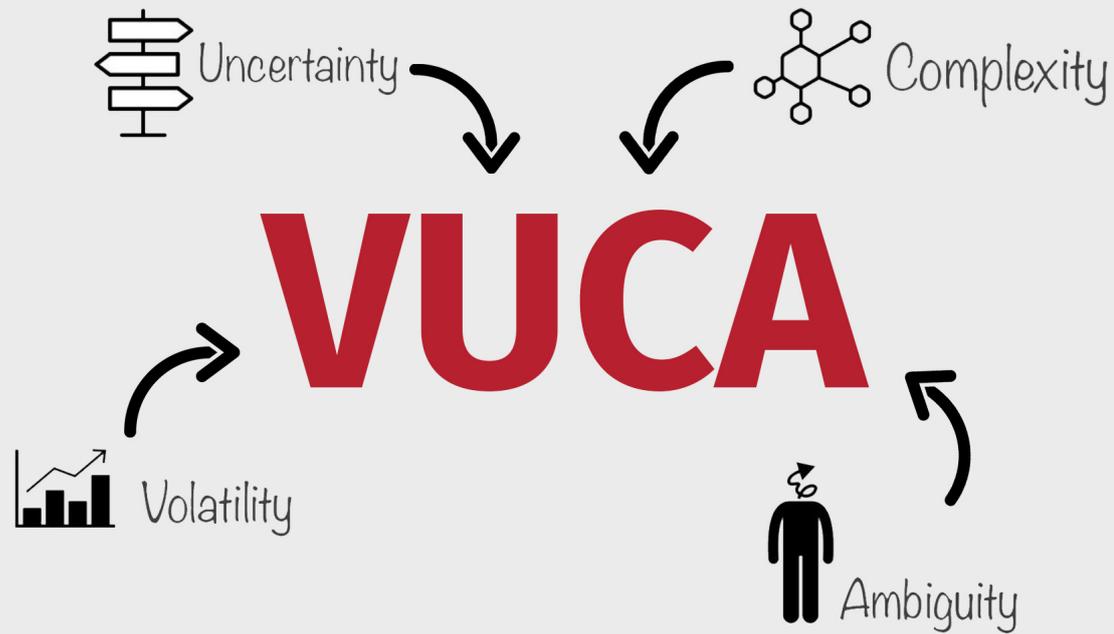




**SOMAIYA**  
VIDYAVIHAR UNIVERSITY

K J Somaiya Institute of Management



**K J Somaiya Institute of Management**  
(A Constituent Institute of Somaiya Vidyavihar University)  
Mumbai, India

## **4<sup>th</sup> International Conference on Challenges in Emerging Economies**

**Business Agility and Adaptability in the VUCA Environment**

Conference Date: **Saturday, December 04, 2021**

Workshop Dates (2 Days): **Thursday & Friday, December 02 & 03, 2021**

**In Collaboration with  
Bombay Management Association**



### **Academic Partners**

**Peter the Great St. Petersburg Polytechnic University, Russia**



**Vega School of Management, South Africa**



**New Jersey City University, USA**



## Somaiya Vidyavihar University

A new milestone in a glorious ongoing journey established in 2019, Somaiya Vidyavihar University, Mumbai, is a self-financed autonomous university recognised by the University Grants Commission (UGC). Somaiya Vidyavihar, with over six decades of rich experience in building and managing educational institutes of great repute, is the sponsoring body. Operational from 26th August 2019, Somaiya Vidyavihar University is a place where you can explore new possibilities, pursue your passion and above all, find yourself.

Somaiya Vidyavihar University is located in the heart of Mumbai and boasts of a sprawling green campus. The university is equipped with excellent educational, recreational, community, health, and sports facilities. Somaiya Vidyavihar offers students the flexibility to simultaneously earn degrees and certifications in multiple disciplines offered by our constituent colleges.



# K J Somaiya Institute of Management

K J Somaiya Institute of Management was established in 1981 as a part of Somaiya Vidyavihar (now affiliated to the Somaiya Vidyavihar University since August 2019) with the objective of providing state of the art education in management and allied areas. The institute is consistently ranked among the Top 25 management institutes and Top 10 private sector B-schools in India. The institute offers Doctoral Programmes, full time, part time and executive programmes in Business Management with specializations in International Business, Retail Management, Financial Services, Integrated Marketing Communications, Healthcare Management, Sports Management, Finance, Human Resources, Operations, Marketing and Executive MBA programmes along with a Masters in Computer Applications. Apart from the regular programmes, the Institute offers customized and industry specific certificate and executive development programmes for government bodies, companies, defense personnel and NGOs.

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### Doctoral Studies

### 2-Year MBA Full-Time Programmes

- MBA
- MBA - International Business
- MBA - Retail Management
- MBA - Financial Services
- MBA - Integrated Marketing Communications
- MBA - Healthcare Management
- MBA - Human Resources
- MBA - Sports Management
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### 3-Year MBA (Part-Time) Programmes

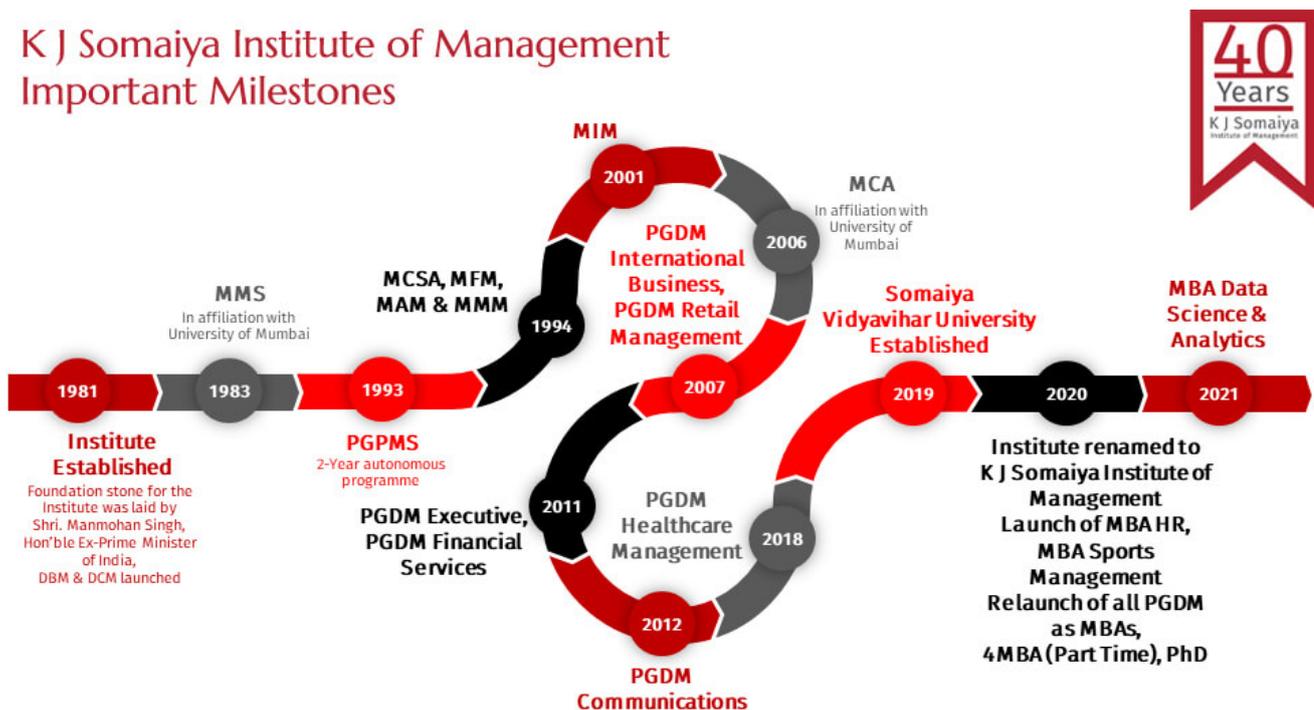
- Finance Management
- Marketing Management
- Human Resource Management
- Information Management

### 2-Year MCA Programme

### Executive Education

- 15-Month MBA - Executive
- Customised Management Development Programmes
- Open Calendar Programmes

## K J Somaiya Institute of Management Important Milestones



# Introduction to the Conference

## Conference Theme: **Business Agility and Adaptability in VUCA Environment**

The Covid 19 pandemic has posed big challenges disrupting the business environment. The current business landscape is reshaped by the VUCA environment. Agility and adaptability are the two key characteristics imperative for the success of the business in the present scenario. The 4th GMCEE is inspired by the prevailing business scene and has its theme titled '**Agility and adaptability in the VUCA environment**'.

VUCA was first coined as an acronym in the 1990's by the US Army War College to describe the environment that they were training military leaders to face (Magee, 1998). It has since then become recognized globally to describe the swift, chaotic, complex, disruptive, fragile and uncertain business world. It is almost impossible to predict the future; the only thing we know for certain as we face this on-going reality is that leaders, businesses and teams of all types and sizes must become nimbler, more agile and adaptive (Lawrence, 2013). VUCA necessitates organizations to be agile and adaptable in managing their strategies and allocating resources. The pandemic has shattered the business environment (Suneson, 2020), compelling businesses to counter the VUCA world with agility, innovation and adaptability.

Agility would be the foremost important attribute for businesses to prosper in a VUCA environment. Agility in the business context is the capacity to react quickly to rapidly changing circumstances (Nijssen and Paauwe, 2012). In the 1990s Stanculescu, Niculae & Grigore introduced agility as a concept that dealt with the emergent new competitive environment. Agility is termed as "an organization's ability to sense and respond to changes in an organization's internal and external environment by quickly assembling resources, relationships and capabilities." A business needs to be fast and flexible. Agile organizations will always remain healthy and vibrant.

Adaptability means "to embrace change". The absolute uncertainty in the business landscape poses a tremendous challenge for businesses. The changing business environment requires small and big businesses to change or adapt their strategies in order to remain relevant and be successful. Developing adaptability will help the business to gain a competitive advantage and ensure it will thrive in the VUCA environment.

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# Workshop I - Case Writing



## Facilitator: **Dr. Sandeep Puri**

With more than 27 years of work experience in industry and teaching, Sandeep specializes in Sales and Marketing. He is a Professor - Marketing at the Asian Institute of Management, Philippines. He had also worked at IMT Ghaziabad, Trident, and Novartis. He has significant publications to his credit, with two publications in Harvard Business Review. He has more than 80 case study publications with Ivey Publishing, WDI Publishing (University of Michigan), and IMD, Lausanne along with articles and research papers in magazines, newspapers, and international journals, respectively. His book on Sales and Distribution Management, co-authored with Still, Cundiff and Govoni is published with Pearson. He has also 10 edited books to his credit. Sandeep is a visiting faculty at many prestigious business schools like S P Jain-Singapore, Fachhochschule Vorarlberg-Austria, Varna University of Management-Bulgaria, IMT-Dubai, IIM Vishakhapatnam, IMT-Nagpur, Thapar University, Great Lakes, and Jagdish Sheth School of Management in India. Sandeep has conducted many case writing and case teaching workshops. He has also conducted MDPs for organizations like Apollo Tyres, Dominos, Reckitt Benckiser, Times of India, EXL, Engineers India Limited and Indian Postal Services.

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## Workshop II - Teaching cases from the lens of a reviewer and an editorial perspective



**Dr. Vasant Sivaraman**

Vasant Sivaraman is Associate Dean, Academics and Professor at the S P Jain Institute of Management and Research (SPJIMR), Mumbai, India. SPJIMR is accredited by AACSB and AMBA. He has worked for sixteen years as an Investment Banker with HSBC, ING Barings etc. providing capital raising and financial advisory services to large corporates. He joined SPJIMR in 2003 with teaching and research interests in business policy, corporate finance and capital markets. He has been an adjunct faculty in the UAE and in Germany. He completed his PGDM from IIM Calcutta and PhD from the University of Mumbai.

He has extensive experience with business simulations. Since 2016 he has been delivering faculty workshops with content support of HBP on teaching with simulations. He is an author of several case studies published with international publishing houses. Since 2015, he has been serving as an Associate Editor for the Emerald Emerging Markets Case Studies (EEMCS). He particularly enjoys editorial work because of the immense learning and value adding opportunity.

### **Dr. Vasant Sivaraman's Publications**

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**Dr. Ram Kumar Kakani**

Ram Kumar Kakani is a Professor and Head (Center for Governance) at the IIM Kozhikode. Ram started as a technocrat in the corporate sector and moved towards the academic world, focusing on Finance-Performance-Strategy. Earlier, Ram was faculty at XLRI Jamshedpur and LBSNAA Mussoorie. Abroad, he worked as an academic in Denmark, Nigeria, Singapore and UAE. Lately, Ram has moved towards the Leadership domain to explore socially impactful initiatives aimed at Public Administration, including holding the role of Director of the Government of India's NCLDCA. Ram has co-authored books with publishers ranging from Cambridge, Sage to Routledge. His textbooks with McGraw-Hill run into multiple editions. Ram hopes to consolidate his learnings by merging his cross functional insights in Business, Financial Analysis, Governance, Public Policy, and Leadership Development – and make life more meaningful.

### **Dr. Ram Kumar Kakani's Significant Publications**

- Nayak, Amar KJR and Ram Kumar Kakani. Critical Perspectives on Public Systems Management in India: Through the Lens of District Administration, Taylor & Francis, Routledge Publishers, 2021, URL: <https://www.routledge.com/Critical-Perspectives-on-Public-Systems-Management-in-India-Through-the-Nayak-Kakani/p/book/9780367540234>
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# Workshop Schedule

## Workshop I - Case Writing

**Day 1 - December 02, 2021 - 9.00 a.m. – 10.30 a.m.**

The Art of Case Writing

- Basics of case writing
- Elements of a case study
- Tips to design a case study

**Day 1 - December 02, 2021 - 10.45 a.m. – 1.30 p.m.** (Break from 12.00-12.15 p.m.)

Developing a Caselet

- Caselet discussions
- Building the case dilemma and exploring pertinent questions

Practicum: Class exercise on Caselet Development

**Day 2 - December 03, 2021 - 9.00 a.m.-12.00p.m.** (Break from 10.30-10.45 a.m.)

Writing an Effective Teaching Note

- Tips for effective teaching notes
- Building Theoretical Framework and Conceptual Model

Practicum: Class exercise on Caselet and Teaching Note

**Day 2 - December 03, 2021 - 12.15 p.m.- 1.15 p.m.**

Case Study Publication

- Preparing for publication
- Citations
- Language, copyediting and proofreading
- Different case study publishing avenues

**Day 2 - December 03, 2021 - 1.15 p.m.-1.30 p.m.**

Q & A

Closing of Case Writing Workshop

## Workshop II - Teaching cases from the lens of a reviewer and an editorial perspective

**Day 2 - December 03, 2021 - 4.00 p.m.-6.00 p.m.**

Teaching cases from the lens of a reviewer and an editorial perspective

## Workshop Fees

- **INR 1500** inclusive of GST. [Click Here](#)
- The workshop fee is waived off for registered conference delegates.

## Keynote Speaker



**Dr. John Donnellan**

Dr. Donnellan is an Associate Professor and Chair of the Management Department at the New Jersey City University (NJCU) School of Business Management. He is a two-time Fulbright Scholar having worked in Finland at Turku University of Applied Sciences and Satakunta University of Applied Sciences. His research dealt with cooperative international pedagogy between Finland and USA. He has also been awarded the “Bright Idea Award” 2018 Stillman School of Business at Seton Hall University based upon this research. In addition, his experience includes teaching courses within Harvard Business School Online, delivering papers at Cambridge, Oxford and Columbia Universities. His global experience includes lecturing in China, England, Finland, France, India and Mexico. Dr. Donnellan is a former Wall Street Executive from JPMorgan and Prudential Financial.

His research is based on International Management Theories and Finance having published 11 articles. The most recent research deals with the changing environment within the international educations’ environment and his paper “Reflection on Internationalization of Higher Education” has been published and discussed within academia. This paper introduces the new concept “ARC” model as discussed at the AAUA conference in 2021 as well as discussed on USA Public Radio PBS.

# Call for Papers

Teaching cases, Research cases, and Qualitative Research Papers are invited from academicians, industry practitioners, research scholars, consultants and students on the following broad sub-themes. The list of sub-themes is indicative but not exhaustive.

## Indicative Sub-Themes



### Strategy

- Strategic Renewal
- Organisational Transformation
- Strategic Innovation
- Strategic Impact
- Strategic Vision and Planning
- Corporate Sustainability Strategy
- Re-engineering Business Models



### Entrepreneurship

- Family Managed Businesses
- Micro Small Medium Businesses
- Social Entrepreneurship
- Self Employed
- New Ventures



### Business Ethics

- Corporate Social Responsibility
- Corporate Governance
- Sustainability
- Corporate Citizenship
- Reputation Management



### Communication

- Corporate Communication Strategies
- Cross-Cultural Communication
- Communication Technologies
- Virtual Communication



## Author Guidelines

The extended abstract must be prepared as per the following guidelines:

1. Submission of the abstract must be made in Microsoft Word format to the Conference Co-ordination Committee, not later than midnight of **September 12, 2021** at [gmcee.simsr@somaiya.edu](mailto:gmcee.simsr@somaiya.edu)
2. The author(s) must clearly mention under what theme of the conference; the abstract is to be included. All abstracts will be double blind peer reviewed and only those approved by the reviewers will be selected.
3. Extended abstracts of a minimum of 1500 words and maximum of 2000 words should be e-mailed in Microsoft Word.
4. Authors will be notified of acceptance of their submission by midnight of **September 30, 2021**.
5. Selection of papers for presentation will be based on the quality of abstracts.
6. In case of any revisions suggested by the reviewers, the revised abstracts must be submitted by **October 20, 2021** for inclusion in the Conference proceedings.
7. All the extended abstracts will be published in a compendium with an eISBN number.
8. One author can present a maximum of two papers.
9. In a joint submission, at least one of the co-authors should be registered for the conference. Participation certificate will be provided to the co-author.
10. The institute has a strict anti-plagiarism policy so the originality of the work should be ensured by the authors.
11. All extended abstracts must include the following details: Name, Email id, Author affiliation, Designation, Mobile No.
12. In-text citations and references should be strictly in APA-7 format only. Below link is for your reference: [APA Style Referencing](#)
13. Page layout – no spacing, font style and size - Times New Roman, 12-point, line spacing - 1.5, margin: 1 inch
14. Extended abstract must be the original work of the author. If it is greater than 20% and above plagiarism will be rejected.
15. For more details regarding the conference, please refer to the [Frequently Asked Questions](#)

# Extended Abstract Guidelines for Teaching Case/Research Case/Research Paper

Cases that are prompted by an event are better suited as teaching cases while those which study a phenomenon within a context are well-suited as research cases.

## Extended Abstract Template for Teaching Case

Teaching cases of applied problem-solving or applied decision type should establish linkage with theory. It must consist of a protagonist, who is facing a dilemma/problem, that unfolds before the reader within the first two paragraphs; the case must have dramatization, must suggest different alternatives to solve the dilemma and must be narrated as a story that engages readers.

Extended abstract must be minimum 1500 and maximum 2000 words including the keywords (at least 3-5 words). It must consist of the following:

### Title

**Abstract:** Describe the case and its context in approximately 300-400 words

**Dilemma/Research Question:** Describe the dilemma that the case is attempting to answer in approximately 300-400 words

**Theory:** Describe which theory the case will connect to in approximately 250-300 words

**Basis of the Case:** Select the event

**Type of the Case:** (Applied Decisional or Applied Problem Solving) Select the applicable one

**Protagonist:** (Present/Absent/Not Needed) Select the applicable one

**Possibilities to resolve the dilemma:** Mention the possibilities to resolve the dilemma for the case in approximately 350-450 words

**Discussions:** Discuss briefly the case questions in approximately 250-300 words

## Extended Abstract Template for Research Case

A research-based case examines an event, a person, place, phenomenon, or other types of subjects of analysis to extrapolate key themes and results that help predict future trends, elucidate previously unseen issues that can be applied to practice, and/or provide a course for comprehending a critical research problem with greater clarity. A case study research paper may examine a single subject of analysis, or be conceived as a comparative investigation to show relationships between two or more subjects. The methods used must be qualitative in nature.

Extended abstract of research cases must be minimum 1500 and maximum 2000 words including the keywords (at least 3-5 words). It must consist of the following:

### **Title**

**Abstract:** Describe the research case and its context in approximately 300-400 words

**Research Question:** Describe the question that the case is attempting to answer in approximately 200-250 words

**Theory:** Describe through literature review which theory the case will connect to in approximately 350-450 words

**Basis of the Case:** Select the phenomenon/event

**Type of the Case:** (Applied Decisional or Applied Problem Solving) Select the applicable one

**Protagonist:** (Present/Absent/Not Needed) Select the applicable one

**Findings:** Mention the findings of the phenomenon-based case in approximately 350-450 words

**Discussions:** Discuss briefly the findings in approximately 250-350 words

## **Extended Abstract Template for Research Papers**

Extended abstract of research papers must be minimum 1500 and maximum 2000 words including the keywords (at least 3-5 words). It must consist of the following:

### **Title**

**Purpose of study:** Explain in brief your rationale to carry out this research. The study hypotheses (if applicable)/propositions: Based on the type of research, mention the hypotheses/propositions of the study.

**Brief literature review:** Describe the literature survey in brief with the theoretical perspective and coin in the gaps in research.

**Research Methodology:** Clearly state the research design adopted, discuss the sampling profile, analytical method and psychometric measurements used (if any).

**Results & Discussion:** Specify the results of the study and summarize in brief by relating the key findings with the theory.

**Managerial implications for theory and practice:** Indicate significant contributions of the study in most relevant areas like industry/society/research etc.

**Limitations and future scope of the study:** Mention key limitations and future studies of the research.

**Conclusion:** Conclude your research including key findings in 3-4 lines.

**Keywords:** Mention pertinent keywords from the study - maximum 5.

## Best Paper Award

Best Paper Award will be given to recognize the outstanding contribution based on the extended abstract and the subsequent presentation during the Conference. The paper should clearly emphasize on the theme of the conference.

## Publication Opportunities

All selected extended abstracts will be published as Conference Proceedings with an eISBN Number, subject to copyright form duly signed and submitted after acceptance of the extended abstract.

Upon acceptance of the abstract, the author(s) agree to the following:

(a) to release the copyright to the 4th GMCEE, (b) to return the manuscript (abstract) in correct format (via e-mail) to the Proceedings Editor and (c) at least one author will present the manuscript at the conference and will pre-register as a condition for acceptance and publication.

The following are the list of cases publishing outlets recommended by the conference organisers. All authors are requested to submit their cases to suitable publication individually. All submissions will go through regular double-blind peer-review and publishing processes. The conference organisers and publishers do not guarantee publications.

# Journal List

## Recommended Publications for Submission

### Journals of Emerald Publication Limited



**Journal Name:** Emerging Markets Case Studies  
**ISSN No:** 2045-0621  
**Indexed:** Scopus  
**Publication guidelines:** [Click Here](#)



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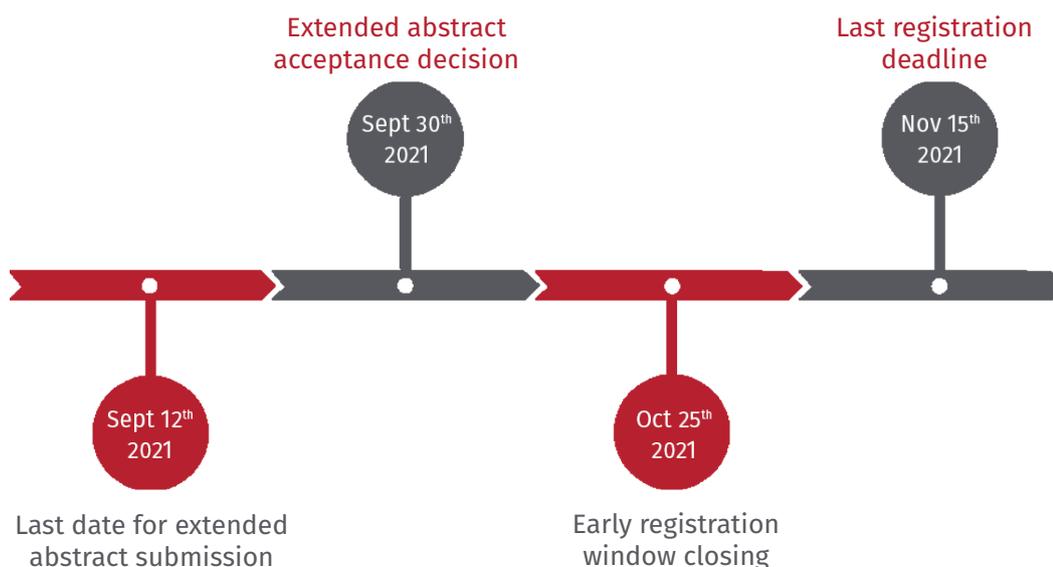
**Journal Name:** Emerging Markets Case Studies  
**ISSN No:** 2045-0621  
**Indexed:** Scopus  
**Publication guidelines:** [Click Here](#)

### Journal of Sage Publications



**Journal Name:** Emerging Markets Case Studies  
**ISSN No:** 2045-0621  
**Indexed:** Scopus  
**Publication guidelines:** [Click Here](#)

## Conference Submission Details



## Conference Fee Details (Non-Refundable)

Delegate Type	National (INR)	International (US\$)
Corporate	5,000	200
Academician	3,000	100
PhD Student	1,500	50
PhD Student of SVU Institutes	1,000	-
Management Student	500	50

## Conference registration form

Link to the registration form: [Click Here](#)

Please fill the complete form as per the instructions given. You can register online by using the following details:

<b>Name &amp; Style of Bank Accounts:</b>	Somaiya Vidyavihar University - KJSIMS
<b>Name of the Bank:</b>	HDFC Bank Ltd
<b>Account Number:</b>	50100350136066
<b>Type of Bank Account:</b>	Saving Account
<b>MICR Code:</b>	400240015
<b>I F S C Code:</b>	HDFC0000060
<b>PAN No.:</b>	AAATS2056G
<b>GST Registration No.:</b>	27AAATS2056G1ZL

## Advisory Committee

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### General Management Faculty:

Dr. Rushi Anandan, Prof. Milind Gawai and Prof. Aparna Pandey

### Conference Manager:

Ms. Kiran Gupta

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