

## CHAPTER 9

### COMMERCE

#### Doctoral Theses

01. AHUJA (Neyati)  
**Role of Internationalization in Performance of Indian MNEs.**  
Supervisor: Prof. Omkar Singh Deol  
Th 27409

#### *Abstract*

Internationalization is an innovative strategy whereby firm expands in global market to experience growth and success. The benefits that a firm obtains from international operations are accompanied with different costs as well. Consequently, a firm decides the extent of international operations basis the incremental cost benefit analysis associated with global involvement. In the competitive arena where each firm strives to optimize its performance, it is critical to analyse the relationship between internationalization and firm performance. Past empirical studies provided evidence for inconsistent relationship between internationalization and firm performance varying from linear to non-linear depicted through different alphabetical shapes. Accordingly, the current study explores this relationship between internationalization and firm performance in context of 1,473 Indian manufacturing MNEs from 2010-2020. Internationalization is quantified using export intensity and ratio of total forex earnings to total income both incorporated in distinct models. Operating Profit Margin (%) is a barometer to measure firm performance. Recognizing the dynamic nature of firm performance and endogeneity that arises due to internationalization variable, the current study supports a non-linear horizontal inverted S-shaped relationship between internationalization and firm performance for the sample Indian MNEs with both export intensity as well as ratio of total forex earnings to total income using two-step System GMM proposed by Arellano & Bover (1995) and Blundell & Bond (1998). The other firm level variables that have a significant influence on Indian MNEs performance include firm age, marketing intensity, management effectiveness, liquidity and human resource quality and management. The macroeconomic variables including inflation, interest rate, GDP growth and exchange rate also have a major impact on firm performance. This study also supports the negative moderating impact of ownership structure on the relationship examined. Further, evidence also exist for reverse causality that might run from firm performance to internationalization and those Indian MNEs which are performing well can manage the costs of international operations and exhibit higher level of internationalization. The current study therefore provides a comprehensive analysis of the dynamics of internationalization and firm performance in context of Indian manufacturing MNEs and provides convincing evidence for management and policy makers to make detailed analysis of the upsides and the downsides of globalizing operations to ensure success for the firm as well as the economy.

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1. Introduction to the study 2. Review of literature 3. Trends in internationalization 4. Policy initiatives and incentives to promote internationalization in reference to india 5. Research methodology 6. Results and analysis 7. Conclusion and implications. References and Appendix.

02. ALLAMI (Karrar Khalaf Jabbar)  
**Future Perspectives of the Auditing Profession in Iraq: A Study of Select Organisations.**  
 Supervisor: Prof. Ritu Sapra  
Th 27410

*Abstract*

This research investigates into the evolving landscape of the auditing profession in Iraq amidst technological advancements, particularly focusing on computer-aided audit technologies (CAATs). The main objectives were to evaluate the proficiency of Iraqi auditors in adopting and using modern technological tools and their implications on the auditing profession, assess the impact of technological progress on the planning stages of audit functions carried out by Iraqi external auditors, Investigate how advancements in technology affect the audit processes of external auditors in Iraq and to explore the potential impact of technological advancements on the reporting phase of audits conducted by Iraqi external auditors. The analysis was conducted through a survey of 317 respondents, including auditors, accountants, and accounting students from different parts of Iraq. The survey encompassed various aspects related to the use of technological tools in auditing, perceptions about Computer Assisted Audit Tools (CAATs), Digitized Audit Techniques, Level of Digitization used by Iraqi firms, Adoption of ERP system by Iraqi firms, Level of E-commerce Transactions performed by Iraqi firm. The data collected was subjected to rigorous statistical analysis, including frequency distribution, descriptive statistics, and structural equation modelling (SEM). The findings from the analysis provided valuable insights into the most commonly used audit tools, the perception of auditors regarding the utility and effectiveness of (CAATs), Digitized Audit Techniques, Level of Digitization used by Iraqi firms, Adoption of ERP system by Iraqi firms, Level of E-commerce Transactions performed by Iraqi firm. And IT Audit Education, The analysis also highlighted the perceived impact of these technologies on audit planning, processing, and reporting, offering a nuanced understanding of the role of technology in modern auditing practices. This thorough analysis not only revealed the current state of technological adoption in the Iraqi auditing profession but also highlighted areas where further improvement and education are needed.

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1. Introduction 2. Conceptual Framework and Profile of Auditing Practices in Iraq 3. Review of Literature 4. Research Methodology and Design 5. Data Analysis and Discussion 6. Findings, Recommendations, Suggestions, Limitations and Directions for Future Research. References and Annexures.

03. BHATIA (Timsi)  
**Sustainable Employee Engagement: An Empirical Analysis of its Antecedents and Consequents.**  
 Supervisor: Sr. Prof. Ajay Kr. Singh  
Th 27874

*Abstract*

The concept of employee engagement is widely used in academic and consulting literature. The appeal of employee engagement stems from its causal connections to the financial performance of the company as suggested by the consulting firms. There isn't one accepted meaning of EE and many scholars have distinct definitions. When the dots are connected, the researchers discovered a common EE interface, such as EE being a synergy of enthusiasm, energy, work ethic, purposeful endeavours, and organizational alignment, attachment to the function at work etc. Therefore, this research study's goal was to investigate the EE construct in accordance with existing research. Additionally, the researcher desired a thorough investigation of the causes and effects of Sustainable Employee Engagement (SEE) as Gallup's 2024 survey revealed that engagement alone is becoming unsustainable and employee well-being is suffering. Employees work harder and longer to be viewed as more engaged and hence their well-being deteriorates resulting in declining levels of employee engagement in the long run. The purpose of present study was thus, to identify the antecedents and consequents of sustainable employee engagement. The literature review was used to determine the antecedents or predictors of EE. The researchers conducted meta-analysis from 2009-2021 of 745 correlations between 62 variables and engagement, drawn from 180 distinct samples that were presented in 164 published studies with a total sample size of 130046 using Random Effects meta-analytical procedure described by Hunter and Schmidt (1990). It was found that a nuanced understanding of the synergetic role of job characteristics (job resources and job demands), personality variables (personal resources and personal demands), and organizational variables is important in influencing both employees' attitude and behavior, which fosters employee engagement

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1. Introduction 2. Review of Literature 3. Research Design 4. Sustainable Employee Engagement: An Empirical Analysis 5. Summary, Discussion, Conclusion and Recommendations. References and Appendices.

04. BIJOY (Neethu)  
**Sustainable Economic Growth and Development: Health, Education and Employment Outcomes for the Global Economy and India.**  
 Supervisor: Prof. Chanchal Chopra  
Th 27413

*Abstract*

Fostering sustainable economic growth and development is crucial to empower future generations and to promote inclusive prosperity. The study investigated the relationship between health, education, employment outcomes and sustainable economic growth and development for the world

economy and India. Examining the link between these outcomes revealed the drivers of sustainable economic growth. The independent variables were HDI (health and education status), unemployment, trade openness, capital formation, inflation, consumption expenditure, income inequality, gender equality, population, productivity, lagged GDP and dummy variable to denote years of health crisis. The data was compiled from WDI of World Bank and UNDP. By employing the Fixed Effects (robust) Model for panel data for 121 countries from 2001 to 2020, the determinants of sustainable economic growth and development were found in the global context. The findings revealed that health, education and employment outcomes were positively and significantly associated with the dependent variable. In India, Time Series Regression Analysis applied on the data from 1991 to 2020 showed that while health and education outcomes were positively related to the dependent variable, employment outcomes did not have a significant impact. A forecasting model was applied to generate predictions for economic growth of the world and India till 2023. The forecasts were examined in detail. Further, in case of India, the study critically examined the impact of government initiatives in health sector, education sector and labour market. The findings highlighted the need for policy makers to focus on human development and employment generation globally. In case of India, focus on removing the inherent problems in the labour market, as identified by the findings, might be beneficial. Recommendations also include policy interventions for capital formation, lesser consumption, more productivity and lesser disparities in case of gender and income for all the countries.

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1. Introduction 2. Literature Review 3. Conceptual Framework 4. Research Methodology 5. Analysis of the World Economy 6. A Case Study of India's Economic Growth 7. Conclusions and Policy Implications. References, Appendices and List of Published Research Work.

05. CHAPAGAIN (Ramkrishna)  
**Impact of Sustainable Financing on Firm Performance: An Empirical Study of Selected Firms in India and Nepal.**  
 Supervisor: Prof. Amit Kumar Singh  
 Th 27875

#### *Abstract*

Because of the adverse climate change impact on the environment and its negative consequences to the business, threats from different unexpected diseases such as COVID-19, and severe economic crises emerged due to the profit-centric objective of firms, it is essential to change the financing strategy focusing not only for the economic aspect but also for social, environmental and governance aspects. Because of the adverse climate change impact on the environment and its negative consequences to the business, threats from different unexpected diseases such as COVID-19, and severe economic crises emerged due to the profit-centric objective of firms, it is essential to change the financing strategy focusing not only for the economic aspect but also for social, environmental and governance aspects. While evaluating the relationship of ESG disclosure with the industry fixed effect model, we observed a U-shaped relationship between

ESG, environmental, social, and governance disclosure with ROA, ROE, and Tobins'Q.

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1. Introduction 2. Conceptual and Theoretical Review 3. Empirical Review 4. Research Methodology 5. Data Analysis – I 6. Data Analysis – II 7. Discussion 8. Summary, Conclusion and Recommendation. References and Appendix.

06. DOLEY (Shankar Jyoti)  
**Trends and Prospects of India's Trade with Asean+5: A Study of Last 20 Years (2001-2020).**  
 Supervisor: Prof. Vibha Mathur  
Th 27414

*Abstract*

International trade and business has been playing a significant role in India's growth story. Since 1991, engagement and cooperation between India and ASEAN member countries have widened and strengthened in the areas of economic, political, cultural, social and security under the Look East Policy initiative. Coverage of the now called Act East Policy was extended to countries like Japan, South Korea, Australia and New Zealand. ASEAN +5 also formed the core of Regional Comprehensive Economic Partnership (RCEP) negotiation. The study has been carried out with basic objective of examining the trends and prospects of trade in goods between India and ASEAN+5. The macro level trade between India and ASEAN+5 countries were analysed to examine the trends and pattern in exports and imports of goods during the period 2001-2020. Trends in both exports and imports exhibit a stable and healthy growth rate with all ASEAN+5 countries. India has negative trade balance with all the trading partners except New Zealand. Specially, China alone is responsible 43.02 percent of India's total trade deficit for the year 2020. Based on trade intensity index, among the ASEAN+5 countries, increased trade cooperation is possible between India, ASEAN and Australia. High TCI indicates that there is potential for growth in bilateral trade between India and Japan and ASEAN. With ASEAN and South Korea trade potential is the highest in chemical sector followed by textiles and agriculture. Machinery sector shows the highest trade potential with Australia and New Zealand. With respect to China and Japan, ITP suggest high trade potential in agriculture and allied sector. Relative indicative potential measurement suggest that India has the highest capacity in pharmaceutical. International trade form an integral component of GDP growth. It is essential to capitalized the India's economic dynamism with more liberal trade engagements in the Asia-pacific region.

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1. Introduction 2. Review of Literature 3. India and ASEAN+5 Relationships 4. Data and Research Methodology 5. Results and Findings 6. Summary and Conclusion. References and Appendix.

07. GAURI  
**Excellence in Higher Education Institutions through Technological Innovations.**  
 Supervisor: Sr. Prof. Ajay Kumar Singh  
Th 27876

*Abstract*

A comprehensive analysis of MOOCs in the Indian educational system is part of the study's scope, with a focus on adoption causes and the consequences that follow. This study attempted to shed light on the conditions that make MOOCs effective by identifying specific structural and motivational components that either encourage or discourage their use. Several key constructs were examined, including TTF, SI, PE, EE, and FC. By examining these factors, the study aimed to determine how MOOCs align with learners' expectations. Task technology fit was found to have a significant influence on MOOC utilisation. This concept has to do with how well the technological elements of MOOCs meet the academic needs of their participants. When MOOCs are designed with the objectives and assignments of the students in mind, they have a higher chance of being embraced and utilised. Institutions like NAAC, UGC, and NIRF have helped to integrate MOOCs into official education systems in India. The widespread use of MOOCs in formal education requires institutional backing. Additionally, the study did not find a statistically significant correlation between MOOC usage and either FC or PE. The study also looked at the outcomes of MOOC use. Academic achievement, personal development, and contentment were the three primary outcomes that were determined to be very significant. People seem to think that MOOCs are good for learning, based on the high level of user satisfaction. MOOCs also have a positive effect on personal development since students say they feel more confident and strong after taking them. These findings provide credence to the idea that MOOCs could be a useful tool for both learning and personal growth. Obtaining accreditation for MOOCs might increase their credibility. This information may have an impact on future funding decisions for MOOC programs, resource allocation, and course development strategies.

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1. Introduction 2. Review of Literature 3. Research Methodology 4. Data Analysis and Interpretation 5. Discussion, Conclusions, and Recommendations. References Questionnaire.

08. JHA (Barun Kumar)  
**Impact of Merger & Acquisition Announcements on Stock Returns: An Analysis of Domestic & Cross Border Merger & Acquisitions.**  
 Supervisor: Dr. Umesh Kumar  
Th 27877

*Abstract*

Abstract The strategic deployment of mergers and acquisitions has become a pivotal mechanism for corporate growth, restructuring, and market expansion in today's increasingly globalized and competitive environment. In the ever-evolving landscape of global finance, mergers and acquisitions have

emerged as a significant strategic maneuver for corporations seeking growth and development, diversification, and competitive advantage. The first objective of this study is to examine the impact of M&A announcements on abnormal returns for the company in the short run. To verify this objective the null hypothesis namely; H01: M&A announcements do not generate abnormal returns for the company in short run is framed. The second objective of this study was to examine the difference in CAAR in Pre- M&A announcements and Post M&A announcements time windows. With respect to this objective, the null hypothesis namely; H02: There is no difference in CARR in different time widows due to M&A announcements, is framed. The third objective of this study is to carry out the comparison between stock returns of domestic and cross-border M&A announcements in different time windows. To fulfil this objective, the null hypothesis namely; H03: The stock returns of Domestic and Cross Border M&As do not change in the same direction, is framed. The fourth objective of this study is to analyze the difference in Stock returns of the Acquiring Company and Acquired Company Shareholders. To validate this objective, the null hypothesis namely; H04: There is no difference in stock returns of the Acquiring company and Acquired company shareholders, is framed. The fifth objective of the study is to examine the impact of M&As on the value creation post M&A period in the Long Run. To fulfil this objective, the null hypothesis namely; H05: M&As do not have any impact on the value creation post M&A period, is framed. The analysis of the study reveals that M&A announcements generally generate positive abnormal returns for target companies in the short term, which are often attributed to acquisition premiums paid by the acquiring firms. The results also suggests that the initial market reaction to the M&A announcement was positive, however, the long-term impact on shareholder value is more muted. The observed decline in abnormal returns post-announcement is consistent with previous studies, which show that acquiring firms often experience initial gains, followed by a gradual decline as the market fully digests the implications of the merger. The effects on stock returns of the acquiring firms are more nuanced. While target companies typically experience short-term positive returns, acquiring companies exhibit mixed reactions due to investor concerns about the successful integration of the acquired company, cultural and operational alignment, and the realization of anticipated synergies.

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09. KAUR (Gurpreet)  
**Forensic Accounting Education and Practices for Fraud Prevention and Detection: An Empirical Study in India.**  
Supervisor: Sr. Prof. Ajay Kumar Singh  
Th 27415

#### *Abstract*

The beginning of the twenty-first century was characterised by a significant increase in instances of fraud and awareness, primarily attributed to the outbreak of financial scandals. Nevertheless, the phenomenon of fraud is widespread, with a significant and concerning prevalence observed in India,

particularly within the government and public sector segments. The existing body of literature provides evidence that many strategies are being implemented to combat fraud, with forensic accounting emerging as a particularly effective strategy. This approach is widely adopted in the most developed nations in the world. Furthermore, the degree to which the methodologies of forensic accounting are being employed in the mitigation and identification of fraudulent activities in India remains uncertain. Furthermore, the utilisation of forensic accounting techniques in the government and public sector has not been thoroughly examined. Therefore, the primary objective of this study was to investigate the use of forensic accounting techniques within the context of fraud prevention and detection in India. The specific objectives of this study were as follows: (1) to examine the mechanisms and effectiveness of fraud prevention and detection in India, (2) to identify the primary factors that hinder the implementation of forensic accounting techniques in the prevention and detection of fraud in India, (3) to evaluate the behavioural intention of practitioners to utilise forensic accounting techniques in fraud prevention and investigation in India, and (4) to investigate the level of awareness of forensic accounting techniques among accounting practitioners, students, and academicians in India. This study uses both primary and secondary data to conduct an empirical study. The theory is based on data obtained from secondary sources that have been acknowledged in pertinent locations, including papers, journals, textbooks, periodicals, annual reports, websites, and government publications. Alongside qualitative data, quantitative (primary) data were also gathered for the study using a standardised questionnaire. The population for this research is made of three groups, viz academicians, undergraduate students, and accounting practitioners such as chartered accountants, auditors, forensic accountants, chief financial officers, head of internal audit, directors etc. This study employed suitable statistical techniques and computer software, such as Statistical Product and Service Solutions (SPSS) Version 20 and Analysis of Moment Structures (AMOS) version 20, to analyse the collected data. To test the hypothesis and determine the relationship between the constructs, tests such as Cronbach Alpha, Factor Analysis, Chi Square, Student t-test, Structural Equation Modelling (SEM), and One Way Analysis of ANOVA are utilised.

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10. MALHOTRA (Kanupriya)  
**Employer Branding and its Impact on Perception of Potential Job Applications – with Reference to Selected Business Schools of National Capital Region.**  
 Supervisor: Prof. Urvashi Sharma  
Th 27416



*Abstract*

Being an academician, when I ask my students, “Which organization you want to join in future?” the answer is Google, Wipro, Infosys, HCL, TCS so on and so forth. What is the reason behind getting these answers? Why is youth today attracted to these organizations? The answer is The Employer Brand. Employer branding means branding the organization in the minds of current and prospective employees. The main goal of Employer Branding is to retain the current employees with the organization and also attract more and more prospective employees towards the organization. It is about how the prospective and the current employees perceive the employer. Do they perceive it to be a good pay master or an innovation freak employer or may be an employer providing an environment of learning. The present study measures the impact of Employer Branding on the perception of Potential Job Applications. To be specific the main aim of research is to study the significance of Employer Branding attributes including both functional and emotional aspects in the context of potential job applicants in selected business schools of National Capital Region.

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11. MAURYA (Sheetal)  
**Role of Governance Variables in Post Issue Performance and Corporate Reputation: Evidences from India.**  
 Supervisor: Dr. Lovleen Gupta  
Th 27417

*Abstract*

The present thesis performs a detailed analysis of the role and influence of board resource diversity of corporate boards on the post-issue performance of companies that went public from 2010 to 2020. This thesis conducts a detailed study using both primary and secondary data analysis approaches. The final sample for secondary data analysis comprised 197 mainline IPOs listed during the sample period on the national stock exchanges of India i.e. NSE/BSE. The findings of secondary data analysis indicate that not all directors are equally effective. The board resource diversity affects the short-run as well as the long-run performance (three-year post-listing date) of the public offerings. The study confirms that directors with different skill sets, experience, and connections affect listing day returns differently. Particularly, results indicate that business experts and directors with political ties are more influential compared to other directors. However, the study did not find any significant influence of structural diversity. Neither the CEO duality nor the nature of board leadership has any significant relationship with underpricing. The analysis of primary data is based on a sample of 250 responses collected through a self-administered questionnaire. Amongst the other factors, this investigates the relationship between

investor's perception of board resource diversity and their investment decisions. The results of structural equation modelling propose that the indicators related to board resource diversity and ESG practices have a statistically significant and positive relationship with the investment decisions of investors. The study strongly suggests that, in addition to using financial, fundamental, and technical indicators of firms in screening the firms for asset allocation, one must also keep in mind the resource diversity pool of companies. Investor and portfolio managers should be abreast of changes and developments on the corporate board, and regulatory guidelines are needed to promote resource and cognitive diversity on boards.

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12. NIDA  
**Impact of Digitalisation on Sustainable Business Development: A Study with Respect to Select E-Retailers Operating in India.**  
 Supervisor: Prof. Ashish Chandra  
Th 27419

*Abstract*

As per the final conclusion E-learning, E-payment, E-grocery, E-store, and E-inventory management significantly influence Consumer Buying Behaviour. The mediating role of Awareness ensures that consumers make informed choices aligned with sustainability values. Consumer satisfaction acts as a moderator, strengthening the relationship between buying behavior and Awareness. The study aims not only to contribute to academic literature but also to offer practical insights for businesses aiming to achieve sustainability in the dynamic realm of electronic retail.

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1. Introduction 2. Review of Literature 3. E-Retailers 4. Data Analysis and Results 5. Conclusion and Findings. Bibliography and Appendices.

13. RAJPUT (Bhawna)  
**Job Crafting: An Empirical Study of Select Indian Organizations.**  
 Supervisor: Prof. Uma S. Singh  
Th 27420

*Abstract*

In a dynamic and uncertain environment, an alternative form of work design or redesign has emerged, known as job crafting. It is defined as proactive, bottom-up, self-initiated changes employees make in their work boundaries to align with their interests, knowledge, skills, passion, and strengths. The

present research examines job crafting behavior and its related variables, including empowering leadership, self-efficacy, work engagement and job performance among employees of the service sector in India. A cross-sectional survey was conducted using a standardised structured questionnaire to empirically test the relationship between the study's variables. A final sample of 409 employees was collected from three service industries: Information technology, Banking, and Consulting. Structural equation modeling was used to analyze the data. The results of the analysis suggest that empowering leadership has a significant and positive relationship with all the dimensions of job crafting. It was also found that self-efficacy partially mediates the relationship between empowering leadership and two dimensions of job crafting, including increasing structural job resources and increasing challenging job demands. In contrast, no mediation impact of self-efficacy was found between empowering leadership and the other two dimensions of job crafting, i.e., increasing social job resources and decreasing hindering job demands. On the consequences side, it was found that the two dimensions of job crafting, i.e., increasing structural job resources and increasing challenging job demands, positively and significantly predicted both in-role job performance and organizational citizenship behavior. Further, work engagement was found to mediate the relationship between job crafting dimensions and job performance. Specifically, work engagement fully mediates the relationship between increasing structural job resources and in-role job performance and between increasing challenging job demands and in-role job performance. A full indirect only mediation was found between increasing social job resources and in-role job performance. No mediation was found between decreasing hindering job demands and in-role job performance. Regarding the mediating impact of work engagement between job crafting dimensions and organizational citizenship behavior, it was found that work engagement fully mediates the relationship between increasing structural job resources and organizational citizenship behavior. A full indirect only mediation was found between increasing social job resources and organizational citizenship behavior. No mediation was found between increasing challenging job demands, decreasing hindering job demands, and organizational citizenship behavior. This study has provided a deeper comprehension of the association between the study's variables and each of the specific dimensions of job crafting. The study has provided implications for both theory and practice.

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1. Introduction 2. Literature Review and Conceptual Framework 3. A Systematic Literature Review: Job Crafting and Job Performance 4. Research Methodology 5. Data Analysis and Results 6. Discussion and Conclusion. References and Appendix.

14. RAWAL (Shalini)  
**Outward Foreign Direct Investment from Developing Countries with Special Reference to Brics Countries.**  
 Supervisor: Prof. Manoj Kumar Sinha  
Th 27421

*Abstract*

This extensive study delves into Outward Foreign Direct Investment (OFDI) from developing nations, focusing on the BRICS countries. It explores both macro and firm-level determinants of OFDI between 2000/2004 and 2020, using fixed effect panel data regression and random effects binary logistic regression, respectively. Key macro-level findings highlight the crucial roles of infrastructure, market size, and trade openness in driving OFDI, with developed and developing countries showing varied impacts of inflation and taxation. At the firm level, larger and older companies with strong financials and operational efficiency are more likely to engage in cross-border mergers and acquisitions. The research offers deep insights into the determinants of OFDI, providing valuable information for policymakers and business strategists. It emphasizes the rising influence of developing countries in the global OFDI landscape and underscores the need for comprehensive frameworks to aid their international expansion. The study also notes the need for further research, including the impact of COVID-19 on OFDI patterns.

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15. SHWETA  
**Team Empowerment- A Study of Select Organisations.**  
 Supervisor: Sr. Prof. Ajay Kumar Singh  
Th 27423

*Abstract*

This study investigates team empowerment within the automobile and FMCG sectors, aiming to develop and validate the Bharatiya Team Empowerment Model. The research focuses on identifying antecedents and consequences of team empowerment, examining the impact of demographic variables (gender, industry type, management level, service length), and exploring relationships between external (leader behavior, HR practices, social structure, organizational formalization, workplace spirituality) and internal (peer helping behavior, group cohesiveness, responsibilities) factors. The study also examines team empowerment's effects on job satisfaction, intention to stay, performance, team commitment, proactivity, productivity, innovativeness, and organizational commitment. Data was collected via a questionnaire sent to 900 respondents from the automobile and FMCG sectors, resulting in 414 usable responses. Analysis using SPSS and AMOS software revealed significant contributions to team empowerment from leader behavior, workplace spirituality, social structure, organisational formalization, peer helping behavior, group cohesiveness, and clear responsibilities. Team empowerment positively influenced job satisfaction, intention to stay, individual and team performance, proactivity, productivity, innovativeness, and organizational commitment. Findings showed higher team empowerment in the FMCG sector compared to the automobile sector, with Tata Motors and Britannia Industries leading in their respective fields.

Gender differences indicated males perceived higher team empowerment, and management levels showed top management with the highest scores. Longer service length correlated with higher team empowerment perceptions. The study's limitations include potential bias from self-reported data and the sample's restriction to top companies in the automobile and FMCG sectors. The Bharatiya Team Empowerment Model offers a practical tool for enhancing team dynamics within Indian organizations, bridging theory and practice, and providing culturally adapted recommendations. This research contributes valuable insights into team empowerment, integrating cultural nuances into the broader framework for application in Indian organisational contexts.

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1. Introduction 2. Review of Literature 3. Research Methodology 4. Team Empowerment: An Empirical Analysis 5. Summary Findings, Discussions, and Recommendations. Appendices.

16. SUNITA  
**Women's Progression to Corporate Boards: Exploring the Barriers and Enablers in India.**  
 Supervisor: Prof. Shital Jhunjunwala  
Th 27878

#### *Abstract*

Despite their proven value to the firms and economy women continue to be underrepresented on corporate boards worldwide, particularly in India. This low proportion of women on Indian boards manifests from the socio-cultural framework of the country. There is a lack of research on the factors that influence women's progression to boards. The present study therefore aims to identify the factors that hinder women's progress and measures that promote more women to reach the board. In the absence of a standardised scale applicable to India, the novel Women on Boards Scale (WOBS) was developed and validated based on opinions of 509 company representatives from different sectors and levels. The WOBS, featuring 27 statements in five dimensions—'Enablers', 'Organisational Barriers', 'Societal Barriers', 'Individual Barriers', and 'Entry Barriers'—measures factors influencing women's ascent to board positions. It was found that demographic attributes significantly affect perceptions of these barriers and enablers. The findings validate the existence of talent pipeline leakage in India and an increasing gender gap at higher levels. The study is one of its kind, as it assessed the impact of obstacles and facilitators at each level of women's career progression from lower to board levels, covering multiple sectors. The regression results revealed that the impact of catalysts and cordons alter as women progress in their careers. Societal and individual barriers are prominent at lower levels and entry barriers at the managerial level. Organisational barriers become the most significant deterrents as women approach to senior management and board positions. Despite their availability, only some family-friendly policies such as day care and sabbatical leave facilitate the women's career advancement to top positions. On the other hand, flexible working hours, work from home, and maternity leave adversely impact it due to the negative perceptions associated with them. It is disheartening that enablers, intended to enhance women's presence on boards, inadvertently hinder women's chances to reach there. The findings suggests a need for collaborative and coordinated efforts from

all stakeholders, such as individuals, society, businesses and governments, to break down the barriers women face and promote their presence on boards.

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17. VERMA (Sakshi)  
**Visibilising the Role of Women in Purchase Decision-Making: A Study of Households in Delhi NCR.**  
 Supervisor: Prof. Soma Sen Gupta  
Th 27424

*Abstract*

Women comprise half of the world's population and drive most consumer spending, but the business world remains masculine. Companies are still ignoring the perception and voice of women at all levels– R&D, product design, sales, strategy and marketing. The inequality is not limited to corporations but also at the household level, wherein women are responsible for most family duties but are not empowered to participate in decision-making. The current study focuses on visibilising the role of women in the purchase decision-making of households and understanding the importance of participation in their own houses. Considering the complex nature of the topic, the current study deploys an interdisciplinary approach and includes literature from the fields of women's empowerment and marketing. The study is the first of its kind as it explores the concept of empowerment at the individual level and the involvement of women in household purchase decision-making through the lens of women residing in different types of households across Delhi NCR. The study has adopted a mixed-method approach involving 30 in-depth interviews and quantitative surveys. The interviews were conducted in February and March 2022, and a survey was conducted from November 2022 to January 2023. Inputs from 524 respondents were included in the survey. The in-depth interview transcripts were analysed using MAXQDA 2022, and the hypothesised model was analysed using SMART PLS 4, SPSS 23 and Tableau. The study provides valuable insights for companies, marketers, policymakers and research agencies by uncovering the changing gender roles in households and the inter-generational changes. The study adds new dimensions to empowerment that must be adopted by companies and policymakers who frame empowerment policies. Focusing on the changing role and demands of women consumers is the need of the hour for companies to attract and retain women consumers.

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1. Introduction 2. Review of literature and conceptual framework 3. Research methodology 4. Women empowerment and decision-making: qualitative analysis 5. Quantitative survey: data analysis and results 6. Conclusions and implications. Bibliography and Appendices.