



Editorial Note

Research abundance fuels the path of progress, connecting theory to practice and knowledge to creativity. Now that we are entering another stage of scholarly contribution, we are pleased to announce this Volume 5, Issue 1 of the Gurugram University Business Review (GUBR)—an international, bi-annual, peer-reviewed journal published by the Department of Management, Gurugram University, Gurugram.

This issue aims to uphold academic rigor and promote diverse perspectives by gathering original research that addresses current issues in business, management, and related disciplines. The volume has two sections: Research Paper and Book Review.

The research paper includes a collection of empirical and conceptual research from the interesting areas of marketing, finance, entrepreneurship, human resource management, and organizational behavior. These contributions reflect the rich perspectives of scholars from diverse academic and professional backgrounds and aim to stimulate further debate and research. The Book Review section presents an in-depth analysis of the book “Atomic Habits,” authored by James Clear.

The first research paper, “Unlocking Academic Excellence: ERP Systems and Performance in Higher Education,” by Olivier Niyompuhwe, Vinod Kumar, Sultan Singh, Anmol Gulati, Vandana Madaan, and Pawan Kumar, examines the effect of ERP systems on academic performance through the DeLone & McLean Information Systems (D&M IS) Success Model. Employing the PLS-SEM method, the findings of the research highlight the role of information quality in addition to service quality as key drivers of user satisfaction and institutional effectiveness while countering assumptions of system quality’s direct effect. The research provides practical recommendations for policymakers seeking to improve the efficiency of operations in HEIs.

The second paper, “The Persistence of the Size Anomaly in the Indian Stock Market,” by Savita Devi and Ramesh Chander, investigates the size premium from size-sorted portfolios based on CAPM as well as looking at how persistent the effect is over time across the market cycles. The study uses data from October 2005 to September 2019 and utilizes the CAPM time series regression, dummy variables, and a dual-beta market model. The study confirms the existence and temporal consistency of the size effect, although CAPM fails to explain the premium. Additionally, the size effect was not different based on where you are in the market cycle. The study suggests the significant contributions to small investors and mutual fund managers.

The third paper, “Beyond Sightseeing: How Destination Factors Shape Well-being,” authored by Km Ankita Mishra and Anand Thakur, examines how destination tourism stimulators like fascination, image, and source credibility affect well-being in its various dimensions, including hedonic, eudaimonic, physical, and social well-being in cultural heritage tourism. The study employs a comprehensive theoretical model to identify the effects of these destination factors on overall tourist well-being. Findings of the study provide information and direction for destination marketers and policymakers aimed at increasing tourist satisfaction and the economic potential of cultural heritage destinations.

The fourth research paper, “Data Analytics in Financial Auditing in India: Adoption of AI/ML Tools and Traditional Software,” was authored by Kshitiz Maharshi, Rounika Dhoot, and Swati Vashisth. This paper considers how the use of artificial intelligence (AI), machine learning (ML), and traditional audit software is changing the face of financial auditing in India. The study indicates a fundamental shift from manual auditing to data analytics-aided auditing and audit engagement, guided by the initiatives of regulatory bodies such as ICAI, NFRA, and CAG. While adoption is progressing, maturity is not at par with global benchmarks or its competitors in advancing audit and analytics proficiencies.

The fifth paper, “The Impact of Digital Capabilities and Literacy on MSME Performance in Delhi NCR: An Exploratory Study,” by Anju, examines the effects of digital capacities and digital literacy on the operational and financial performance of MSMEs. Using the PLS-SEM approach, the study identifies that digital literacy is an important driver of both digitalization performance and financial performance, and digital capabilities are an indirect driver of financial performance by digitalization. It highlights the necessity of upskilling for MSMEs and strategic decision-making on technology to enable MSMEs in resource-constrained environments.

The sixth paper, “A Comprehensive Analysis of Foodpanda’s Market Failure: Strategic Missteps in the Competitive Food Delivery Ecosystem,” by Sanjna, Pyla Narayana Rao, and Priyanka Ostwal, is an extensive case study outlining the collapse of Foodpanda in the online food delivery market in India. The study highlights the strategic, operational, and technological challenges that seem to have led to the demise of the company. Findings of the study reveal the significance of market alignment, customer focus, technology strength, and organizational coherence.

The seventh paper, “Exploring Employee Engagement Across Generations: From Generation X to Generation Alpha,” written by Shivani Pandey and Princee Gupta, centers on the multigenerational workforce of today that is rapidly changing. The study highlights how generational values and work styles influence engagement strategies, advocating for flexible, technology-driven, and inclusive approaches. Furthermore, the authors address the need for engagement of different generations, aligning with adaptive leadership and communication strategies.

The eighth article, “Determinants and Constituents of Financial Literacy: Sustainable Finance and Investments,” by Rakshika and Hareesh Kumar T., considers the vital importance of financial literacy in promoting sustainable finance that conforms to ESG standards. Using an exploratory qualitative method, their research surfaces key elements like financial awareness, financial knowledge, financial skills, financial behavior, and financial self-efficacy as elements of financial literacy. This decision-making framework provides financial intermediaries and investors an opportunity to obtain better insights into financial literacy, enabling ethical, informed investment decision-making ability, resulting in a sustainable financial future.

The ninth paper, “A Study of Mobile Number Portability in Airtel and Jio: A Special Reference to Customer’s Problems,” by Pinki Gupta, investigates the factors influencing customer loyalty and the challenges faced during mobile number portability in three districts of Haryana. Findings of the study reveal that most consumers remain loyal, but problems with the network and other connectivity issues are major reasons why consumers switch services. This research provides great value to telecom service providers who want to understand how they can retain customers and improve customer service.

The tenth paper, “Is Social Networking a Salesman? Impact of Social Media on Consumers’ Purchasing Decision-Making Process” by Chand Prakash, Ritu Yadav, and Krishna Kumari identifies specific social media characteristics that affect different stages of consumers’ purchasing decisions. Using multiple stepwise linear regression, the study finds that convenience, catalyst, communication, awareness, and shared interest all become factors influencing the behavior of consumers while using social media. The results showed that social media’s influence on purchasing decisions is different with different decision-making stages. The authors provided marketing implications that would be useful for the marketer’s digital marketing efforts in a world that is now more connected.

The eleventh paper, “The Impact of Monsoon Rainfall Distribution on Major Kharif Crops Production in Haryana,” authored by Sandeep Kumar and Sunny Kapoor, examines the relationship between monthly rainfall distribution and the yield of two key Kharif crops—rice and millet—in Haryana. Using ten years of secondary time-series data, the study identifies that monthly rainfall distribution exerts a greater influence on millet production compared to rice. The analysis also highlights that in the past decade, the area under rice cultivation has expanded more significantly than that of millet, underscoring shifts in cropping patterns and water resource dependency in the region.

The twelfth paper, “Digital Convergence: Indian Consumers’ Perception of Bundled Telecom, Media & Entertainment, and E-commerce Services,” authored by Pooja Swami and Rajneesh Ahlawat, aims to understand consumer perceptions of bundled service plans in India’s fast-digitizing economy that combine telecom, media & entertainment, and e-commerce offerings. The study surveyed 234 participants and used ANOVA testing to assess the difference in agreement across the demographics of age, education, occupation, and income of the respondents. Each of these differences provides service providers meaningful insights into how they might offer consumers bundled services on the convergence of digital platforms and inform their strategies to improve customers’ experience in a unified digital marketplace.

The Book Review section contains Tabassum Ahmed’s insightful review of James Clear’s best-selling book *Atomic Habits*. The book review describes how small behavioral changes repeated consistently can produce extraordinary personal and professional change. The reviewer captures the essence of Clear’s practical four-step process—cue, craving, response, and reward—and discusses how these four steps facilitate the formation of positive habits and the elimination of negative ones. With clear insights and relatable interpretations, the review offers valuable takeaways for anyone striving for lasting self-improvement and meaningful change.

At the end, we would like to thank all the authors, reviewers, and members of the editorial team for their tremendous dedication and scholarly contributions to the Gurugram University Business Review (GUBR) Journal. We are grateful to our editor-in-chief, Prof. (Dr.) Amarjeet Kaur, for her visionary and editorial guidance in bringing quality and consistency to this volume. We would like to extend our heartfelt thanks to Prof. (Dr.) Sanjay Kaushik, Chief Patron and Hon’ble Vice Chancellor, Gurugram University, for his support in developing a fruitful research culture in the university.

We hope that Volume 5, Issue 1 of GUBR will provide insights for our readers and stimulate good academic conversation across disciplines.

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