

# ASBM Journal of Management

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Volume XVIII, Issue 2; 2025

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**Balancing the Rights of the Victim and the Accused  
and Its Challenges**

Hon'ble Mr. Justice V. Gopala Gouda

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**Catalyst for Change:  
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**Safety Culture or Accident Culture:  
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Harbans Lal Kaila

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# From the Desk of the **Editor-in-Chief**

## **Management Renaissance**

Management as a discipline has always evolved in response to the changing realities of society and organisations. Today, however, the pace and magnitude of change are unprecedented. Rapid technological advancements, the emergence of artificial intelligence, shifting societal expectations, and the growing demand for ethical governance are reshaping the contours of management thought and practice. Organisations are increasingly required to balance efficiency with empathy, innovation with responsibility, and performance with purpose. This evolving landscape signals what may aptly be described as a “**Management Renaissance**” – a period in which knowledge, technology, and human values converge to re-define how organisations lead, learn, and create value.

At its core, management is about people and institutions working together to achieve shared objectives. My own experience in both academia and industry has reinforced the belief that leadership is not merely about authority or decision-making, but about creating a culture where trust, accountability, and collective purpose guide organisational action. Much like the collaborative spirit depicted in the film *Lagaan*, where ordinary individuals unite under visionary leadership to overcome formidable challenges, modern organisations must cultivate teamwork, resilience, and shared commitment in order to navigate uncertainty and transformation. The contributions in this issue of the ASBM Journal of Management resonate strongly with this philosophy by exploring how leadership, technology, behaviour, and governance interact in shaping contemporary organisational realities.

The issue begins with a thought-provoking article by **V. Gopala Gowda**, which examines the enduring challenge of balancing the rights of the victim and the accused within the framework of constitutional justice. Justice systems across democratic societies constantly grapple with the delicate task of protecting individual liberties while ensuring accountability and fairness. The paper reflects on how the Supreme Court of India has acted as a guardian of this equilibrium by refining legal principles and ensuring that justice is guided by both firmness and compassion. In many ways, the discussion transcends the boundaries of law and speaks to the essence of responsible leadership and governance in all institutions.

The second article highlights the transformative role of leadership in the digital age. **Ummea Sahera Noume, Farhana Ferdousi, Md. Atiqur Rahman Sarker, Silvia Akter, and Mariam Akter Akhy** examine how digital leadership influences innovative work behaviour among faculty members in Bangladesh’s higher education sector. Their empirical findings

demonstrate that leaders with digital competence and openness to technological change can significantly enhance innovation and creativity within academic institutions. As universities worldwide confront the challenges of digital transformation, the study offers valuable insights into how leadership capabilities must evolve to nurture adaptive and forward-looking academic ecosystems.

A complementary perspective on AI-driven transformation is provided by **Sailaja Bohara** and **Arpita Srivastava**, who explore how artificial intelligence can align organisational profitability with broader societal purpose. Their analysis emphasises the importance of re-skilling, inclusive governance, and responsible leadership in managing technological change. The authors argue that organisations must embrace a new paradigm where economic success and ethical responsibility evolve together. This perspective reinforces the notion that technology must ultimately serve human progress rather than merely operational efficiency.

The convergence of knowledge management and artificial intelligence is the central theme of **Tarun Kumar's** article. The study argues that traditional knowledge management systems are no longer sufficient in the volatile and uncertain environments faced by modern organisations. By integrating artificial intelligence capabilities with knowledge systems, organisations can transform static repositories of information into dynamic learning ecosystems capable of generating insights and guiding strategic decision-making. Such developments underline the growing importance of organisational learning and knowledge integration in sustaining long-term competitiveness.

Human behaviour remains a critical determinant of organisational and economic outcomes, and this dimension is explored in the study by **Indrila Deb** and **Anupam Mitra**. Their research examines how psychological biases influence mutual fund investment decisions among Indian investors. Drawing on behavioural finance theory and empirical data, the study reveals a significant mismatch between perceived risk tolerance and actual investment behaviour. These insights highlight the need for behavioural awareness and financial education in order to promote more rational investment decision-making in the rapidly evolving financial landscape.

The final article in this issue, authored by **Harbans Lal Kaila**, addresses the critical question of organisational safety culture. Based on a comprehensive study involving health, safety, and environment professionals across various industries, the paper examines whether organisations inadvertently develop an “accident culture” due to insufficient leadership commitment and accountability. The findings emphasise that a genuine safety culture can emerge only when leadership commitment, employee involvement, institutional support, and regulatory enforcement work together in a sustained and coordinated manner. Ultimately, organisational safety is not merely a regulatory requirement but a reflection of respect for human life and dignity.

Taken together, the articles in this issue highlight the multifaceted nature of contemporary management challenges. They demonstrate that the future of management lies in integrating technological innovation with ethical leadership, behavioural insight, and institutional responsibility. As organisations navigate the complexities of digital transformation and societal change, the need for thoughtful, human-centred management has never been greater.

It is hoped that the contributions presented in this issue will stimulate meaningful reflection and dialogue among scholars, practitioners, and policymakers. The ASBM Journal of Management remains committed to fostering research that advances knowledge while contributing to the development of responsible, innovative, and sustainable organisations.

**Prof. Biswajeet Pattanayak**

Chief Editor, ASBM Journal of Management

ASBM University, India

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# **Balancing the Rights of the Victim and the Accused and Its Challenges\***

**Hon'ble Mr. Justice V. Gopala Gouda**  
Hon'ble Former Judge of the Supreme Court of India

## **Abstract**

In the hallowed halls of justice, where constitutional ideals meet human realities, where liberty stands face-to-face with accountability, and where the authority of the State is tested against individual dignity, there exists one eternal and unavoidable challenge – balancing the rights of the victim and the accused. The Indian Constitution envisions a system in which equality before the law, personal liberty, and the dignity of life are protected for both victims and accused alike. This paper discusses how, over the decades, the Supreme Court of India has acted as the guardian of this equilibrium, refining principles, correcting excesses, and humanising the law. It concludes that the Apex Court has shown the path of justice tempered with humanity and firmness guided by fairness.

**Key Words:** Victim, Accused, Rights, Equilibrium, Indian Constitution, Supreme Court of India.

## **Catalyst for Change: Digital Leadership Reshaping Work in Bangladesh's Higher Education**

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## **Abstract**

The availability of technology that enables remote work has initiated the transition to digital leadership (DL), providing advantages such as reduced workplace costs. This paper examines how the adoption of digital leadership relates to innovative work practices among 108 university teachers across different departments in Bangladesh's higher education sector. The results indicate that digital leadership has a positive and significant impact on all aspects of innovative work behaviour. The teachers showed a clear preference for digitally competent leaders and demonstrated a strong inclination towards innovative behaviour when working under such leaders. These findings are relevant to empirical research in leadership, as the transition to digital leadership influences the emergence of creative work practices. The paper also applies this correlation to Bangladesh's higher education sector, which is of great help to other institutions interested in fostering innovation through digitally savvy leadership models.

**Keywords:** Digital leadership, Innovative work behaviour, Leadership styles, Traditional leadership

## **Reskilling with Responsibility: How Artificial Intelligence Aligns Profitability with Purpose**

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## **Abstract**

Artificial Intelligence (AI) is changing the world of work by extending human capabilities to improve decision-making, pattern recognition, and trend prediction, creating new types of cognitive systems. This technological transformation is redefining job roles, the skills required, and the working of organisations in all sectors. AI has led to the disappearance of traditional roles, causing fear among employees; at the same time, it has also created high-value opportunities. This study examines the two-fold influence of AI on jobs, drawing on the Management Renaissance, in which profit is no longer the only measure of business success. Rather, organisations are invited to align financial performance with ethics, inclusivity and sustainability so that purpose and profit develop in harmony. The study explores how AI can serve as an agent of purposeful leadership by

examining strategies for workforce transformation, including agile human-machine collaboration, large-scale reskilling, and inclusive governance. It uses secondary case studies and summarises the organisational strategies identified from those studies to introduce a series of practical recommendations.

**Keywords:** Artificial Intelligence, Reskilling, Upskilling, Workforce transformation, Human-machine collaboration, AI Profitability.

## **Management Renaissance: How Convergence of Knowledge Management and Artificial Intelligence Powers Purpose-Led Growth**

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### **Abstract**

The contemporary organisational landscape is undergoing a profound transformation driven by the convergence of Knowledge Management (KM) and Artificial Intelligence (AI). While traditional KM systems were designed primarily as repositories for codified organisational knowledge, they have increasingly struggled to support learning, adaptability, and decision-making in VUCA environment characterised by volatility, uncertainty, complexity, and ambiguity. At the same time, advances in AI have enabled unprecedented capabilities in data processing, pattern recognition, and predictive analytics, yet these technologies often remain underutilised when deployed without an integrative knowledge architecture. This paper argues that the integration of AI with KM represents not merely a technological upgrade but a fundamental reconfiguration of how organisations learn, reason, and act. Drawing on interdisciplinary insights from organisational learning theory, knowledge-based views of the firm, and emerging AI capabilities, the study proposes that AI-enabled KM systems can transform static knowledge repositories into dynamic learning ecosystems that continuously sense patterns, generate insights, and support decision-making across organisational levels.

**Key Words:** Management Renaissance, Knowledge Management, Artificial Intelligence, Competitive Advantage, Sustainable Growth.

# **Mind Over Market: How Psychological Biases Shape Mutual Fund Investment Decisions**

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## **Abstract**

The present study examines how psychological biases influence individual investor's mutual fund investment decisions in India. Although mutual funds are designed to offer structured and diversified investment options, investor behaviour often deviates from rationality due to cognitive and emotional biases. Drawing on behavioural finance theory, the study examines twelve key biases and their relationship to both perceived and actual risk-taking behaviour. Primary data were collected from 412 respondents via an online survey. Using K-means clustering, respondents were grouped into four investor profiles based on the intensity of their biases, followed by correspondence analysis to explore the relationship between these bias clusters and the actual risk levels of mutual fund investments, as classified by SEBI's Riskometer. The findings reveal a significant mismatch between perceived risk tolerance and actual investment choices, driven largely by underlying psychological biases. The study offers practical implications for investors, fund managers, and policymakers in aligning risk perception with behaviour through behavioural profiling and targeted financial education.

**Keywords:** Behavioural finance, Mutual fund investment, Psychological bias, Risk perception, Correspondence analysis, Investor profiling

## **Safety Culture or Accident Culture: Need for Accountability Management in Organisations**

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## **Abstract**

It is a universal truth that a safety culture should permeate all organisations, irrespective of their nature. But accidents do happen, and that too frequently in some organisations. Is leadership then responsible for an accident culture? The present research seeks to answer this question through a study conducted in India spread over a year in 2024-25. It takes into consideration the opinion of 252 Health, Safety, and Environment (HSE) professionals from diverse industry sectors. The study concludes that behavioural accountability and business sustainability are inherently correlated. Many corporations adopt double standards on safety spending while remaining significantly low on safety initiatives. Safety culture in the country and amongst corporates cannot be developed unless people are involved, management is focused, institutions drive it, government officials enforce it, and all employees reinforce it. Moving an organisation from an accident culture to a positive, supportive safety culture requires multiple actions with a long-term, planned approach. Everyone who believes in humanity should be involved in this gesture.

**Key Words:** Accidents, Safety, BBS (Behaviour-based safety), Culture, Accountability, Leadership

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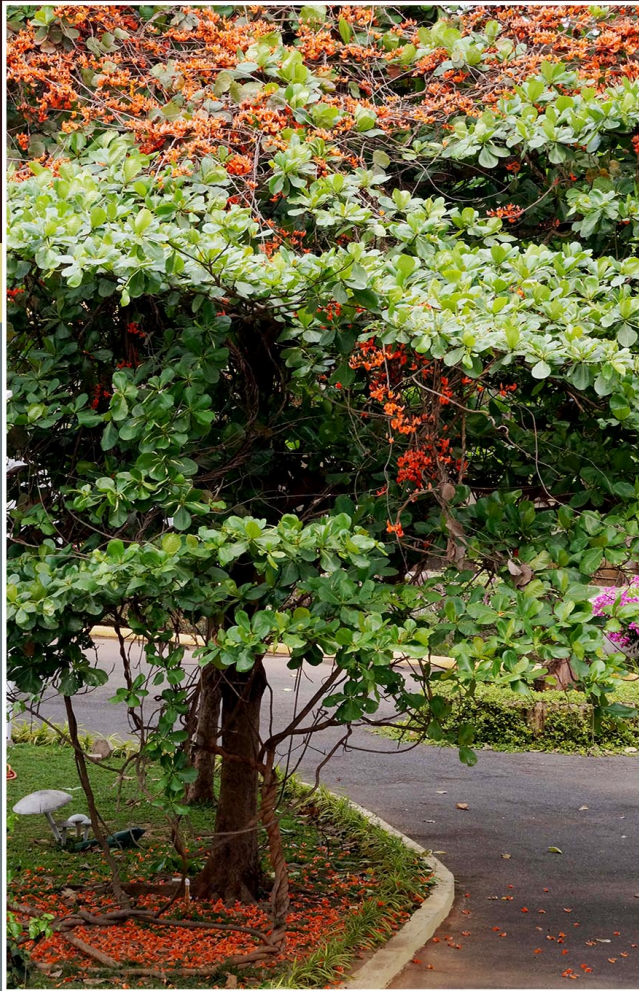
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Known as the "Flame of the Forest" for its fiery orange-red blooms and the "Parrot Tree" for its curved petals resembling a parrot's beak, **Palash** (*Butea monosperma*) is typically a deciduous tree growing up to 15 metres. However, this specimen at the ASBM Campus is a rare creeper variant – a remarkable natural wonder.

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