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LEARNING THE ART OF BUSINESS IMPROVISATION Improvisation may seem to be spontaneous, but managers can foster it in innovation projects through the deliberate development of certain processes and capabilities.
— Edivandro Carlos Conforto, Eric Rebentisch, and Daniel Amaral

HOW CROWDFUNDING INFLUENCES INNOVATION For technology entrepreneurs, crowdfunding platforms can be appealing as a possible source of funding. But crowdfunding backers are also important for the feedback, ideas, and word of mouth they can provide.
— Michael A. Stank and David H. Henard

TURNING CONTENT VIEWERS INTO SUBSCRIBERS Recent research finds that content websites can more readily convert site visitors into paying customers by prompting visitors to gradually increase their social engagement with the site — using a concept the authors call the "ladder of participation."
— Lior Zalmanson and Gal Oestreicher-Singer

HOW TO RECONNECT FOR MAXIMUM IMPACT Research has found that rekindling dormant professional relationships can offer tremendous career benefits to executives. However, a new study shows that some reconnections are more beneficial than others — and that executives often don't select the best reconnection choices.
— Jorge Walter, Daniel Z. Levin, and J. Keith Murnighan

JUST HOW SMART ARE SMART MACHINES? The number of sophisticated cognitive technologies that might be capable of cutting into the need for human labor is expanding rapidly. But linking these offerings to an organization's business needs requires a deep understanding of their capabilities.
— Thomas H. Davenport and Julia Kirby

DEBATING DISRUPTIVE INNOVATION "How Useful Is the Theory of Disruptive Innovation?" was the question raised by an article in the fall 2015 issue of MIT Sloan Management Review. In this issue, several more experts weigh in on the topic.

From the Editor
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Would Private Sector be Inclined to Take up Initiatives to Address Water Crisis in India?
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India is increasingly becoming vulnerable to the impacts of water crisis due to the rising sea-level, floods and droughts, water pollution, and the associated health hazards. The objective of the empirical research was to assess the awareness levels of Indian private sector to the water related concerns and to evaluate if it would lead to initiatives to address them. The study reveals that that there is significant awareness of the private sector and that it could help in recycling and treatment of wastewater and in conservation initiatives through voluntary participation.

Relationship between Biopsychosocial Factors and Financial Risk Tolerance: An Empirical Study
M Kannadhasan, S Aramvalarthan, S K Mitra, and Vinay Goyal

Accurate assessment of financial risk tolerance (FRT) is critical for an investor. This study identifies the factors that are related to risk tolerance from outside the financial services domain, most specifically the biopsychosocial factors. All the three biopsychosocial factors considered – self-esteem, personality type, and sensation-seeking – are found to be positively related to FRT. The study suggests that consideration of these three factors along with the demographic factors would improve asset allocation decisions.

Volatility Dynamics in Oil and Oilseeds Spot and Futures Market in India
Meenakshi Malhotra and Dinesh Kumar Sharma

This study investigates the volatility dynamics in spot and futures markets of select oil & oilseeds commodities. The authors observe that though there is bidirectional volatility spillover, the volatility of spot market has greater impact on the volatility of futures market, indicating that informational efficiency of oilseeds spot market is stronger than that of futures market. The analysis provides evidence of destabilizing impact of futures trading on the volatility of physical market prices in three out of four commodities analysed.

Consumer Response to Brand Placement in Movies: Investigating the Brand-Event Fit
Komal Nagar

The purpose of the study is to examine the extent to which brand-event fit would succeed in generating positive consumer responses in terms of positive brand attitude and intention to purchase the placed brand. It also explores the effect of brand placements in terms of the context of the entertainment industry. Results reveal that brands placed in a national event will create more positive brand evaluations than the international events.
This colloquium puts together articles that deal with different facets of the Competition Law enacted in 2002 – its evolution from the MRTP Act of 1969, the current goals, how economics plays a role in evaluation of cases, its applicability across international boundaries, its relationship with intellectual property regime, and compliance programmes that need to be in place in order to comply with this law.

**Book Review**

Corporate Champions: Excellent Companies of India

Poornima Sreeraghavan