CONNECT

JAIPURIA RESEARCH NEWSLETTER

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EDITORIAL TEAM MESSAGE

Dear Readers,

Welcome to the June 2025 edition of CONNECT, our quarterly research newsletter into research that matters for business. At Jaipuria Institute of Management, our mission is to bridge the gap between academic research by our learned professors and industry practice, translating complex findings into actionable insights that drive real-world impact. This quarter, we focus on a theme that sits at the heart of every boardroom conversation and strategic decision: Decoding the Ethical Challenges of Contemporary Business.

In a world where technology, digital platforms, and artificial intelligence are transforming how we operate, the ethical dilemmas facing businesses are more complex and more urgent than ever. This issue brings you research that goes beyond theory, offering practical insights and solutions for leaders and organizations determined to navigate these challenges with integrity and foresight. Here's what you'll discover in this edition:

The first article uncovers how deceptive online reviews undermine consumer trust and brand credibility. Drawing on a systematic review of 229 studies, it offers practical solutions such as AI-powered detection tools, consumer education, and platform regulation to help marketers and policymakers restore

authenticity and protect long-term brand equity.

The second article highlights the real-world ethical dilemmas faced by everyday corporate users of AI, not developers or theorists, as they deploy AI across sectors like healthcare, finance, and HR. It reveals how, without responsible governance, AI can amplify bias, compromise privacy, reduce transparency, and erode trust. Based on insights from 20 professionals, the study identifies five urgent focus areas: privacy, bias, transparency, human-AI interaction, and trust.

The third article provides actionable insights into how fairness, explainability, and accountability in AI-powered social bots shape user trust and operational efficiency. It offers a roadmap for industry leaders to co-create smarter, ethically aligned AI systems that enhance both customer experience and organizational performance.

The fourth article challenges industry leaders to rethink the future, showing the strategic paradoxes facing healthcare organizations adopting AI, balancing automation with human judgment, efficiency with empathy, and innovation with regulation. It shows how embracing these tensions through bold leadership and strong governance can transform ethical challenges into drivers of trust and innovation. The next breakthrough

in healthcare won't come from technology alone, but from visionary leaders who turn AI's paradoxes into a foundation for sustainable growth.

We sincerely hope that all these articles will be of great interest to you. Please feel free to connect if you have any feedback, recommendations, or queries about the newsletter and the articles covered herewith.

Best regards
Editorial Team
Connect Newsletter
Jaipuria Institute of Management

DR. NIDHI SINGH
Associate Professor (Finance)
& Associate Dean- Research
Email: nidhi.singh@jaipuria.ac.in

DR. PRAGYA GUPTA
Associate Professor
(HR & OB)
Email: Pragya.g@jaipuria.ac.in

DR. RENUKA MAHAJAN
Assistant Professor
(IT and Business Analytics)
Email: renuka.mahajan@jaipuria.ac.in

DR. RICHA MISRA
Associate Professor
(Decision Science & Operations)
Email: richa.misra@jaipuria.ac.in

Shodh Student Research Committee

President

Gaurav Oberoi

Vice President

Saumya Pandey

For any feedback and comments, let's connect at: connect.noida@jaipuria.ac.in

ARTICLES

EXPOSING THE ILLUSION:
HOW FAKE REVIEWS ARE RESHAPING MARKETING

In today's digital marketplace, customer reviews have become a powerful force shaping consumer behavior and brand reputation. However, this influence has also led to a troubling phenomenon: the proliferation of fake reviews. From manipulating public opinion to undermining brand trust, fake reviews have extensive implications that go beyond marketing and impact broader societal trust. Our research, published in the Australasian Marketing Journal, provides a comprehensive systematic review of 229 studies on fake reviews. Using the SPAR-4-SLR protocol and structural topic modeling (STM), we identify key themes and research trends in this area. We utilize two well-known analytical frameworks: the ADO framework (Antecedents, Decisions, Outcomes) and the TCM framework (Theories, Contexts, Methods) to analyze the dynamics of fake reviews. The study reveals that fake reviews are not only driven by companies seeking to increase sales or harm their competitors, but also by consumers seeking personal or social benefits. These reviews impact brand equity, consumer trust, and ultimately, purchase decisions. Marketing becomes particularly vulnerable because it relies heavily on shaping consumer perceptions. Our paper highlights how positive reviews can dramatically boost conversion rates (by up to 380% for higher-priced items), yet fake reviews threaten this potential, creating mismatched expectations among consumers. The research highlights the importance of developing targeted strategies to combat fake reviews, including technological solutions such as AI-based detection, consumer education, and platform regulation. We also propose an integrated theoretical model that combines the Sender-Message- Channel- Receiver (SMCR) communication model with dual-factor theory to explain how fake reviews are created, transmitted, and received within digital ecosystems. From a corporate and policy perspective, the study offers actionable insights for marketers, platform developers, and regulators. Since over 90% of consumers read reviews before making a purchase, ensuring their authenticity is no longer optional but essential for maintaining a competitive edge and consumer trust

The full research paper can be accessed here

Lim, W. M., Agarwal, R., Mishra, A., & Mehrotra, A. (2025). The rise of fake reviews: Toward a marketing-oriented framework for understanding fake reviews. Australasian Marketing Journal, 33(2), 178–198.

https://doi.org/10.1177/14413582241283505.

Reeti Agarwal, a Professor of Marketing at the Jaipuria Institute of Management, Lucknow, India, brings over 25 years of teaching experience to her role. Her research focuses on consumer behavior, with particular emphasis on sustainability and digitalization. Dr. Agarwal has an extensive publication record in prestigious journals, including the Journal of Sustainable Tourism, Journal of Retailing and Consumer Services, Australasian Marketing Journal, Business Strategy and the Environment, International Journal of Tourism Research, Technological Forecasting and Social Change, and Journal of Cleaner Production.

Anubhav Mishra, a Ph.D. holder in Marketing from the Indian Institute of Management, Lucknow, currently serves as a Professor at Jaipuria Institute of Management, Lucknow. Previously, he held the position of Assistant Professor (Regular faculty) at the Indian Institute of Management, Ranchi, for nearly three years. He has also completed an Executive Postgraduate Program at the Indian Institute of Management, Kozhikode. He has eleven years of Industry experience with reputed firms like SAP Labs India and Infosys Technologies Ltd. He has conducted various MDP programs for executives across different levels. He has also been involved with consulting projects. Prof. Mishra has published in many reputable journals, including the International Journal of Information Management, the Journal of Business Research, and Psychology & Marketing. He has also published a quick case listed in Harvard Quick Cases. His research interests include online consumer behaviour, electronic word-of-mouth, misinformation, and immersive technologies.
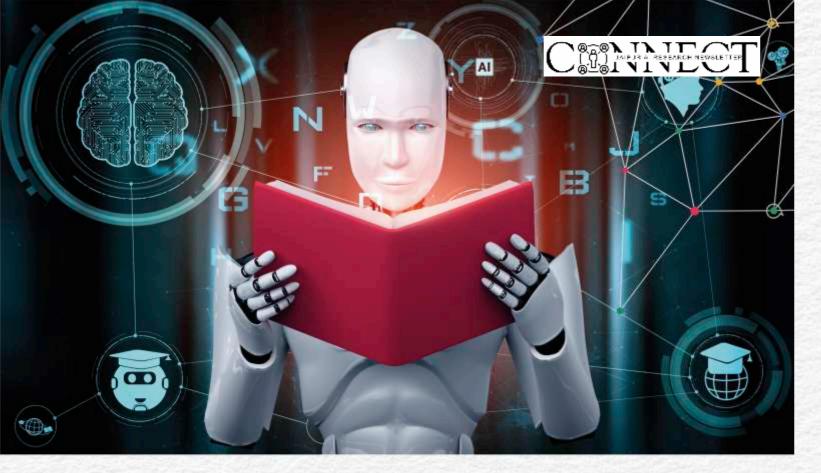
Ankit Mehrotra holds a doctorate in Supply Chain Management and Information Systems for the University of Lucknow. His teaching career spans over 15 years. His areas of interest include Data mining, Business use of Excel, and Management Information Systems. He has authored papers on Data mining, decision making, and marketing related topics, which have been published in reputed refereed journals like Journal of Retailing and Consumer Services, Journal of Targeting, Measurement, and Analysis for Marketing, Journal of Customer Behaviour, International Journal of Business Science & Applied Management, Global Business Review to name a few. Currently, Prof. Mehrotra serves as an Professor at Jaipuria Management Institute in Lucknow and as Pan Area Chair at Jaipuria Institute of Management.

AI'S DOUBLE-EDGED SWORD:
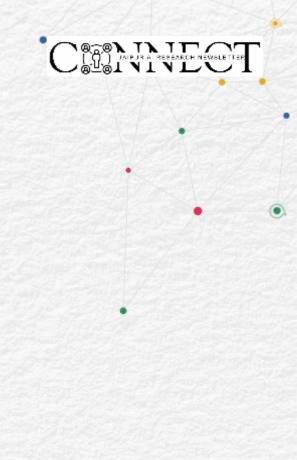# AI ETHICS AT THE CROSSROADS?

With the application of artificial intelligence (AI) that is conquering more and more industries, including healthcare, financial sectors, education, and customer services, the question of its ethical impacts becomes more and more acute. A new study provides clues on how the problems are being encountered by normal corporate users rather than by developers or academics. According to the study based on the interviews of 20 professionals operating in the framework of AI in different sectors, the research claims that despite the potential to bring radical change and improvements to the sphere, AI should be advanced and embraced with a higher degree of ethical awareness. Otherwise, there is a risk to promote inequality, to violate privacy, and to reduce human control associated with these technologies. The paper singles out five critical focus areas around data privacy and security, bias and fairness, transparency, and explainability, human-AI interaction, and trust. Separation anxiety was associated with the first position but far above on that list was privacy. Respondents noted that AI systems tend to

extract and analyze personal data with little to no consent or protection in most cases. One respondent referred to AI as a bipolar swordsman, that can both defend and breach privacy. As businesses make investments in cybersecurity, the paper contends that better governance and obvious policies on data are a high priority. Discrimination and equality were also threatening. Historical discrimination has the possibility of reproduction through AI tools which learn off historical scenarios. Respondents described instances of recruitment systems denying opportunities to qualified candidates as a result of the incorrect formatting or demographic filters and tools in healthcare not being able to serve particular populations adequately due to lack of representative data. All these illustrate the necessity to conduct continuous testing and to have human supervision to ensure that AI does not turn into a channel of algorithmic inequalities. The question of transparency and its absence also became one of the key ones. Most users confessed that they did not clearly comprehend the decisions made by AI

systems. Such un-explainability (particularly when the area of concern is financial or healthcare) makes accountability weak. Trust will die out in the absence of transparency. Another issue was human AI interaction. The interviewees cautioned that AI is eliminating human judgment as opposed to improving it. Excessive dependence will result in a state of automation complacency where humans start trusting more on the machines. The paper suggests that there must be a human intervention especially in areas where decisions are subjected to ethical implications. Lastly, all these themes are united by the theme of trust. AI will need to be precise, impartial, predictive, and open to gain credibility as a user. The study urges

organizations to incorporate ethics in each of the steps of the development and implementation of AI. Ethical AI is not only about mitigation of risk, but it is also about creating systems that people can comprehend, rely on and accept.

The full research paper can be accessed here

Kamila, M.K. and Jasrotia, S.S. (2025), "Ethical issues in the development of artificial intelligence: recognizing the risks", International Journal of Ethics and Systems, Vol. 41 No. 1, pp. 45-63

https://doi.org/10.1108/IJOES-05-2023-0107

Manoj Kumar Kamila, a Fellow Program in Management scholar at Jaipuria Institute of Management, specializes in ethics in business management and corporate governance. His research has been published by academic publishers including Elsevier, Emerald Insight, Springer Nature, Sage, Taylor & Francis, and Inderscience, reflecting his strong academic contribution to the field

FAIR BOTS, BETTER EXPERIENCE? RETHINKING AI THROUGH THE LENS OF FAIRNESS

This research evaluated factors that impact the perception surrounding the fairness of AI - enabled social bots and how these factors impact the user experience. Software bots are algorithm-based chatbots, which have been created with the objective of conversing with human beings, and this concept was espoused already by Alan Turing in 1950. The study uses qualitative data from 32 professionals with diverse backgrounds to insights on the topic. The finding of this study makes a noteworthy contribution to the literature on social bots and posits a holistic framework for fairness factors pertaining to social bots and their impact on user experience. It establishes definitive linkages between fair treatment meted out by social bots and a positive user experience. Further, it also extends the emotional competence theory into the AI domain encapsulating social bots and their anthropomorphism. The findings reveal different fairness parameters under three major themes namely, explainability, fairness, and accountability. Explainability includes equalized probability and similar opportunity; fairness includes design-related and ranking bias, sample selection and confounding bias, unbiased treatment across demographics, and ignorant fairness, while accountability includes historical grounding and legal background and diversified training inputs. While the impact of these factors on user experience is categorized under three major themes namely, unprejudiced treatment, transparency, and efficiency in work processes. Unprejudiced treatment includes an unbiased approach towards economically disparate customers, individual ethnicity, and adaptability; transparency includes effective governance criteria, data monitoring, effective compliance, and management of risk; while efficiency in work processes includes enhanced execution, reducing work overload of employees, and speedy completion of routine tasks. Our research clearly indicates that although implementing self-learning AI-based social bots holds tremendous potential, however, the flip side of such a system is inadvertent consequences for various stakeholders of the organization. Based on the analysis of our data, there are certain noteworthy issues that the managers and developers need to take into cognizance for developing fair and effective AI-based social bots. 1. Seamless communication and comprehension of the underlying AI processes. 2. Marked difference between AI-based social bots and traditional Information Systems. 3. Develop an understanding of employees' roles and provide requisite guidance. 4. Transparency and explainability of AI-based social bots. 5. Customize strategies for disparate customer groups. Based on the analysis of our data, we put forth certain key recommendations for practitioners:

1. Constrained use of AI-based social bots.
2. AI system developers to be onboard for the futuristic vision of the organization and the goals envisioned for the social bots.
3. Using modular AI system design.
4. Intuitive Understanding of AI and ML concepts.
5. Opting for hybrid systems.
6. Eliminate online learning if system explicability is vital.
7. Refining AI-based social bots through iterative improvements.
8. Deep dive for performance clues.
9. Cross-validation of predictions and decisions of AI-based social bots.

The full research paper can be accessed here

Malik, N., Kar, A. K., Tripathi, S. N., & Gupta, S. (2023). Exploring the impact of fairness of social bots on user experience. Technological Forecasting and Social Change, 197, 122913.

https://doi.org/10.1016/j.techfore.2023.122913

Dr. Nishtha Malik is an Associate Professor at Jaipuria Institute of Management, Lucknow. She is the Co-chair of the International Relations Committee and has more than 14 years of academic and industry experience. She has published in International Journal of Hospitality Management, International Journal of Manpower, Technological forecasting and Social Change, Internet Research, Annals of Operation Research, Personnel Review, Technovation, Journal of Brand Management, etc

Dr Shalini Nath Tripathi is an academician, consultant, researcher and trainer with more than 19 years of experience in the field of marketing. At present, she is an Associate Professor (Marketing) at Jaipuria Institute of Management, Lucknow. She has published in journals such as Internet Research, Technological Forecasting and Social Change, Annals of Operations Research, International Journal of Manpower, Journal of Marketing Theory and Practice, Corporate Communications

FROM TENSIONS TO TRANSFORMATION: MANAGING AI PARADOXES IN HEALTHCARE PRACTICE

In today's rapidly changing or digitalizing world, particularly healthcare environments, use of AI (Artificial Intelligence) based technologies is found significant and has been seen as a critical enabler of operational Efficiency, accurate diagnostics, and improved customized medical care to patients. However, the transition from the traditional model to AI-based is neither frictionless nor straightforward. Using paradox theory as a base, this article offers a strategic exploration of the inherent tensions faced by health organisations as they adopt AI-based technology in their operations, for diagnostics and patient care services. A few such paradoxes which was observed in the study for healthcare services are: Control vs autonomy paradox, which is reflected in the role of AI services to support clinical decisions. The study discusses challenges faced by health tech startups in managing the balance between technology-based decisions and human discretion is crucial to ensure best treatment adoption and improve trust. Next, there is the Efficiency vs Quality paradox faced

by these health administrators, which was related to the need for process automation that may compromise the human touch and quality of care. The study discussed the challenges faced by these firms in maintaining Efficiency without diluting personalised service. Further, the study indicated the viewpoints of these healthcare people on the antecedents of AI adoption that may require operational standardization by making some necessary workflow and process changes, and may require new skillsets. They indicated some internal resistance and external regulatory bottlenecks to comply with advanced but highly complex AI implementation in their business. These firms also shared several growing concerns of patients, media, and other stakeholders about data security issues, ethical use of AI by health tech startups that may pose a serious risk to them. Thus, another critical paradox which was raised by them was the dual imperative of transparency and patient data protection that may affect their business and the future of AI in healthcare in

the future. The study offers a few actionable insights for corporates and businesses. The study suggests healthcare firms must develop a both/and mindset, maintaining the balance between control and autonomy paradox, not choosing between them. Also, these firms must position AI-based tools or medical services as augmentative technologies, improving rather than clinical judgement. Firms should focus on enhancing awareness and developing a training and skill enhancement program that should focus on building digital confidence among medical staff while preserving their authority in decision-making. The study urges corporate leaders to invest in data governance frameworks, explainable AI protocols, and compliance models that ensure patients' trust, regulatory alignment, and reputational

protection. To conclude, this research explains that AI in healthcare is not merely a technological challenge; it is a strategic leadership issue. Navigating these paradoxes effectively requires foresight, responsiveness, and coordinated action. Managing these paradoxes can serve as a differentiator and lead to consistent and sustainable innovation for these firms

The full research paper can be accessed here

Singh, N., Jain, M., Kamal, M. M., Bodhi, R., & Gupta, B. (2024). Technological paradoxes and artificial intelligence implementation in healthcare. An application of paradox theory. Technological Forecasting and Social Change, 198, 122967.

https://doi.org/10.1016/j.techfore.2023.122967

Dr. Nidhi Singh has over 17 years of experience in teaching and corporate settings. She is currently an associate professor in finance at Jaipuria Institute of Management, Noida. She has her Ph.D. from GGSIP University, Delhi. She has also qualified for the UGC Net. Her research expertise lies in theoretical background development, model building, identifying research gaps, and writing effective literature reviews. In this context, she has published in several A*, A, and B category ABDC journals, including the National and International Repute, including the International Journal of Information Management (A*), the International Journal of Hospitality Management (A*), the Journal of Enterprise Information Management (A), technology forecasting and social change (A), the Journal of Contemporary Hospitality Management (A), the Annals of Operation research(A) , the Journal of Retailing and Consumer Services (A), Electronic Markets (A), and similarly other A category journals. She also published more than 30 papers in other Scopus/WOS-indexed journals with a high impact factor.
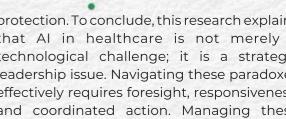
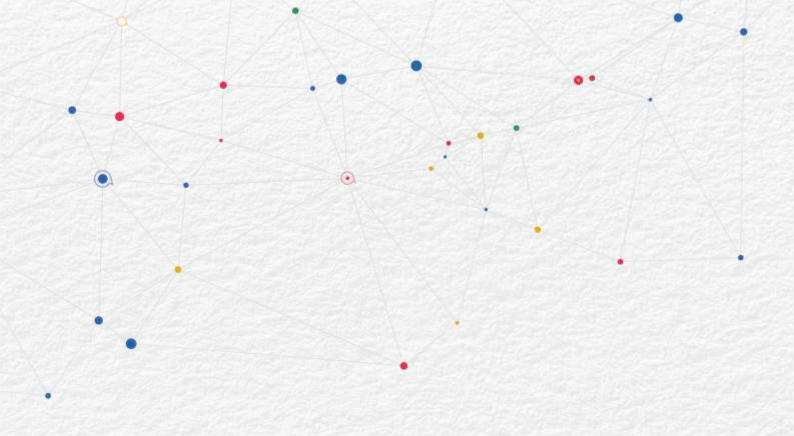**45th** Amongst all Management Institutes in India **(NIRF, 2024),** Ministry of HRD, Govt. of India

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A-32 A, Sector 62, Noida, Uttar Pradesh - 201309
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