

SURVEY

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From The Editor's Desk

It is with considerable satisfaction that we present the latest issue of SURVEY: A Management Research Journal of IISWBM. This issue continues our commitment to disseminating rigorous and impactful scholarship that advances the frontiers of management research and practice. The journal seeks to integrate theoretical insights with empirical validation, thereby contributing to evidence-based management and informed decision-making.

SURVEY is a peer-reviewed quarterly publication dedicated to fostering high-quality academic discourse across a wide spectrum of management-related domains. These include, but are not limited to, business management, human resource management, data science, public systems, commerce, economics, sports management, law, and social welfare. By maintaining a multidisciplinary orientation, the journal facilitates cross-fertilization of ideas and encourages the development of integrative frameworks that address complex organizational and societal challenges.

A defining characteristic of the journal is its openness to diverse methodological approaches and epistemological perspectives. Both quantitative and qualitative inquiries as well as mixed-methods research are welcomed, provided they demonstrate analytical rigor and conceptual clarity. In this context, SURVEY serves as an intellectual platform for the generation, validation, and dissemination of knowledge that is both theoretically robust and practically relevant.

The articles featured in this issue reflect a broad array of contemporary themes in management science offering nuanced analyses and innovative perspectives. Collectively, they contribute to a deeper understanding of emerging trends, managerial effectiveness and policy implications in a dynamic and evolving environment.

We express our sincere appreciation to the contributing authors for their scholarly efforts and to the reviewers for their critical evaluations and constructive feedback, which have been instrumental in maintaining the academic integrity of this publication. We also extend our gratitude to our readers for their continued engagement and support. We encourage them to actively participate in this ongoing dialogue by sharing their insights and perspectives on the issues discussed herein.

Looking ahead, we invite researchers and practitioners to contribute original, methodologically sound and conceptually innovative work to future issues of SURVEY, thereby strengthening its role as a leading forum for management research and intellectual exchange.



Prof. (Dr.) K. M. Agrawal
Editor-in-Chief, SURVEY &
Director, IISWBM, Kolkata

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Assessing the Effectiveness of Behaviour-Based Safety in Reducing of Industrial Accidents: A Case Study

Amal Bhattacharjee¹, Dipanjan Bose² and Krishna Murari Agrawal³

ABSTRACT

Behaviour-Based Safety (BBS) is a proactive safety management approach aimed at influencing employee actions to prevent accidents before injuries occur. Although industrial safety systems traditionally emphasize eliminating unsafe conditions, research indicates that nearly 80-85% of workplace incidents arise from unsafe acts, while only 15-20% are attributed to unsafe conditions. This case study examines the implementation and effectiveness of a BBS program within a multi-zone industrial facility to evaluate its role in reducing accident potential. A total of 561 safety observations were analyzed using zone-wise distribution, severity-weighted Risk Index calculations, and comparative assessment of unsafe acts and unsafe conditions. Findings reveal that unsafe acts slightly dominate overall exposure and demonstrate higher severity amplification potential. Zone-wise analysis identified critical operational areas with elevated risk intensity, supporting targeted behavioural interventions. The results underscore the paradox that organizations often prioritize unsafe conditions due to ease of control, despite behavioural factors being the primary drivers of incidents. The study highlights the importance of cultivating safe behaviour, minimizing at-risk actions, and embedding behavioural accountability to achieve sustainable reduction in industrial accidents.

Keywords: BBS, Safe Behaviour, At-Risk Behaviour, Safety Chain, BBS Champion, BBS Observation, 6 Steps Methodology

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IKS in Management Education: the needed fillip to Leadership & Ethics

Maumita Sengupta¹

ABSTRACT

Management education is an area of constant innovation, research and development, as managers fit into various areas of study, business, entrepreneurship and innovation. Till sometime back, management education was dominated by Western concepts and texts, though with changing world systems and focus areas, it's now being felt that such education falls short on contextual relevance, as Western models don't always fit Indian family businesses, Indian attitudes towards work and life, an authentic approach that's sometimes referred colloquially as jugaad innovation, or high power-distance cultures. Indian culture and society take a more holistic view towards work, professions, the very essence of existence. Indian Knowledge Systems talk about ancient socio economic formats, referred to as Dharmanomics, that have valuable links to management education as they link profit with purpose, individual with collective, short-term with long-term and consumption versus sustainability. It addresses soft skills in a much more holistic manner, addresses stress, burnout, ethical concerns in our dealings with various human beings. The paper discusses strategies of teaching management students utilising Indian philosophical thought, seeking opinions of students as well as experts on the impact of utilising concepts from Indian Knowledge Systems in developing the right skills and attitudes for becoming effective managers.

Keywords: Indian Knowledge Systems; Management Education; Indigenous Management; Leadership Development; Ethical Leadership; Emotional Intelligence; Mindfulness; Managerial Competencies.

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Hands that Weave, Voices that Endure: Market Challenges Interwoven in Six Yards

Shreya Barman¹ and Sohini Banerjee²

ABSTRACT

This field study looks at the experiences of handloom saree weavers in Phulia, West Bengal, paying close attention to how traditional practices interact with modern marketing realities. Using qualitative methods with 20 purposively selected respondents, the study explores how far Integrated Marketing Communications (IMC) has actually taken root in this artisanal cluster. What comes out of the findings is that IMC adoption is thin on the ground and mostly limited to a handful of established players. Sustainability practices exist but buyers barely notice them. Some weavers can articulate what makes their work valuable; many cannot. Cooperative membership is widespread, yet collective marketing remains patchy. Taken together, the findings show both the stubborn vitality of artisanal traditions and the largely untouched potential of digital and cooperative approaches for building stronger market positions.

Keywords: Handloom sarees, branding, digital commerce, integrated marketing communications, sustainability, cooperative strategies, value communication, Phulia, West Bengal

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Interrelationship of Financial Literacy, Demographic Factors and MSME Growth: A Bibliometric Analysis

Somnath Chakraborty¹ and Sraboni Dutta²

ABSTRACT

Micro, Small and Medium Enterprises (MSMEs) play a vital role in economic development, employment generation, and innovation worldwide. The sustainability and growth of these enterprises depend significantly on the capabilities of entrepreneurs, particularly their financial literacy. This study conducts a bibliometric analysis of the literature on demographic characteristics, financial literacy, and MSME growth published between 2000 and 2025. Financial literacy is considered a multidimensional construct encompassing knowledge, skills, attitudes, and awareness.

Using data from Scopus, Web of Science, and Google Scholar, the study analyses publication trends, keyword co-occurrence, and thematic clusters with the help of tools such as VOSviewer, Biblioshiny, and CiteSpace. The findings identify major research themes, including financial literacy and inclusion, entrepreneurship and performance, capability development, and SME innovation.

The study highlights that financial literacy is widely conceptualised in the literature as a potential mediating construct linking demographic characteristics and MSME performance. A conceptual framework is proposed based on bibliometric insights. The study provides a structured synthesis of the research field and offers directions for future empirical investigation.

Keywords : Financial Literacy, MSME Growth, Bibliometric Analysis, Entrepreneurship, Firm Performance.

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Rooftop Solar Photovoltaic Deployment and Consumer Awareness in West Bengal: Policy Framework, GIS-Based Potential Assessment and Adoption Strategies Synthesized from Published Empirical Studies

Sreyasi Rupa De¹ and Soumya Kanta Ray²

ABSTRACT

Solar photovoltaic (PV) technology has become a key driver of renewable energy development worldwide. The Indian government has established multiple solar energy promotion policies which include the Jawaharlal Nehru National Solar Mission (JNNSM) and the PM Surya Ghar: Muft Bijli Yojana to support rooftop solar system installation and solar energy development. The rate of rooftop solar system installation varies between Indian states because of different levels of solar power availability and government policy execution and citizen knowledge. West Bengal operates at moderate solar energy production capacity while offering multiple possibilities to install solar PV systems through both urban rooftop solar projects and large-scale solar facilities in its western districts. Despite supportive national policy frameworks, West Bengal has not achieved widespread rooftop solar system adoption, primarily due to state-level implementation gaps, administrative delays in grid connectivity, limited consumer awareness of subsidy schemes, and inadequate financial accessibility compared to leading solar states such as Gujarat and Karnataka. The study investigates photovoltaic system installation in West Bengal through three methods which include Geographic Information Systems (GIS)-based solar potential assessment and policy comparison and public knowledge assessment. The results show that Bankura and Paschim Bardhaman districts possess high solar energy potential while Kolkata urban area generates excellent possibilities for rooftop solar installation. Rooftop solar growth faces obstacles because consumers lack knowledge about the technology and face financial difficulties and encounter regulatory hurdles. The study recommends three policy measures which include awareness programs and financial incentives and simplified net-metering regulations to promote rooftop solar system installation.

Keywords: Rooftop solar PV, policy analysis, consumer awareness, net-metering, renewable energy adoption, PM Surya Ghar.

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Beyond Taste: Exploring the Determinants of Restaurant Visit Behaviour in Kolkata

Sukanta Kundu¹ and Gairik Das²

ABSTRACT

This study examines the key determinants influencing customers' choice of eateries in Kolkata, with particular emphasis on operational, experiential, and demographic factors. The research further incorporates the occasion of restaurant visit to better understand the situational context of dining behaviour. A quantitative descriptive research supported by analytical techniques was adopted. Primary data were collected from a sample of 200 respondents by using a structured questionnaire based on a five-point Likert scale. Reliability analysis, cross-tabulation with Chi-square test, and Exploratory Factor Analysis (EFA) using Principal Component Analysis with Varimax rotation were employed for data analysis.

The findings indicate that core operational attributes-such as food quality, hygiene, service quality, and cleanliness-constitute the primary determinants of restaurant choice. In addition, experiential and perceptual factors, including ambience, brand image, online reviews, and loyalty behaviour, emerge as a distinct dimension influencing customer preferences. The analysis of occasion of visit indicates that restaurant patronage is largely driven by social and experiential motives, such as casual dining, social gatherings, and celebrations. Furthermore, demographic analysis indicates that age significantly influences restaurant visit behaviour, whereas gender does not exhibit a significant effect.

The research concludes that restaurant choice behaviour in urban markets is shaped by a combination of functional excellence and experiential value, moderated by situational and demographic factors. The findings add to the existing body of literature on consumer behaviour in the hospitality sector and offer practical recommendations for restaurant managers to design targeted strategies for customer engagement and retention.

Keywords: Customer Choice, Food Quality, Service Quality, Hygiene, Ambience, Exploratory Factor Analysis, Kolkata.

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Call for Paper and Guidelines for Submission

Editorial Policy:

SURVEY, a Journal of Management and Welfare Studies is published by IISWBM, Kolkata with an endeavor to promote and disseminate knowledge and ideas in the complex multi-disciplinary management field. The Journal encourages theoretical and empirical research papers and articles of relevance to academia and industry/corporate houses. In addition, the Journal invites manuscripts covering application of theory to real life management activities where findings would be of interest to researchers, executives, academicians and management students. SURVEY, a Peer Reviewed Quarterly Journal does not require any publication charges.

The Journal publishes articles in the key functional area of management viz. marketing, finance & accounting, human resource, information technology, transportation & logistics, energy, environment, healthcare & hospital, retail, production & supply chain and other related areas. Articles reflecting diversity, cross-functional nature of management and emerging concerns are also considered for publication.

Guidelines for Authors:

- 1) Manuscript should normally be of 3,000 to 7,000 words may be of 12-20 typed pages including figures and tables, typed in 1.5 space in 12-point font Times New Roman on A4 size paper in MS-Word format.
- 2) The manuscript should be arranged in the following order:
 - a. Title page containing the title of the paper, author's name, designation, official address, contact phone/fax number, e-mail address and a brief biographical sketch of the author(s).

- b. Abstract of not more than 300 words in italic font type along with the key words.
- 3) The Papers may contain the following broad headings and structure
 - a) Title
 - b) Abstract, Keywords
 - c) Introduction
 - d) Literature Review
 - e) Objective
 - f) Methodology
 - g) Material and methods
 - h) Results
 - i) Discussion (Results and discussion can be combined in one section)
 - j) Conclusion
 - k) References in APA 7 style (in case of website reference, specify website detail (URL) including the date of accessing the site.
- 4) The author(s) should send a declaration stating that the paper is an original work and it has neither been published nor will it be submitted elsewhere till the editorial decision has been communicated.
- 5) The author(s) should submit a plagiarism report from any Standard Plagiarism check platform and similarity should not exceed 10%.
- 6) Authors should submit the papers by email only at **editor.survey@iiswbm.edu**
- 7) The contributions sent for publication will be referred for blind review. Correspondence and proofs for correction, if required, will be sent to the first named author unless otherwise indicated. Corrected proofs should be returned within 15 days.
- 8) The final decision on the acceptance or otherwise of the paper rests with the Editorial Board and it depends entirely on its standard and relevance. The final draft may be subjected to editorial amendment to suit the Journal's requirements. The decision about acceptance or otherwise of the paper will be conveyed to author by email only within 60 days.
- 9) Each author will receive a complimentary copy of the journal after publication.
- 10) The copyrights of the contributions published in the journal lie with the publishers of the journal - IISWBM, Kolkata.

About IISWBM

The Indian Institute of Social Welfare and Business Management (IISWBM), Kolkata, stands as a pioneering institution in the history of management education in India. Established on 25th April 1953 through a resolution of the University of Calcutta, IISWBM holds the distinction of being India's first institute to offer formal management education. The institution was founded through the collective vision of the Government of West Bengal, the Government of India, the University of Calcutta, and leading industrialists of the country. Dr. Bidhan Chandra Roy, the legendary Chief Minister of West Bengal, served as its Founder-President, while Pandit Jawaharlal Nehru laid the foundation stone of the Institute, making IISWBM an institution deeply rooted in the nation's educational and developmental history.

Over the decades, IISWBM has built a rich legacy of academic excellence, professional integrity, and social responsibility. True to its name, the Institute has consistently emphasized the integration of business management with social welfare, creating managers who are not only professionally competent but also socially conscious and ethically responsible. This unique philosophy continues to distinguish IISWBM among management institutions in India.

The Institute actively collaborates with government bodies, industries, professional organizations, and research institutions to address contemporary socio-economic challenges. Through research, consultancy, management development programmes, and community-oriented initiatives, IISWBM continues to contribute to nation-building and public welfare.

With more than seven decades of legacy, IISWBM continues to nurture future leaders and remains a symbol of academic distinction, innovation, and societal contribution in the field of management education.



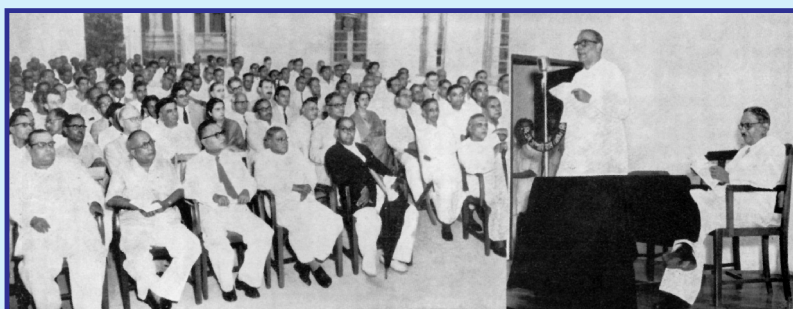
Pandit Jawaharlal Nehru laying the Foundation Stone of the Academic Block-1958



Dr. B. C. Roy,
Chief Minister of West Bengal (1948-1962) &
the Founder President Board of Governors



Professor D. K. Sanyal,
the Founder Director



Inauguration of the First Business Management course in India (PGDBM) on 5th July, 1954
(Dr. B. C. Roy addressing the gathering : Dr. J. C. Ghosh,
Vice-chancellor of University of Calcutta, sitting)



Commemoration of 50th Anniversary of
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