

**Dr. Lakshmi Goyal (Iyer)**  
**Assistant Professor, IIM Calcutta**

Email id: lakshmi@iimcal.ac.in

**ACADEMIC QUALIFICATIONS**

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Degree/ Program	Year	Institute
PhD in Management (also called Fellow Program in Management or <i>FPM</i> ) <i>Major: Strategic Management</i>	2016 - 2021	Indian Institute of Management, Indore (IIM-I), India
Post Graduate Diploma in Management ( <i>PGDM</i> )	2007 – 2009	Indian Institute of Management, Calcutta (IIM–C), India

**RESEARCH INTERESTS**

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- Behavioral theory of the firm and the performance feedback theory
  - The role of heuristics and biases in strategic decision-making processes
  - Interplay between the institutional and the strategic choice perspectives

**TEACHING INTERESTS**

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- Foundation course in Strategic Management
  - Electives: Behavioral Strategy, Design Thinking and Strategic Thinking

**PUBLISHED ARTICLES (PEER REVIEWED)**

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- Goyal, L., & Goyal, V. 2023. Feedback persistence matters! Uncovering the varying effects of success and failure persistence on firm risk-taking. *Strategic Organization*, <https://doi.org/10.1177/14761270231195506> [ABDC -A]
  - Goyal, L., & Popli, M. 2023. Performance feedback and risk-taking: A configurational approach, *British Journal of Management*, <https://doi.org/10.1111/1467-8551.12754> [ABDC – A; ABS – 4]
  - Goyal, L. 2022. Investments during institutional transitions: driven by problems or opportunities? *Asia Pacific Journal of Management*, <https://doi.org/10.1007/s10490-022-09838-5> [ABDC -A]
  - Raithatha, M., Popli, M., & Goyal, L. 2022. Avoiding the risk of de-legitimation: Impact of internationalization on earnings management of emerging market firms. *Finance Research Letters*, 102979 [ABDC – A]
  - Goyal, L., & Goyal, V. 2021. Performance feedback and R&D search intensity: performance feedback of peers as facilitators of feedback interpretation. *British Journal of Management*, <https://doi.org/10.1111/1467-8551.12532> [ABDC – A; ABS – 4]
  - Goyal, L. 2020. Exploring frugal innovation in social entrepreneurship: insights from emerging economies. *Organizational Dynamics*, <https://doi.org/10.1016/j.orgdyn.2020.100782> [ABDC – A]

- Gada, V. P., Goyal, L., & Popli, M. 2021. Earnouts in M&A deal structuring: The impact of CEO prevention focus. *Journal of International Management*, 27(1): 100825. [ABDC – A]
- Goyal, L. 2020. Stakeholder theory: revisiting the origins. *Journal of Public Affairs*, <https://doi.org/10.1002/pa.2559> [ABDC – B]
- Goyal, L. 2017. Leading digital strategy: driving business growth through effective e-commerce. *Vikalpa*, 42(2): 128 – 130. [Scopus Indexed Journal]

## PEER REVIEWED CONFERENCE PRESENTATIONS

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- Goyal, L. 2023. “The conformity-deviation dilemma: insights from the performance feedback theory” selected for presentation at the India Strategy Conference, IIM Bangalore, December 16-17, 2023.
- Goyal, L. 2023. “The Imprinting Effect of Protected Environments on Performance Feedback and Subsequent Search: A Bipartite Model” selected for presentation at the Annual Meeting of the Southern Management Association, Florida, October 24 – 28, 2023.
- Goyal, L. 2023. “Performance feedback, direction of technology search and national innovation policies” selected at the 83<sup>rd</sup> Annual Meeting at the Academy of Management, August 4 - 8, 2023.
- Goyal, L. 2023. “The Imprinting Effect of Protected Environments on Performance Feedback and Subsequent Search: A Bipartite Model” selected at the Annual Meeting of the European Academy of Management, Trinity Business School, Dublin, Ireland, June 14-16, 2023.
- Goyal, L. 2023. “Performance feedback, direction of technology search and national innovation policies” selected at the Annual Conference of the European Academy of Management, Trinity Business School, Dublin, Ireland, June 14-16, 2023.
- Goyal, L., & Goyal, V. 2022. “Feedback persistence and risk-taking: A behavioural perspective” selected at the Annual Meeting of the Southern Management Association, Little Rock, Arkansas, October 18 – 22, 2022.
- Goyal, L., & Goyal, V. 2022. “Feedback persistence and risk-taking: A behavioural perspective” selected at the Annual Meeting of the European Academy of Management, June 15 – 17, 2022.
- Goyal, L., & Popli, M. 2021. “Innovative search post-performance shortfall: the effects of institutional imprinting” selected at the virtual 81<sup>st</sup> Annual Meeting at the Academy of Management, July 29 – August 4, 2021.
- Goyal, L., & Popli, M. 2021. “Performance Shortfall and R&D Search: The Effects of Organizational Task Environments” selected at the virtual 81<sup>st</sup> Annual Meeting at the Academy of Management, July 29 – August 4, 2021.
- Goyal, L., & Popli, M. 2019. “Performance shortfall and direction of risk: A configurational approach” selected at the 79<sup>th</sup> Annual Meeting at the Academy of Management, Boston, Massachusetts, United States of America, August 9 – 13, 2019.

- Gada, V. P., Goyal, L., & Popli, M. 2018. “Earnouts in acquisitions: the impact of CEO regulatory focus” selected at the 78<sup>th</sup> Annual Meeting at the Academy of Management, Chicago, Illinois, United States of America, August 10 – 14, 2018.
- Goyal, L. 2020. “Performance shortfall and risk-taking: the impact of uncertainty” selected at the Strategic Management Society Special Conference, Hangzhou, December 10-12, 2020.
- Goyal, L., & Popli, M. 2019. “Performance shortfall and direction of search: a configurational approach” selected at the Strategic Management Society Special Conference, Las Vegas, United States of America, March 28 – 30, 2019.
- Goyal, L., & Popli, M. 2019. “A holistic perspective of risk taking, post-performance shortfall” selected at the Strategic Management Society Special Conference, Frankfurt, Germany, June 13 - 15, 2019.
- Goyal, L., & Popli, M. 2017. “Performance shortfall and direction of change: a configurational approach” selected at the Strategic Management Society India Special Conference, Hyderabad, India, December 15 – 18, 2017.

## NOMINATIONS AND AWARDS

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- Goyal, L. 2023. “The conformity-deviation dilemma: insights from the performance feedback theory” nominated as a *Spotlight Paper* (top 20% of accepted papers) at the India Strategy Conference, IIM Bangalore, December 16-17, 2023.
- Goyal, L. & Goyal, V. 2022. “Feedback persistence and risk-taking: A behavioural perspective” awarded the *Best Paper in the Strategic Management Track* at the Annual Meeting of the Southern Management Association, Little Rock, Arkansas, October 18 – 22, 2022.
- Awarded ‘*Best Doctoral Student 2021*’ for scholastic excellence in academics and research across all management disciplines awarded by the Indian Institute of Management, Indore.
- Goyal, L., & Popli, M. 2021. "Innovative search post-performance shortfall: the effects of institutional imprinting", *Best Paper Proceedings* at the virtual 81<sup>st</sup> Annual Meeting of the Academy of Management, July 29 – August 4, 2021.
- Goyal, L., & Popli, M. 2019. “A Holistic Perspective of Risk Taking, Post Performance Shortfall” has been nominated for the *Best Paper Prize* at the Strategic Management Society Special Conference, Frankfurt, Germany, June 13 - 15, 2019.
- Goyal, L. 2017. “Performance shortfall and direction of search: an institutional perspective”, nominated for the *GSI Best Paper Award* at the Strategic Management Society India Special Conference, Hyderabad, India, December 15 – 18, 2017.
- Gada, V. P., Goyal, L., & Popli, M. 2019. “Earnouts in Acquisitions: The Impact of CEO's Prevention Focus” received the *Best Paper Award* at the Annual Meeting of Strategic Management Forum, Indian Institute of Management Lucknow, December 27 – 29, 2019

## PROFESSIONAL DEVELOPMENT

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- Selected and participated in the Doctoral Consortium, 79<sup>th</sup> Annual Meeting at the Academy of Management, Boston, Massachusetts, United States of America, August 9 – 13, 2019.

- Selected and participated in the workshop on “Doing organizational research around the world”, 79<sup>th</sup> Annual Meeting at the Academy of Management, Boston, Massachusetts, United States of America, August 9 – 13, 2019.
- Selected and participated in the QCA Professional Development Workshop at the 79<sup>th</sup> Annual Meeting at the Academy of Management, Boston, Massachusetts, United States of America, August 9 – 13, 2019.
- Selected and participated in the Academy of Management Journal, Paper Development Workshop held at Indian Institute of Management, Ahmedabad, April 18 - 19, 2019.
- Selected and participated in the Doctoral Consortium, Strategic Management Society India Special Conference, Hyderabad, India, December 15 – 18, 2017.

## TEACHING EXPERIENCE

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- Courses taught in flagship programs at IIM Calcutta:
  - ❖ MBA – Core course on Strategic Management, Elective on Behavioral Strategy
  - ❖ PGDBA – Core course on Strategic Management
  - ❖ Executive Education – Strategic Management Fundamentals, Strategic Thinking, Strategic Leadership, Design Thinking, Behavioral Strategy, Strategy and Project Management
- Visiting faculty at the Indian Institute of Management, Calcutta between 27<sup>th</sup> December 2021 – 20<sup>th</sup> March 2022. Taught the 20-session course on ‘Behavioral Strategy’ to the 6<sup>th</sup> term PGDM students. The total number of students enrolled for this elective were 99.
- Teaching assistance for PGDM students: Fundamentals of Strategic Management I and II, Mergers and Acquisitions

## WORK EXPERIENCE

Organization	Year	Designation
IIM Indore	September’ 2015 – March’ 2016	Consultant to Special Interest Group
	September’ 2013 – November’ 2013	Program Manager, Integrated Program in Management
Aditya Birla Group	May’ 2011 – September’ 2012	Sub vertical head (prepaid segment) – Service Delivery, Idea Cellular
	July’2010 – April’ 2011	Executive Assistant to CEO – Aditya Birla Insulators
	June’ 2009 – June’ 2010	LEAP Management Trainee
Tata Consultancy Services	September’ 2005 – May’ 2007	Assistant Systems Engineer