



LRC TOC VOLUME UPDATE

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CONTENT

<u>Name of the Journal</u>	<u>Month & Year</u>	<u>Vol./ Issue</u>	<u>Page No.</u>
AAYAM: AKGIM Journal of Management	July – December 2022	12/ 2	7 – 9
Abhigyan	Oct. Dec. 2022	XL/ 3	10 – 11
Arthshastra Indian Journal of Economics & Research	April – June 2022	11/ 2	12
Banking Finance	January 2023	XXXVI/ 1	13 – 14
Business Manager	January 2023	25/ 7	15 – 17
Business Today	23 Jan. – 05 Feb. 2023	32/ 3	18 – 20
Business Today	09 – 22 January 2023	32/ 2	21 – 23
Business Today	26 Dec. 2022 – 08 Jan. 2023	32/ 1	24 – 26
Business World	18 January 2023	42/ 7	27 – 31
Business World	14 January 2023	42/ 6	32 – 33
Business World	31 December 2022	42/ 5	34 – 36
Careers360	January 2023	XV/ 1	27 – 38
Case Folio: The IUP Journal of Management Case Studies	December 2022	22/ 4	39
Competition Success Review	February 2023	LIX/ 8	40
Corporate Professionals Today	21 – 27 January 2023	56/ 3	41 – 42

Corporate Professionals Today	14 – 20 January 2023	56/ 2	43 – 45
Corporate Professionals Today	07 – 13 January 2023	56/ 1	46 – 47
Dalal Street Investment Journal	30 Jan. – 12 Feb. 2023	38/ 5	48 – 49
Dalal Street Investment Journal	16 – 29 January 2023	38/ 4	50 – 51
Dataquest	January 2023	XL/ 1	52 – 54
DECISION	September 2023	49/ 3	55
DECISION	June 2022	49/ 2	56
Digit	January 2023	23/ 1	57 – 59
Down to Earth	16 – 31 January 2023	31/ 17	60 – 62
Down to Earth	01 – 15 January 2023	31/ 16	63 – 65
Economic Affairs	June 2022	67/ 3	66 – 70
Economic Affairs	March 2022	67/ 1	71 – 74
Economic & Political Weekly	21 January 2023	LVIII/ 3	75
Economic & Political Weekly	14 January 2023	LVIII/ 2	76
Economic & Political Weekly	07 January 2023	LVIII/ 1	77
Economic & Political Weekly	31 December 2022	LVII/ 53	78
Economic & Political Weekly	24 December 2022	LVII/ 52	79
Education Post: A New High in Education	November – December 2022	10/ 5-6	80 - 83

Entrepreneur	January 2023	12/ 1	84
FOCUS: International Journal of Management	October 2022	16/ 1	85
Forbes Asia	December 2022	18/ 9	86 – 88
Forbes India	27 January 2023	15/ 2	89 – 91
Forbes India	13 January 2023	15/ 1	92 – 94
Fortune India	January 2023	13/ 3	95 – 96
Harvard Business Review	Jan. – Feb. 2023	101/ 1	97 – 100
Images Retail: Future of Business	January 2023	22/ 1	101 – 102
Indian Economy & Market	January 2023	7/ 7	103 – 104
Indian Journal of Economics and Development	December 2022	18/ 4	105 – 106
Indian Journal of Marketing	December 2022	52/ 12	107
International Journal on Customer Relations	September 2022	10/ 2	108
JIMS 8M: The Journal of Indian Management & Strategy	Oct. – Dec. 2022	27 / 4	109
MERI: Journal of Management & IT	April – October 2022	15-16/ 2-1	110 – 111
MIT Sloan Management Review	Winter 2023	64/ 2	112 – 114
Mutual Fund Insight	February 2023	20/ 5	115 – 117
Nikkei Asia	23 – 29 January 2023	0/ 462	118 – 120
Nikkei Asia	16 – 22 January 2023	0/ 461	121 – 123

Nikkei Asia	02 – 15 January 2023	0/ 460	124 – 126
Nikkei Asia	26 Dec. 2022 – 01 Jan. 2023	0/ 459	127 – 129
Open Source for You	January 2023	11/ 3	130 – 132
OPSEARCH: Journal of the Operational Research Society of India	Oct. – Dec. 2022	59/ 4	133
Outlook Business: Think Beyond Stay Ahead	January 2023	18/ 1	134 – 137
Outlook Money	January 2023	22/ 1	138 – 139
PC Quest	December 2022	35/ 12	140 – 141
PRABANDHAN: Indian Journal of Management	December 2022	15/ 12	142
PRABANDHAN: Indian Journal of Management	November 2022	15 / 11	143
PRAJNAN: Journal of Social and Management Sciences	July – September 2022	LI/ 2	144
Pratiyogita Darpan (English)	February 2023	17/ 197	145
Productivity	July – September 2022	63/ 2	146
Reserve Bank of India Bulletin	December 2022	LXXVI/ 12	147 – 148
SCMS Journal of Indian Management	July – September 2022	19/ 2	149
SCMS Journal of Indian Management	April – June 2022	19/ 1	150
SDMIMD Journal of Management	September 2022	13/ 2	151
SEBI and Corporate Laws – An Insolvency & Company Laws Fortnightly	16 – 31 January 2023	175/ 2	152

SEBI and Corporate Laws – An Insolvency & Company Laws Fortnightly	01 – 15 January 2023	175/ 1	153
Southern Economist	01 January 2023	61/ 17	154
SRELS Journal of Information Management	October 2022	59/ 5	155
The Caravan	January 2023	15/ 1	156 – 158
The Chartered Accountant	January 2023	71/ 6	159 – 161
The Insurance Times	January 2023	43/ 1	162 – 163
The IUP Journal of Applied Finance	October 2022	28/ 4	164
The IUP Journal of Brand Management	December 2022	19/ 4	165
The IUP Journal of Business Strategy	September 2022	19/ 3	166
The IUP Journal of Marketing Management	November 2022	21/ 4	167
The IUP Journal of Soft Skills	December 2022	16/ 4	168
The Management Accountant	December 2022	57/ 12	169 – 171
The Management Accountant	November 2022	57/ 11	172 – 174
The Microfinance Review: Centre for Research on Financial Inclusion and Microfinance (CRFIM)	January – June 2022	14/ 1	175 – 176
Vinimaya	July – September 2022	XLIII/ 2	177
Yojana (English)	January 2023	67/ 1	178 - 179

Volume 12, No. 2
July – December 2022

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AAYAM

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SPECIAL ISSUE

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31 AUG 2022

EMERGING BUSINESS AND ECONOMIC CHALLENGES

Editor-in-Chief
TR Pandey

Editors
Vidhi Agrawal, Ritesh Kumar Singhal and Ankit Garg

AAAYAM

AKGIM Journal of Management

Volume 12

Issue 2 (Special Issue)

July - December 2022

Contents

31 JAN 2023

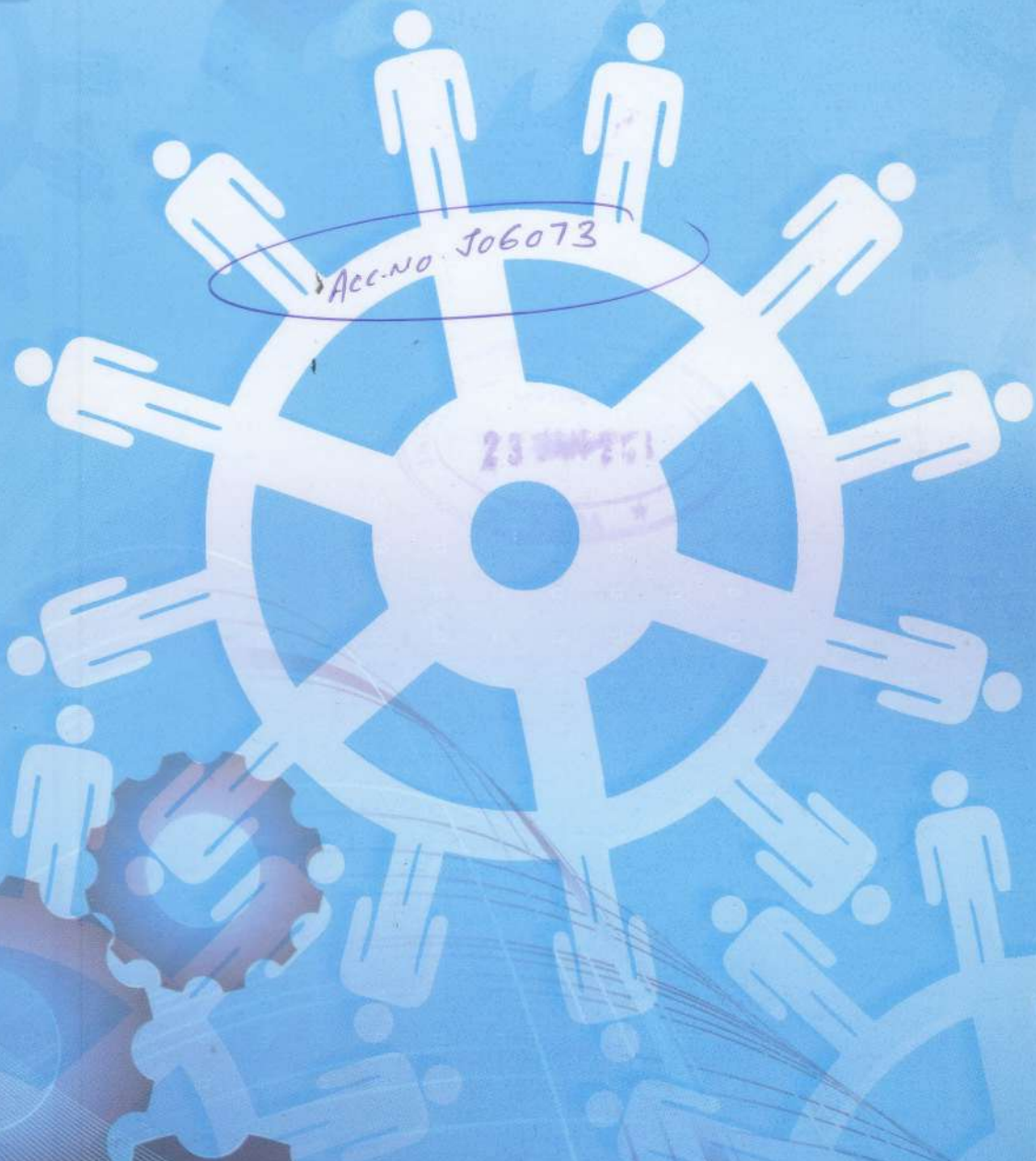
Articles	Pages
1 Emergence of An Innovative Financial Instrument; Infrastructure Investment Trust (InvIT) P. Raja Jaishankar, Gireesh Chandra Tripathi and Meghna Sharma	1-7
2 Blue Ocean Strategy: A Critical Examination Reepu	8-10
3 Minimalism - A New Way of Sustainable Living Harikishni Nain	11-15
4 A Bibliometric Analysis on Disposition Effect with Special Reference to Behavioral Finance Renu Gupta, Manleen Kaur and Vidhi Agrawal	16-24
5 Internet of Things (IoT): Applications & Challenges in Product Development Ritesh Kumar Singhal, Shivansh Singhal and Mayur Varshney	25-28
6 Organization Culture – TQM/Business Excellence Fit: A Study of Indian Organizations Garima Bajpai and Ashish Sinha	29-35
7 An Examination of the Impact of Prevailing Nationalist Sentiments on Indian Consumer Behaviour for Selected Products and Services: Is it Contributing to or Limiting a Self-Sufficient Economy? Sharad Poonia, Ruchi Sharma, Ankit Baranwal, Isha Jain and Vivek Kr Tiwari	36-45
8 Evolution of Digital Marketing Over Time: A Bibliometric Analysis on Scopus Database Renu Gupta and Anjali Siwal	46-54
9 A Study of Customer Acquisition Strategies for Securities Broking Firms in Pune Anamika Singh, Chandrani Singh, Shantanu Jahagirdar, Amiya Bhaumik and Midhun Chakravarty	55-62
10 Detecting Crop Disease using CNN Sristi Vashist and Shikha Manga	63-69
11 Liquidity, Risk and Performance measurement: An Analytical Study in Steel Industry Surbhi Agarwal, Pragya Agarwal and Gautam Jaiswal	70-73
12 A Study of Mobile Banking Services of Commercial Banks in Delhi & NCR Nirdosh Agarwal and Rajkumar Teotia	74-79
13 Cyber Security: A Boon to Society Rashmi Sharma, Shiddarth Srivastava and Devanshi Garg	80-84
14 An Assessment of Recruitment Policies for Teachers in Educational Institutions in Ghaziabad Bindu Sharma, Ruchi Sharma and Deep Tyagi	85-91
15 Impact of Risk Avoidance and Financial Welfare to Invest in the Equity Market Rishi Taparia and Abhijit Chatterjee	92-95

Articles	Pages
16 Network Security Issue and Privacy on Online Social Media Platform: Case Study Ramesh Kumar, Parveen Kumar and Vinay Kumar	96-103
17 Gearing up from Traditional to Digital Economy by Marketing 5.0 Pragya Agarwal, Ekta Sharma and Usha Pandey	104-106
18 A Review of Machine Learning in Education Bhawna Goel, Pooja Chaudhary and Neha Paliwal	107-110
19 Is Covid-19 A Catalyst in the Adoption of E-Health Practices by Medical Practitioners? Ranjita Bhowmick Shastri	111-114
20 A Study on Impact of Goods & Services (GST) on Indian Economy Pragya Agarwal, Surbhi Agarwal and Sushant Vishnoi	115-119
21 Investor's Perception Towards Investment Decision in Indian Stock Market - An Analytical Study Riya Singh and Pramod Kumar	120-125
22 Green Marketing's Effect on Changing Consumer Buying Patterns Nirdosh Agarwal and Gunjan Srivastava	126-129
23 "ATMANIRBHAR BHARAT" (Redefining Financial Health and Greening Post COVID-19) Nitin Kumar Saxena and Puneet Kumar	130-134
24 A Study on Effects of Social Media on Adolescence Generation (In Special Reference to Noida Region) Vipul Kumar, Pragya Agarwal and Mridul Tyagi	135-140
25 Applications of Artificial Intelligence, Metaverse and Data Science for Intelligent Healthcare Krishika, Yash Tyagi and Surya Saxena	141-149
26 Artificial Intelligence an Emergence for Electrical Automation Control Ankit Garg, Rahul Singhal and Abhishek Singh	150-152
27 The Entrepreneurial Spirit is one of the Key Drivers of Economic Growth in India 2022 Ashutosh Dwivedi	153-158
28 Analysis of Factors Determining Perception of Indian Readers Towards E- Reading Sarjue Pandita and Sonakshi Sharma	159-163
29 Zooming into Social Media: A Link between Social Media Usage, FOMO & Mindfulness among Adolescents Sanghamitra Das, Manupriya Gaur and Prachi Chauhan	164-169
30 Customer's Perspective on Health Insurance Post-Pandemic Manupriya Gaur, Sanghamitra Das and Aayushi Agarwal	170-174
31 Exploring Critical Factors Influencing the Usage of Video Conferencing Apps for Virtual Learning System Namita Nath and Neha Verma	175-180
32 Comparative Analysis of Machine Learning Techniques in Credit Card Fraud Detection Neeta Sahu and Shashank Sahu	181-185
33 Consumer Behavior Towards FMCG Products- A Contemporary Survey of Consumer Behaviour using EKB Model Ankit Garg, Satish Kumar Singh and Ritesh Kumar Singhal	186-191
34 Factors contributing to behave pro-environmentally: A Meta Analysis Anuradha, Neeru Chaudhary and Swati Agarwal	192-199

MANAGEMENT JOURNAL FROM FORE

Abhigyan

Quest for Excellence



Contents



<i>F</i> actors Impacting Sustainability of Microfinance Institutions	01 - 11
- Nishi Malhotra	
- Pankaj Kumar Baag	
<i>C</i> onquering the Employability Conundrum among Business Graduates in India	12 - 25
- Sini V. Pillai	
- Jnaneswar K.	
- Dhanya J. S.	
- Suresh Subramoniam	
<i>W</i> omen and Rural Development Schemes in North India	26 - 34
- Hartipat Kaur	
- Navkiranjit Kaur Dhaliwal	
<i>A</i> griculture Policy, Farmers' Protest and Strategies for Agri-Reform: An Analysis	35 - 46
- Shrawan Kumar Singh	
<i>A</i> n Analytical Study of Business Risk and Financial Risk of Selected Industries in India	47 - 54
- T. Muthukumar	
- S. Natarajan	
- S. Kumar	
<i>B</i> ook Scan	55- 56

ARTHASHASTRA INDIAN JOURNAL OF ECONOMICS & RESEARCH

VOLUME : 11

ISSUE NUMBER : 2
(QUARTERLY)

APRIL - JUNE 2022

In This Issue

Effects of Tax Revenue and Capital
Expenditure on Economic Growth :
A Case Study of the Union
Territory of Puducherry, India

Joel Basumatary

Acc.No. 506065

Steering Future Research in Microfinance :
Standing Atop Existing Literature

N. V. Vijaykumar

Pradhan Mantri Jan Dhan Yojana (PMJDY) :
Analyzing Performance Using
Financial Inclusion Indicators

Shalvi Thakur

The Embeddedness of Depression in
the Simple Keynesian Model

Arup Kanti Konar

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Banking Finance

VOL.XXXVI - NO.01 - January 2023 - ISSN-0917-4498

In this issue

- ▶ Startup Financing: Opportunities and Challenges for Banks
- ▶ Fintech Evolution Affecting the Retail Loan Segment
- ▶ Global Chip Shortage and its rippling effect on Banks
- ▶ Growth of Fintech in India and Key Sectors Shaping its Future
- ▶ Micro Finance in India- Emerging Challenges
- ▶ Need for a holistic and a humanistic Training Need Assessment (TNA) system in PSBs
- ▶ Compressed Biogas (CBG) Scheme: A step towards sustainable future
- ▶ Buy Now Pay Later (BNPL) - Rewriting the future of lending



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"Recently, MeitY has issued a notification which allows home loans to be brought under the digital documentation category."

Debajyoti Ray Chaudhuri
MD & CEO
National E-governance Services (NESL)



"It is also necessary for regulators on the other side to appreciate and trust the credibility and strength of Indian regulations."

Shaktikanta Das
Governor
Reserve Bank of India

Contents

News

- 05 Banking
- 07 RBI
- 09 Industry
- 14 Mutual Fund
- 15 Co-Operative Bank
- 17 Legal
- 19 Press Release

03 Editorial

Features

- 50 RBI Circular
- 53 Index of Articles published during the period January 2022 to December 2022
- 55 Statistics

Articles

- 21 Startup Financing: Opportunities and Challenges for Banks
Jatin Khanduja
- 25 Fintech Evolution Affecting the Retail Loan Segment
N V Gupta & K Sankara Rao
- 30 Global Chip Shortage and its rippling effect on Banks
Eesha Vashishtha
- 32 Growth of Fintech in India and Key Sectors Shaping its Future
Prasanna Babu M R
- 35 Micro Finance in India- Emerging Challenges
Dr. V. S. Kaveri
- 39 Need for a holistic and a humanistic Training Need Assessment (TNA) system in PSBs
Vinoth Mani M
- 42 Compressed Biogas (CBG) Scheme: A step towards sustainable future
Vikas Mahangare
- 47 Buy Now Pay Later (BNPL) - Rewriting the future of lending
Navneet Prakash Sinha

Business Manager



Vol. 25 No. 07 January, 2023 Single Copy Rs. 125/-

Making HR People Complete



Future *of* HR

INDIAN B SCHOOLS MUST COVER INSPIRING STORIES OF SELFLESS CHANGE MAKERS: MADHULIKA GUPTA

21-38

COVER FEATURE

Future of HR

Cover Feature Experts

Dr. T.V. Rao

Nishchae Suri

Sameer Nagarajan

Chandan Chattaraj

Bimal Rath

Dr. Tanaya Mishra

Rajesh Padmanabhan

Dr. Ankita Singh

A Thirunavukkarasu



CHROs are expected to have an enlarged view of human beings



Future is where Human meets Digital



CHRO would play the roles of Evangelizer, Strategist and Cheerleader



Stay focused on the technology but not to take humans out of the equation



The CHRO is likely to be an orchestrator



HR function will be a catalyst in catapulting the next wave of changes



QuantHR is the future



HR needs to step out of the traditional closet



Need to become more flexible

In This Issue

January-2023

05

Response

06

From the Editor's Desk

07

Guest Column

Management Learnings & The Final of The Football World Cup

By Dr. Vinayshil Gautam



08

HR News

10

HR movement

11

Survey

HR in 2023: Insights & Predictions

58

Book Learning

In This Issue

January-2023

Labour Problems & Solutions

HELP LINE

Anil Kaushik
Management
Expert -HR & IR



45

Solutions provided here are in context to narrated facts & not in general.

From the COURT ROOM



**Recent
Important
Labour
Judgments**



47

54

Grossly inadequate Pension under EPS



H.L. Kumar

55

Moonlighting - A Pitstop or Perpetual problem



P. Soma Raju

INTERVIEW

Madhulika Gupta

15

MADHULIKA GUPTA

in conversation with
Dr. Rajeshwari Narendran,
HR expert, a renowned
psycho dynamic analyst,
global trainer and
academician, talks about
texture of work climate, CSR
in organisations,
woman entrepreneurship and
tips for young women.
Excerpts
of the
interview :



Woman Power

**Indian B Schools
must cover inspiring
stories of *selfless*
change makers**

13

Feeling Lonely
at Work? You
are not Alone



**Shrirang Ramdas
Chaudhary &
Dr. Moitrayee Das**



18

Ways in which
AI is adding
exponential
value to HR



**Pavithra Urs &
Sanjeevv Himachli**



39

Measuring
Employee
experience



Saroni Bhattacharya

41

Diversity &
Inclusion-
Challenge or
Opportunity?



Charul Dhariwal

43

Introducing
Technology in
HRM for
effective
Transformation



Shailesh Goyal

51

Supreme
Court on
Pension:
Merits and
Mandates



Ram Niwas Bairwa

SPECIAL ISSUE

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February 5, 2023 ₹200

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INDIA
TODAY
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BUDGET 2023-24 THE BIG GROWTH CHALLENGE

Kaustubh Kulkarni,
Senior Country
Officer-India and Vice
Chairman-Asia Pacific,
J.P. Morgan;
Sashidhar Jagdishan,
MD & CEO, HDFC Bank;
Sandeep Bakhshi,
MD & CEO, ICICI Bank;
Dinesh Kumar Khara,
Chairman, SBI

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25 JAN 2023

INDIA'S BEST BANKS

THE 27TH BT-KPMG SURVEY
OF INDIA'S BEST BANKS AND
FINTECH COMPANIES



CONTENTS

February 5, 2023 | Volume 32 | Number 3

bt BEST BANKS AWARDS

THE 27TH BT-KPMG SURVEY OF INDIA'S BEST BANKS AND FINTECHS

Opening Essay, 56 | Special Jury Award For Consistent Transformation, 66 | Best Bank in Fintech Initiative, Talent & Workforce, 82 | Best Fintech in Payments, 84 | Best Fintech in Value Added Services, 85 | Best Banks-Column, 86 | Best Banks-The Rankings, 92 | Best Banks-Methodology, 102



BANK OF THE YEAR **62**

India's Tech Bank

ICICI Bank is making rapid strides towards becoming a tech bank by expanding its digital offerings for retail, MSME and corporate customers



LIFETIME ACHIEVEMENT AWARD **70**

Lady with the Lamp

Arundhati Bhattacharya has shone her light on the banking industry for more than four decades, inspiring millions and helping transform SBI

Cover by NILANJAN DAS

76 | BEST LARGE INDIAN BANK

Muscling Up

HDFC Bank has a huge opportunity to grab more market share after the merger of parent HDFC Ltd with it

78 | BEST MID-SIZED INDIAN BANK

Slow and Steady

Bank of Maharashtra is taking slow but focussed steps towards enhancing its nationwide presence

79 | BEST LARGE FOREIGN BANK

Scale Benefits

J.P. Morgan India is building scale to get cost benefits and further increase its market share

80 | BEST SMALL INDIAN BANK

Small Bank, Big Dreams

Tamilnad Mercantile Bank plans to focus on corporate lending, while holding on to its core customers in retail, agri and MSME

81 | BEST SMALL FINANCE BANK

Riding on Small Loans

AU Small Finance Bank wants to grow in the unsecured retail segment by capitalising on its stronghold among small borrowers in under-banked areas



BUDGET OUTLOOK 26 |

A Time of Reckoning

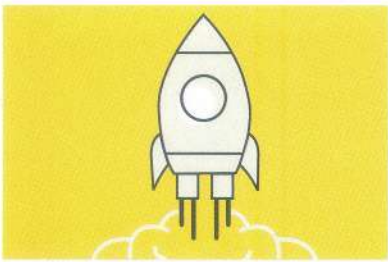
Will Budget 2023-24 be a populist one? Unlikely, because India's economic trajectory needs growth hormones, and can do without any adventurism



BUDGET COLUMN 40 |

Balancing Act

The government's calibrated fiscal policy has given outsized returns for the Indian economy amidst a bleak global outlook



MARKETS 44 |

A Fair Disclosure

Taking cognisance of third-party reports painting a rosy picture of firms in IPO documents, Sebi has stepped on the gas to bring accountability into the process



BUDGET 2023-24 36 |

The Industry Wishlist

Even as the Finance Minister prepares the Budget, industries of different shades are hoping to be given some respite from long-pending challenges



BUDGET COLUMN 42 |

A Plea for Exemptions

In a dynamic environment, the stock markets require more attention from policymakers to continue generating wealth for citizens and the country



THE BT INTERVIEW 50 |

'For fabs... we have to make a start now'

Vinod Dham talks about what the government should be mindful of as India aims to become a hub for fabs

8 | PHOTOGRAPHIK

Boiling Over

The monthly average retail price of milk has increased by over 10 per cent in 2022

10 | POINT

Future Tense

Recessionary fears and re-appearance of Covid-19 may singe India's economy going ahead



106 | THE GOOD LIFE: TRENDS

Let them Eat Bread

The French baguette is more than just a long and slim bread with a crunch

110 | TECH TODAY

CES: A Peek into the Future

A look at some interesting gadgets on display at CES in Las Vegas earlier this year



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Sanket Ray,
President,
Coca-Cola India &
Southwest Asia



VCs SIT
ON RECORD
DRY POWDER,
BUT ARE
NOT SPLURGING

UDAYAN
MUKHERJEE IN
CONVERSATION
WITH DELOITTE'S
PUNIT RENJEN

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11 JAN 2023



COKING HOT

COCA-COLA INDIA, RIDING ON
BILLION-DOLLAR BRANDS THUMBS UP AND SPRITE,
HAS NOW ADOPTED A CONTRA MARKETING
STRATEGY TO PUSH FURTHER GROWTH

CONTENTS

January 22, 2023 | Volume 32 | Number 2

10 | PHOTOGRAPHIK

High Time

The recent chaos at Delhi airport has again put the spotlight on aviation infra even as air traffic returns to pre-pandemic levels

12 | POINT

Red Alert

Despite the tense relations between India and China, bilateral trade has been flourishing

16 | CORPORATE

Been There, Done That

Covid-19 has reappeared, but organisations are not too concerned; they are better prepared this time

COVER STORY

30



20 | EDTECH

Hard Lessons

After receiving flak for its alleged exploitative sales practices, BYJU'S proposes a plan to establish fairness

42 | REAL ESTATE

Moving South

Spiking realty prices and rising interest rates are putting off homebuyers

COKING HOT

COCA-COLA INDIA, RIDING ON BILLION-DOLLAR BRANDS THUMBS UP AND SPRITE, HAS NOW ADOPTED A CONTRA MARKETING STRATEGY TO PUSH FURTHER GROWTH



COVER BY **BANDEEP SINGH**; DIGITAL IMAGING BY **AMARJIT SINGH NAGI**



THE BT INTERVIEW 50 |

'India should be a hub for resilient supply chains'

Deloitte's Punit Renjen shares his views on the India growth story, climate change and mental health



CORPORATE 56 |

The Hungry Insurer

ICICI Lombard has leapfrogged from fifth to second spot in terms of market share after its merger with Bharti AXA. Now, it is gunning for the top spot



92 |

BOLLYWOOD

Small Films, Big Crisis

Small-budget Hindi movies are in crisis with audiences not showing up at theatres



VENTURE CAPITAL 66 |

Winter Warriors

With start-up valuations hitting realistic levels and with no fear of missing out, VCs are sitting on massive dry powder and are in no rush to invest



PHARMACEUTICALS 74 |

Formulating Success

Following its demerger from Piramal Enterprises, Piramal Pharma is charting out a new growth strategy to emerge as another pharma giant



100 |

THE GOOD LIFE: TRENDS

Itchy Feet in the New Year

Have you finalised your travel plans for 2023? Here are some suggestions



MARKETS 78 |

A New Platter

Traditional full-service brokers are quickly diversifying to offer a bouquet of financial services to address decline in broking income and other challenges



HEALTHCARE 86 |

Change the Game

Preventive healthcare start-ups are spreading a transformational message that could alter India's healthcare trajectory

104 |

TECH TODAY

Flagship Face-off

Apple, Samsung and Google have launched their flagship phones. Here's a primer to help you choose



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Nithin Kamath, Founder & CEO, Zerodha; **Sameer Nigam**, Founder & CEO, PhonePe; **Sachin Bansal**, CMD & CEO, Navi Technologies; **Samir Arora**, Founder, Helios Capital

SPACETECH
THE NEXT
FRONTIER FOR
INDIA'S
START-UPS

**PEOPLE AND
TRENDS TO
WATCH OUT
FOR IN 2023**

MUTUAL FUNDS

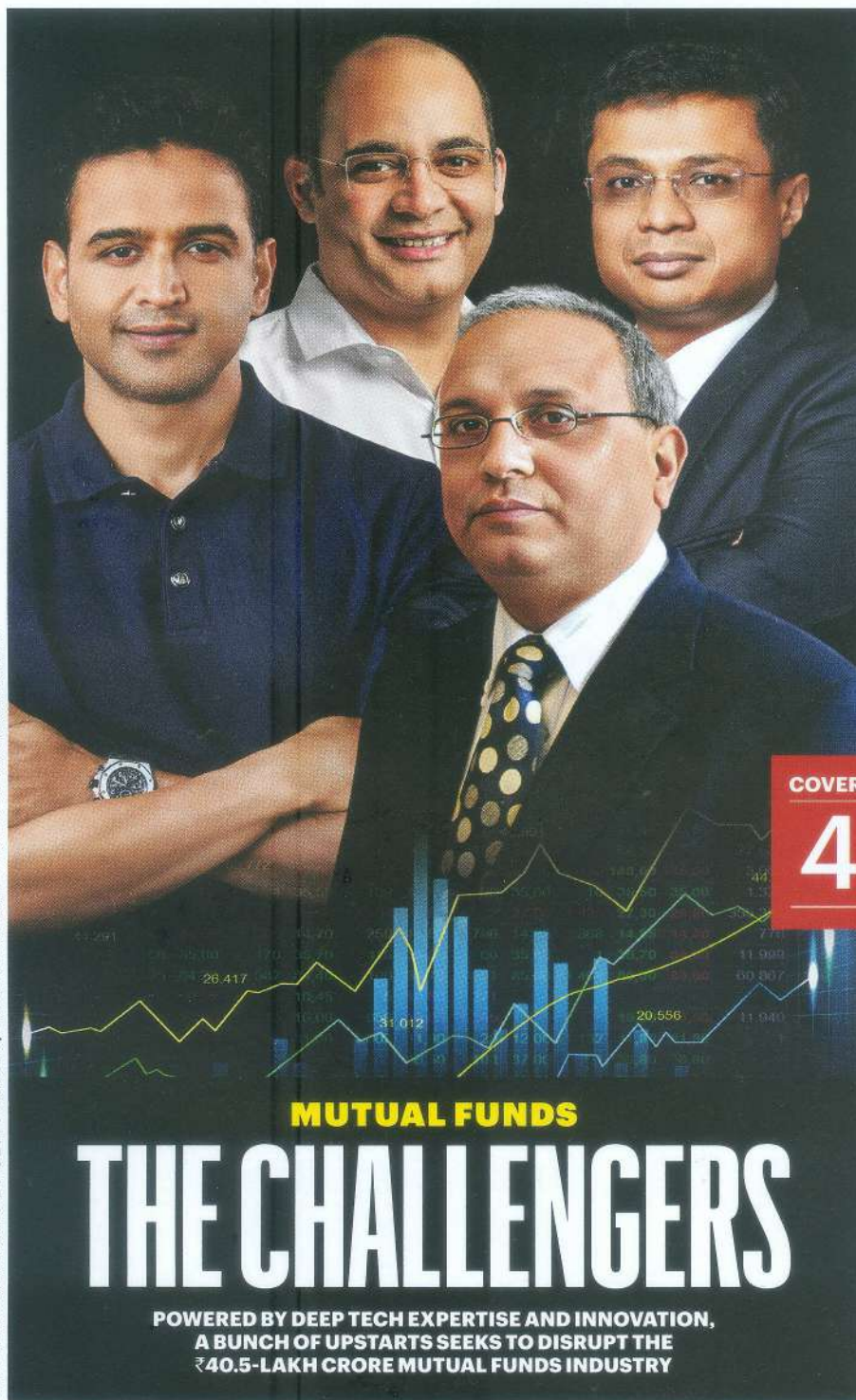
THE CHALLENGERS

**POWERED BY DEEP TECH EXPERTISE AND INNOVATION,
A BUNCH OF UPSTARTS SEEKS TO DISRUPT THE
₹40.5-LAKH CRORE MUTUAL FUNDS INDUSTRY**



CONTENTS

January 8, 2023 | Volume 32 | Number 1



SAMIR ARORA PHOTO BY GETTY IMAGES; SACHIN BANSAL PHOTO BY RAJWANT RAWAT

Nithin Kamath, Founder & CEO, Zerodha; **Sameer Nigam**, Founder & CEO, PhonePe; **Sachin Bansal**, CMD & CEO, Navi Technologies; **Samir Arora**, Founder, Helios Capital

COVER BY NILANJAN DAS

8 | THE BUZZ: PHOTOGRAPHIK

Making Hay

Early winter and good moisture conditions could help India produce a bumper crop this rabi season

10 | THE BUZZ: POINT

Moneyball

The size of the Indian sports market will increase to \$100 billion by 2027 from \$27 billion in 2020



13 | 2023: A SNEAK PEEK

Mr Richie Rich

Will Gautam Adani overtake Bernard Arnault and Elon Musk to become the world's richest individual in 2023? And more...

22 | DIPLOMACY

Calming the World

India's presidency of the G20 comes at a time of global crisis. And that is probably a good thing

30 | AVIATION

Wings of Change

Air India's massive aircraft order might help it capture market share in India



THE BT INTERVIEW 52 |

'It's a tough time to be a central banker'

Nobel Laureate Douglas W. Diamond on the current global economic situation and its impact on India



START-UPS 58 |

Space Trek

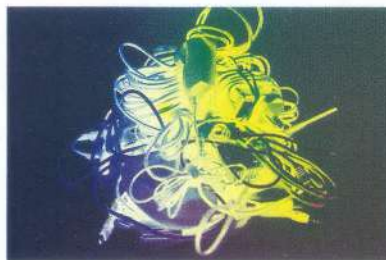
After reporting several successes in 2022, the Indian spacetech sector is looking at entering its next phase of growth



START-UPS 66 |

Looking for Unicorns

The flawed pay-to-play and equity-based models have pushed pure-play accelerator operators to a fund-first approach



TECH FIRMS 72 |

Tech's HR Reality Check

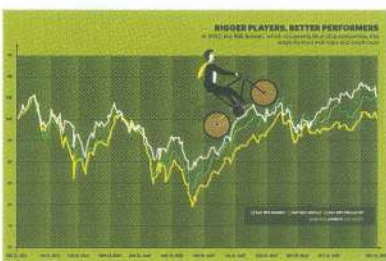
Battling low margins and shrinking valuations for some time, the Indian IT sector now has to also deal with mounting employee dissatisfaction



TECHNOLOGY 77 |

Being Sensible with Tech

AI systems designed and deployed by firms affect several aspects of our lives. This makes it all the more important for tech start-ups to use these tools smartly



MONEY TODAY 82 |

New Year, New Agenda

Investors need to re-evaluate their portfolios after assessing which strategies and themes will work in 2023



86 |

THE GOOD LIFE: TRENDS

Sipping on Legends

From mojito to the Florence-born negroni, read the stories behind some famous cocktails



92 |

TECH TODAY

A Stress-free Holiday

A few products that will let you focus on enjoying your holiday without worrying about sundry irritants

94 |

BT EVENT

Teeing Off in Style

BT Golf resumes its storied journey in Delhi, with more cities to come



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HYDROGEN PUSH**

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ON INVESTMENTS**

CONTENTS

■ VOLUME 42, ISSUE 07 ■ 28 JANUARY 2023

BUDGET EXPECTATIONS 2023-24

34

Nurturing the Wealth Creators

BW Businessworld makes a case for the Union Budget to further push the process of generating wealth creators and entrepreneurs who are seen as being key to India attaining the status of a high-income developed economy by 2047

12 Jottings

'Magic of India Stack' moves Microsoft chief; Lagging behind or delayed? The other story of India's freedom struggle; Red carpet for global varsity, and more

14 Columns

Minhaz Merchant (p. 14); Vikas Singh (p. 16); Srinath Sridharan & Steve Correa (p. 18); Srinath Sridharan & Nilanjan Ghosh (p. 20); Prakash Iyer (p. 22); KA Narayan & Sunandan Bhanja Chaudhury (p. 24); Ajai Kumar Dayal (p. 26); Kiran Karnik (p. 28); Amit Kapoor &



Photograph by Vectotaart

Navya Kumar (p. 30); Srinath Sridharan & Steve Correa (p. 94); Acharya Praveen Chauhan (p. 96)

EXPECTATIONS FROM THE BUDGET

46 In Conversation

Bibek Debroy, Chairman, Economic Advisory Council to the Prime Minister on the current state of the Indian economy and the preceding two years ravaged by the Covid-19 pandemic

50 A Tightrope Walk

Why Budget 2023-24 is expected to see enhanced capital expenditure, continued push on infra spending, and a possible relief to the taxpayer

56 Will Populism Prevail?

A look at how in the past, governments have given in to populist pressures in election eve budgets, and whether Nirmala Sitharaman will prove to be an exception

60 Infra Focus

How the infrastructure sector will remain a priority and focus area all through 2023-24 for the Narendra Modi government

62 Tech Matters

A lot needs to be done for the technology sector in the upcoming budget to augment the digital-first approach that the country is taking to become a \$5-trillion economy

Cover design by SHIV KUMAR



74 Interview with Maha CM

Maharashtra CM Eknath Shinde on the Nagpur-Mumbai Expressway project and how it will help the state in becoming a \$1 trillion economy

COLUMNS

38 TV Mohandas Pai, Aarin Capital & Nisha Holla, C-CAMP

40 Meghnad Desai, British Economist

42 Soumya Kanti Ghosh & Ashish Kumar, SBI

44 Milind Kamble, DICCI

48 Srinath Sridharan

54 Krishan Kalra

66 Colin Shah, Kama Jewelry

68 Ashish R. Puravankara, Puravankara

70 Hydrogen Push

A look at the energy players that have announced a slew of projects and committed investments to develop green hydrogen following last year's policy pronouncement

78 In Conversation

UpGrad co-founders Mayank Kumar, Ronnie Screwvala and Phalgun Kompalli on the robust educational

services they have built and how that enabled them to grow manifold in 2022 amid turmoil in the edtech sector

80 BW Roundtable

How the country's largest banks have come to realise that working towards financial inclusion backed by technology is the only way to survive and thrive in the era of digital

84 Remembering Suman

Management consultant Sundar Hemrajani remembers former PepsiCo India head Priya Mohan (Suman) Sinha as someone who brought so much passion to the brand

86 In Memoriam

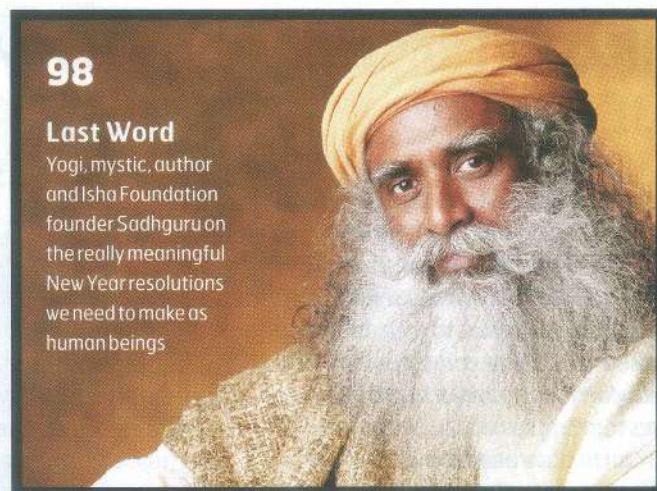
Brand guru Harish Bijoor recalls the many facets of R. K. Krishna Kumar, his boss at Tata Tea & Consolidated Coffee, who passed away on the first day of January 2023

88 Retail Summit

The Retail Leadership Summit 2022, organised by BW Businessworld recently, sees industry leaders lauding the India consumption story

92 In Conversation

Actor Shilpa Shetty on her recently launched fitness and health app Simple Soulful, its growth plan, her investments in the startup space, and much more



98

Last Word

Yogi, mystic, author and Isha Foundation founder Sadhguru on the really meaningful New Year resolutions we need to make as human beings

TOTAL NO. OF
PAGES
INCLUDING
COVER 100

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CONTENTS

■ VOLUME 42, ISSUE 06 ■ 14 JANUARY 2023



INDIA INC. HEADWINDS GALORE

14 Jottings

Toward that export shipment target of \$500 billion; Bank NPAs plummet; Agrarian India promises a year of bounty; India combat ready for fresh surge in Covid, and more

16 Columns

Vikas Singh (p. 18); Prabal Basu Roy (p. 20); Amit Tiwari (p. 22); Hardayal Singh (p. 26); Srinath Sridharan & Steve Correa (p. 28); Krishan Kalra (p. 30); Amit Kapoor, Amitabh Kant & Christian Kettels (p. 32); Srinath Sridharan (p. 36); Steve Correa (p. 38); Kiran Karnik (p. 40); Rachan Chhachhi (p. 96)

REMEMBERING SUMAN SINHA

42 Suman's Mgmt. Style

Prakash Iyer, author, speaker and leadership coach and former MD of Kimberly Clark on former PepsiCo India chief Suman Sinha's style of management and leadership

46 A True Nationalist

Former Hindustan Unilever vice chairman Mahendra Kumar Sharma on Suman's tenure with PepsiCo and how he with immense dedication and distinction laid the basic foundation of what Pepsi is today

48 Rich Legacy

Subroto Chattopadhyay, part of the leadership team of PepsiCo India during Suman Sinha's tenure at the helm, on how he made PepsiCo a household name in India

66

Concerned But Not Alarmed

Corporate India faces testing times in the New Year. But given the strong fundamentals of the economy, industry captains hope to tide over short-term crises by focusing on long-term goals

Cover design by DINESH S BANDUNI



Photograph by Suresh Gola

52 Poor Show

Kailashnath Adhikari, MD, Governance Now, takes stock of the media and entertainment industry's performance during the year gone by

54 Small is Powerful

Markand Adhikari, CMD, SABGROUP wonders for how long Bollywood can keep getting away with poor content and falling back on OTT for profits every time

60 Funding Winter

Dhianu Das, Co-founder, Agility Ventures dispels the notion that Indian startups have been badly hit on account of the funding winter and shows how some sections have actually flourished

62 In Conversation

Mahendra Nath Pandey, Union Minister of Heavy Industries on his political journey, and work done by the government in the electric vehicle segment

98 In Conversation

Shri Jayendra Puri Swamy of Rajarajeshwari, Bengaluru on Shri Kailash Ashrama Mahasamsthana, his journey towards spiritualism, and more

EXPECTATIONS FROM THE BUDGET

74 Startups & the investor community

76 Healthcare

78 Education

80 Medium and Small Enterprises

82 Energy

84 Logistics



102

Last Word

Sumant Sinha, Chairman & CEO, ReNew Power on how to navigate the challenges posed to businesses by an uncertain political and economic environment

56 Batting for Businesses

Cricketer Shikhar Dhawan launches a venture capital fund focused on investing in early-stage startups in the sportstech domain

THE YEAR AHEAD

86 Housing Sector

Anshuman Magazine of CBRE writes that with one of the strongest growth rates in the world, India will continue to fuel demand for real estate

88 Personal Finance

Aniruddha Bose says that 2023 will be a year in which intelligent investors will prevail while speculators will despair

92 Sustainable Energy

N. Venu, Managing Director & CEO, India & South Asia, Hitachi Energy writes that he sees India advancing towards a sustainable energy future

94 Gaming

The gaming market is expected to get a big boost in 2023 from the adoption of new-age technology

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OF PAGES
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CONTENT



02

Vivek Saxena
Founder, Kasstech Aerospace
Pvt. Ltd.



05

Arjun Nijhawan
Director
Nijhawan Group



06

Krishnakumar Goyal
Chairman & Managing Director
Kohinoor Group



08

Satish Kumar Srivastav
Founder, S.K. Srivastav &
Co. Law Firm



10

Taranjit Singh
Managing Director
of JIS Group



12

Debabrata Sarkar, Chairman &
Managing Director of MicroAlgae
Solutions India Pvt Ltd &
Vice President - Asia Pacific
(AlgaEnergy)



14

Advocate
Dr. Sudhindra Bhat
SS Law



16

Sonica Aron
Founder, Marching Sheep



18

Arif Khan
CEO & Founder of
Coreedge



20

Professor Dr. Sanjay B Chordiya
Founder and Chairman
Suryadatta Education Foundation



22

Sudarshan Sabat
Founder and Chairman,
Sudarshan Group



24

Dr. Pramod Kumar
An internationally acclaimed
Management Expert and
Educator



26

Ar. Mahesh Nampurkar
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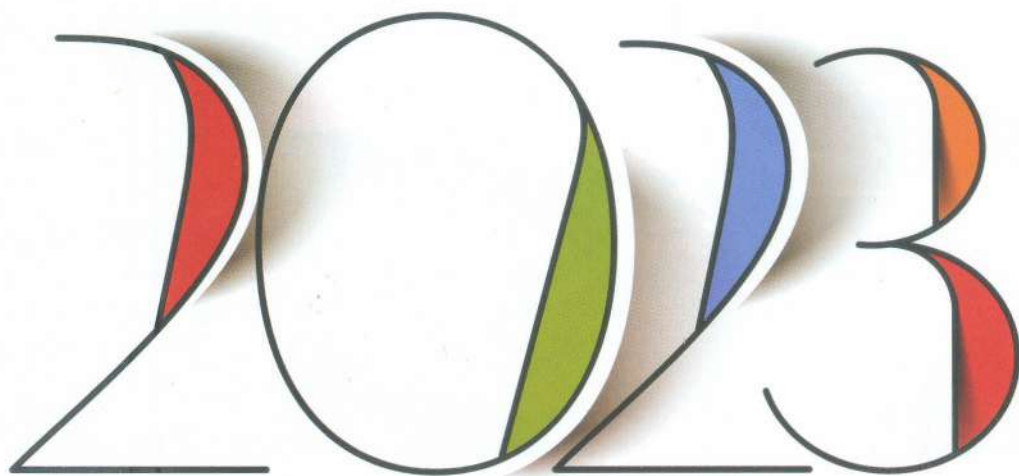
THE YEAR OF RECOVERY

As the Indian economy approaches
the \$5 trillion milestone, a look at what
2023 holds for the various sectors



CONTENTS

■ VOLUME 42, ISSUE 05 ■ 31 DECEMBER 2022



A YEAR OF RECOVERY, GROWTH AND RECALIBRATION

12 Jottings

Renewed faith in corporate India?; Sundar Pichai bullish on Indian startups; Car sales on a high again!; Who after Nilekani?

14 Columns

Vikas Singh (p. 14) Amit Kapoor & Amitabh Kant (p. 16); Srinath Sridharan & Steve Correa; (p. 18) Jayesh Shah (p. 22); Noor Fathima Warsia; (p. 24) Minhaz Merchant (p. 50); Srinath Sridharan (p. 52); Kiran Karnik (p. 54); Amit Tiwari; (p. 56); S. S. Mantha (p. 68); Atul Kurani (p. 72); Unmesh Pawar (p. 86); Srinath Sridharan & Nilesh Khare (p. 116); Rachna Chhachhi (p. 120)

36 E-gaming

Aruna Sharma, Development Economist and former Secretary, GOI on how a conducive ecosystem can be a game changer for E-gaming

42 Climate Change

Krishan Kalra, Trustee of The Climate Project Foundation India, former President of AIMA and former Member, BOG of IIMC Kolkata on the mitigation strategies needed to combat climate change

62 Aviation

There is a mega boom in the civil aviation sector with people flying in record numbers post pandemic as government lines up more capital for expansion and growth

64 The Edtech Space

With schools reopening, NEP 2020 finally being embraced and major restructuring within the edtech space, will 2023 prove to be the year of recovery?

58

Pushing for Growth

While the global outlook for 2023 remains bleak, India may emerge as a beacon of growth and recovery

Cover design by DINESH S BANDUNI



70 Healthcare

In 2023, new-age technologies will boost operational and financial efficiencies of healthcare institutions by fostering better clinical outcomes adding to seamless growth across the healthcare value chain

74 In Conversation

One of the biggest success stories during the tech bull run in the last two years, Zoom Video Communications, Inc., truly redefined how the corporate world communicates today. But how has it been impacted by the current economic climate? How has it dealt with the rising competition? Ricky Kapur, Head of Asia Pacific at Zoom, reveals the answers to these questions and more in an interaction with BW Businessworld

76 Cybersecurity

Vijendra Katiyar, Country Manager, India and SAARC, Trend Micro talks about how cybercriminals will be spending 2023 continuously fine-tuning their methods in a more professional operation. Only a better-armed security team and legislator clamping down on crime will finally push beleaguered ransomware actors into regrouping and refining their playbooks

78 Real Estate

The housing sector has witnessed high demand for quality and spacious homes which is expected to continue in 2023 as inflation, other factors show signs of easing

80 Telecom

5G services rollout is fuelling the pace of growth in the telecommunication sector; the momentum will continue in 2023 as well

82 FMCG

Reports forecast the Indian FMCG market will reach US\$ 220 billion by 2025. The year ahead holds promise of growth backed by uptick in urban and rural demand, modern trade and e-commerce

90 A Robust Ecosystem

On the global front, even the recent economic headwinds could not deter India's startup

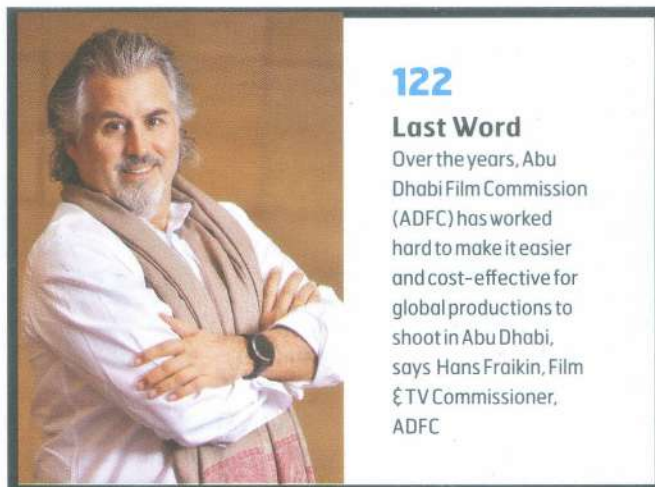
growth story. In the last two quarters, India saw the birth of only two unicorns but moving ahead the country is expected to witness 250 unicorns by 2025

92 Energy Outlook

Even as the war in Ukraine and climate considerations spur acceleration towards cleaner sources of energy, India and countries around the world will have the challenge of striking that balance between climate considerations and energy security

94 Judicious Choices

Apart from sustainable mobility, venture capitalists are increasingly interested in supporting Indian tech startups that are innovating in areas such as climate-smart agriculture and food solutions, clean energy, environmental and natural resource preservation, and waste management



122

Last Word

Over the years, Abu Dhabi Film Commission (ADFC) has worked hard to make it easier and cost-effective for global productions to shoot in Abu Dhabi, says Hans Fraikin, Film & TV Commissioner, ADFC

TOTAL NO. OF PAGES
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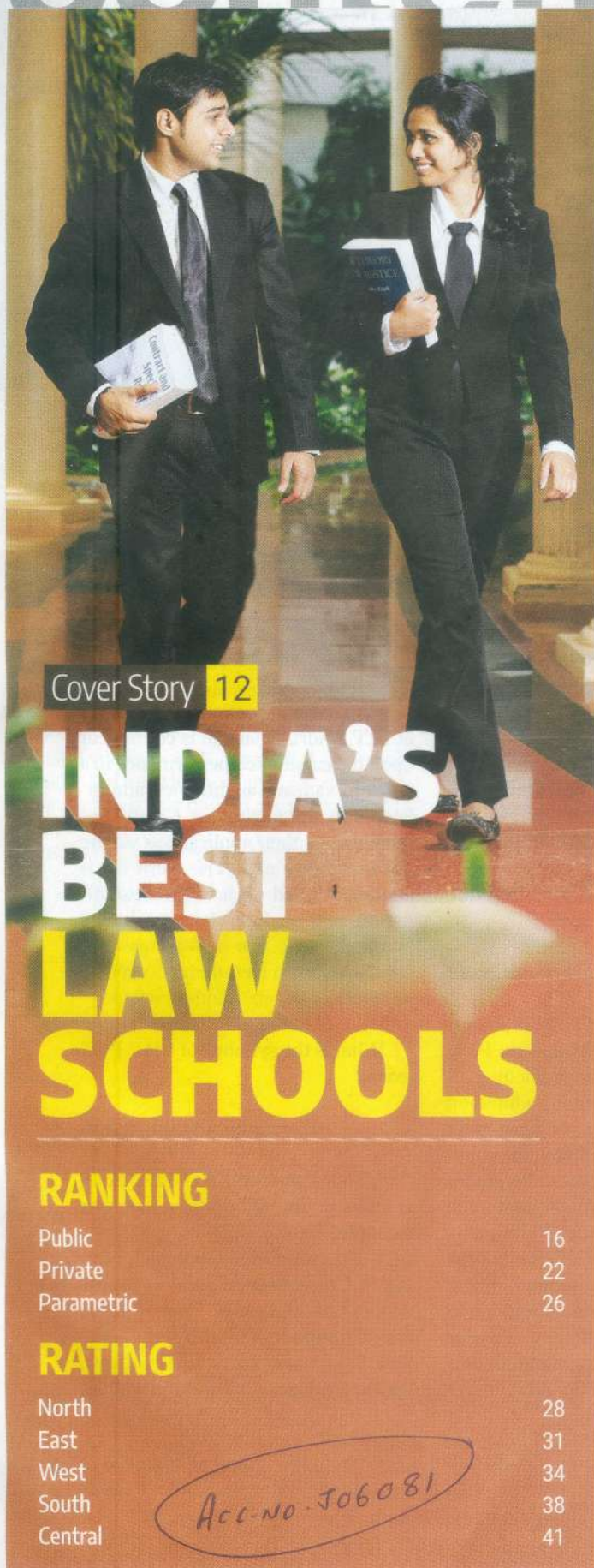
RANKING
& RATING
INSIDE



Allegations of Corruption » Low Placement at Top Schools
Finding The Right 'Ethos' » What Ails DU's Law Faculty?
New Law Courses » Student Litigants

THE WORKPLACE: 'SLAVE WORKERS' OF THE LEGAL INDUSTRY

contents



Cover Story **12**

INDIA'S BEST LAW SCHOOLS

RANKING

Public	16
Private	22
Parametric	26

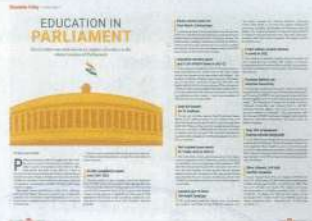
RATING

North	28
East	31
West	34
South	38
Central	41

Acc-No. J06081

EDUCATION IN PARLIAMENT

10



FEATURES

31 JAN 2013

Finding The Right 'Ethos'	44
What Ails DU's Law Faculty?	46
MU: Allegations of Corruption	50
Bihar: Push for Transparency	52
Osmania University: Fee Hike	54
Low Placement at Top Schools	56
Fighting for Students and Patients	65
Gaining Exposure	66
Join The Club	68
New Law Courses	72
New Domain: Animal Law	74
Legal Education in Odisha	76
Law in Management	78
Student Litigants	80

THE WORKPLACE

'Slave Workers' of The Legal Industry	62
---------------------------------------	----

INTERVIEWS

Srikrishna Deva Rao	42
---------------------	----



Yogesh Pratap Singh	60
---------------------	----



REGULARS

Queries	4
In the News	6

Cover Design: Shvetank Verma





Case Folio

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December 2022

Contents

Acc.No. J06039

To Our Readers

5

Case Shelf

6

16 JAN 2023

Spotify: Tapping Big Data to Enhance Customer Experience

7

Benudhar Sahu and Indu Perepu

Digital Transformation at Starbucks

23

Hadiya Fakhem and Sanjib Dutta

China's Midea Group's Intelligent Manufacturing

Strategy for Creating a New Human-Machine Ecosystem

42

Koti Vinod Babu and V Namratha Prasad

**ONDC: Disrupting India's E-Commerce Space
Through an Open Network Model?**

59

Shwetha Kumari and Jitesh Nair

competition

success

16 JAN 2023

Digital Version
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review

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LOOKING BACK

2023

LOOKING AHEAD

FIFA WORLD CUP 2022
Free Food For 81 Crore
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Contents

Volume 56 | Issue 3 | January 21 To January 27, 2023

Direct Tax /GST/Corporate Laws

- 103 Rewind 2022 : Top 22 statutory announcements of the year 2022
- 113 Rewind 2022 : Top 22 Rulings of the Year 2022

Weekly Review

- 131 Goods and Services Tax
- 135 Income-tax
- 140 Corporate Laws

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[See Details Inside]

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- ▶ Term 'otherwise' in Section 45(4) include the instances of retirement of partners
- ▶ Refund of tax to unregistered buyers where construction contract is cancelled and credit note not issued due to time limitation
- ▶ "Cross Charge" and "ISD" – A Double-Edged Sword in GST
- ▶ Case Study: ROC imposes penalties on Company and Directors for failing to disclose required financial information
- ▶ Deciphering The Enigma of "Pre-Packaged Deals" in Insolvency Law vis-à-vis SDG 8

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Contents

Volume 56 | Issue 2 | January 14 To January 20, 2023

Direct Tax Laws

- 58 Supreme Court's Decisions bound to create 'Giving Gap' in India - CA MUKUL GUPTA, CA BHAWNA GOEL, CA DHARAM SINGH CHOUDHARY
- 63 Term 'Otherwise' in Section 45(4) Include the Instances of Retirement of Partners - CA SRI HARSHA, CA NARENDRA

GST

- 70 "Cross Charge" and "ISD" – A Double-Edged Sword in GST - M.S. VENU GOPAL
- 67 Refund of Tax to Unregistered Buyers Where Construction Contract is Cancelled and credit note not issued due to time Limitation - SIDDHARTH SURANA

Corporate Laws

- 55 Demonetization Verdict : Key Things to know from the Supreme Court's Ruling

- 76 Case Study : ROC imposes penalties on Company and Directors for failing to disclose Required Financial Information - PROF. R. BALAKRISHNAN
- 84 Deciphering The Enigma of "Pre-Packaged Deals" in Insolvency Law vis-à-vis SDG 8 - ASHISH DASH, AMIT KUMAR KASHYAP

Weekly Review

- 88 Goods and Services Tax
- 92 Income-tax
- 97 Corporate Laws

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[See Details Inside]

- ▶ Different Share Valuation Rules for Investor and Investee
- ▶ Writ v. Appeal – The Quintessential Conundrum
- ▶ Doctrine of Legitimate Expectation: Meaning, Concept & Application
- ▶ Mismatch between GSTR 1 and GSTR 3B: Austere provisions in play
- ▶ ROC penalises Company, CS and KMPs for not maintaining serial-wise Attendance Register
- ▶ Cash Flow Test under Insolvency Regime: Is it Bearing the desired Result?

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PRICE : ₹ 250

TOTAL NO. OF PAGES 72

Contents

Volume 56 | Issue 1 | January 7 To January 13, 2023

Direct Tax Laws

- 1 Different Share Valuation Rules for Investor and Investee - MAYANK MOHANKA
- 6 Writ v. Appeal – The Quintessential Conundrum - SANJEEVA NARAYAN, BHAVESH JINDAL

GST

- 14 Doctrine of Legitimate Expectation : Meaning, Concept & Application - CA MANOJ NAHATA
- 22 Mismatch between GSTR 1 and GSTR 3B: Austere provisions in play - JIGAR DOSHI, SAGAR SHAH

Corporate Laws

- 26 ROC Penalises Company, CS and KMPs for not Maintaining Serial-wise Attendance Register - PROF. R. BALAKRISHNAN
- 32 Cash Flow Test under Insolvency Regime : Is it Bearing the desired Result? - NIPUN SINGHVI, PRANJUL CHOPRA, KARTIK AGARWAL

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9 770971 757005 >

Vol. 38 No. 05



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CONTENTS

**DALAL STREET
INVESTMENT JOURNAL**
DEMOCRATIZING WEALTH CREATION

Vol. 38, No. 05 • JAN 30 - FEB 12, 2023

35

Cover Story



Finding The Market Bottom

Recommendations

10

Choice Scrip

11

Low Priced Scrip

12

Hot Chips

17

Analysis

RAMKRISHNA FORGINGS

All Set To Meet
Increasing Demand



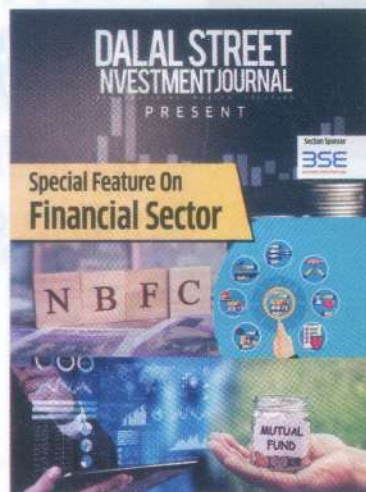
31

Special Report

A Deep Dive Into
Factor Investing



27



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- 41 QueryBoard
- 44 Reviews
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9 770971 757005 >

Vol. 38 No. 04

17 JAN 2023

CONTENTS



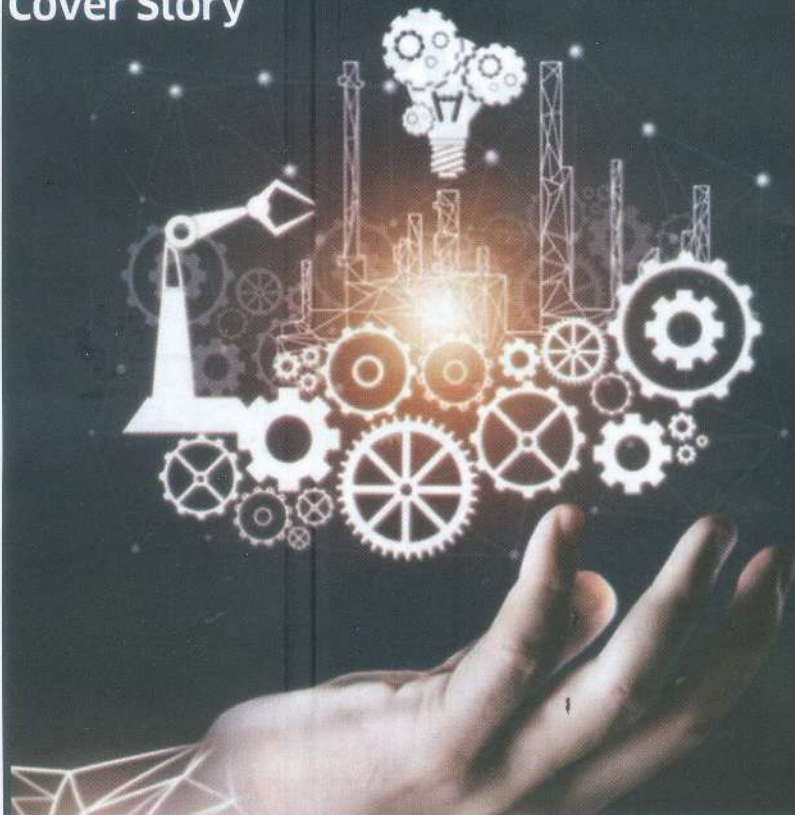
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DALAL STREET
INVESTMENT JOURNAL
DEMOCRATIZING WEALTH CREATION

Vol. 38, No. 04 • JAN 16 - 29, 2023

19 Manufacturing Sector Machined for Growth

Cover Story



Recommendations

10

Choice Scrip

11

Low Priced Scrip

12

Hot Chips

16

Analysis

Suzlon Energy

Recharging its
Performance

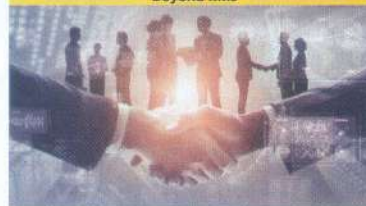


25

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Regulars

- 06 Editor's Keyboard
- 07 Company Index
- 08 Market Watch
- 14 Technicals
- 48 QueryBoard
- 50 Reviews
- 51 Kerbside

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CIO - IT'S
NOT WHAT
I AM. IT'S
WHO I AM. p. 36



COOKING ONE MEAL
IN SEVEN KITCHENS -
WHY? A NEW LOOK
AT CLOUD p. 40




AI - SEEN
THROUGH AN
ECONOMICS
LENS p. 44

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What do the 2020s hold for Tech India?
Can we take a lead and make this decade
ours? Also, what we have done right!



CONTENTS

TALKING POINT



**CIO - IT'S NOT
WHAT I AM.
IT'S WHO I AM.**

36

BHOOPENDRA SOLANKI
Chief Information Officer, Sakra World Hospital



**COOKING ONE
MEAL IN SEVEN
KITCHENS –
WHY? A NEW
LOOK AT CLOUD**

40

KETAN KARKHANIS
Executive Vice President and General Manager
of Sales Cloud, Salesforce



**AI – SEEN
THROUGH AN
ECONOMICS
LENS**

44

AVI GOLDFARB
Professor, University of Toronto



**A WELL-
ROUNDED
ENGINEER –
IS IN THE
MAKING**

48

YANNIS C. YORTSOS
Dean, Viterbi School of Engineering,
University of Southern California (USC)

09 COVER STORY

DATAQUEST 40 YEARS
THE JOURNALS OF INNOVATION
T HIGHER
SCHOOL EDUCATION
2 0 2 2 Conference & Awards

HYBRID EDUCATION ENTERS THE NEXT LEVEL. ARE YOU READY?

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20 KEYS

FOR THE 2020s...



What do the 2020s hold for Tech India? Can we take a lead and make this decade ours? Also, what we have done right!



TALKING POINT

PRINCETON DIGITAL GROUP FORAYS INTO THE INDIAN MARKET



52

VIPIN SHIRSAT

Managing Director, India, Princeton Digital Group

TALKING POINT



58

PENSANDO TO AMD PENSANDO – SWITCHING THE DATA CENTER

SONI JIANDANI

Co-Founder of Pensando and CVP,
Business Management at AMD Pensando

OPINION

63 Four ways technology will drive innovation in 2023



65 Popular Trends in the OTA Security Space in 2023



REGULAR

06 DQ Team

07 Edit

Decision

Indian Institute of Management Calcutta

Volume 49 · Number 3 · September 2022

EDITORIAL

Editorial

P. Seetharaman 263

PERSPECTIVE ARTICLE

Goal-boundary typology of nonprofit organizations: a proposal

N. Jammulamadaka 265

RESEARCH ARTICLES

The damages of negative information: illustration from two markets

D. Nayer · M. Rosenboim · M. Malul 283

Service quality and intention to recommend in low-cost and full-service airlines in Turkey

K. Sari · A.A. Sener 297

Intergenerational income distribution before and after the great recession: winners and losers

F. Chybalski 311

Assessing efficacy of association rules for predicting global stock indices

J. Kaur · K. Dharni 329

The influence of the pandemic on financial decisions made by individuals in Turkey: A cross-sectional study

H. Altınbaş 341

RETRACTED ARTICLE: TTS-based appointments and university research productivity: a case of Pakistan

M.Z. Younas 355

CORRECTIONS

Correction to: Editorial

M. Chakrabarty 357

Correction to: Editorial

M. Chakrabarty 359

Correction: Creating supply chain resilience during and post-COVID-19 outbreak: the organizational ambidexterity perspective

B. Ocicka · W. Mierzejewska · J. Brzeziński 361

Further articles can be found at
<http://link.springer.com/journal/40622>

Indexed in Google Scholar, EBSCO, ProQuest, CSA
Environmental Sciences, OCLC, Summon by Serial
Solutions

Instructions for Authors for *Decision* are available at
<http://www.springer.com/40622>

Special Issue: Dealing with Online and Blended Education in Modern Challenging Times

EDITORIAL

Editorial

M. Chakrabarty 177

GUEST EDITORIAL

Dealing with online and blended education in modern challenging times

A. Bhutoria 179

PANEL DISCUSSION

Challenges and future direction of online and blended education: a note on the round table discussion

M. Chakrabarty 181

PERSPECTIVE ARTICLE

Learning loss and learning recovery

H.A. Patrinos 183

RESEARCH ARTICLE

Reaching SDG4 By 2030: characteristics of interventions that can accelerate progress in the lowest-income countries

B. Haßler 189

PERSPECTIVE ARTICLE

Dealing with online and blended education in India

R. Kumar · R. Selva Ganesh 195

RESEARCH ARTICLES

Digital labor of school teachers and their well-being: content analysis of English-language dailies in India

S. Devi Priya 203

Impact of pedagogical changes in management education post-COVID-19: a comparison study

K. Thakur · Y. Kukul 213

The digital divide, gender and education: challenges for tribal youth in rural Jharkhand during Covid-19

K.V. Nayak · S. Alam 223

An analysis of business students' stressors and their coping strategies in the post-pandemic era

H. Akram · M.H. Bhutto · M.S. Chughtai 239

Is India ready to accept an EdTech-intensive system in post pandemic times? A strategic analysis of India's "readiness" in terms of basic infrastructural support

R.K. Nag 253

Further articles can be found at
<http://link.springer.com/journal/40622>

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Environmental Sciences, OCLC, Summon by Serial
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XPS 13
PLUS

INDIAN TECH TRENDS AND RESEARCH TO LOOK FORWARD TO IN 2023



Qualcomm's **Chris Patrick** on **Snapdragon 8 Gen 2**, Indian innovation and battery tech

India regulating online games

Snapdragon 8 Gen 2 vs Apple A16 Bionic





47

COVER FEATURE

Trends for India in 2023

We look at some trends that will be big in India in 2023, how they will affect our lives and what we can expect to change around us. It's a very promising time for us all, especially with AI invading every field and improving it!

UPDATE

10 | Hardware

New launches, new models, new gadgets... all covered here!

12 | Services

What are service providing companies up to?

16 | CES 2023

All the important things that happened at CES 2023

TEST

24 | Compared

Snapdragon 8 Gen 2 vs Apple A16 Bionic, will this finally be Qualcomm's year?

26 | Tested

The old Bazaar section. New name, but still all the latest gadgets tested and rated for you

38 | Best Buys

Our picks of all the gadgets in different price brackets that you should buy, based on our rigorous testing results

42 | Zero1 Tracker

We'll keep you updated on what are the best performing products in every category we test. These will be contenders for Zero1

44 | Digit Diary

All the shenanigans that happened at Digit, especially all the stuff we got up to in our test centres in Noida and Mumbai

R&D

56 | Insight

Insights into the Indian technology market from C Sukumaran of Canon and Raja Koduri from Intel

60 | Explained

India's plan to regulate online games dissected and explained

64 | devworx

The latest from the land of the developers, and what is trending

66 | Industry Connect

We met up with Shohei Toyoda, Head of Audio business at Sony India

68 | Realme

Madhav Seth, CEO of Realme India

68 | Qualcomm

Chris Patrick, Senior VP and GM of Mobile Handsets, Qualcomm Technologies Inc.

LEARN

74 | How To

This month we look at how to restart your phone without the power button, block a website on different devices, use your phone camera as a webcam on your laptop, and connect Apple AirPods to an Android device

78 | Tips N Tricks

Hidden secrets and tips for Android and Adobe CC ahead

82 | Careers

A new Indian gaming and esports course aims to empower youth for gaming jobs. We talk to Akshay Munjal from Hero Vired to find out more about it

84 | Pi-Projects

Building your own custom keypad is easier than you'd have imagined using RPi Keeb (Part 1)

PLAY

88 | Auto

Taking the EVs down the 'ol ICE road? Possible?

90 | Boo man

Boo man rips into the Motorola Edge 30 Fusion, Sony WF-LS900N and Apple AirPods Pro

91 | Critique

Summer Time Rendering

94 | Toys

Optoma CinemaX D2 Laser Projector and Monopoly Ultimate Banking Edition

95 | Apptivity

ZTYPE (Warning: addictive!)



16

CES 2023

All the important things that happened at CES 2023

Tech Trends

Trends to look out for in India in 2023

62



86

Teardown

Apple iPhone 14 Pro Max ripped apart and innards on display



46

Experience

Hands-on with the O2 Cure, a plug-and-play air purifier

Space Age

Is there life on the Kepler system planets?

72



92

Cityhenges

Go out now across India and shoot a few like these!

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JOSHIMATH
Sinking of the
Himalayan
town was
foretold
decades ago

P13

COVID-19
Demand
waned for
booster
shots despite
Omicron
variant scare

P42

EXCLUDED

Millions in India without the safety
net of National Food Security Act

25 JAN 2023

NOIDA

24

Some 150 million people in the country remain excluded from the public distribution system even as the National Food Security Act enters its 10th year in 2023

10 Digest

Millet-based baby food to ensure complementary nutrition

13 Joshimath subsidence

The current disaster was cautioned against for decades

17 Women in science

What's impeding the closure of the gender diversity gap in STEM

20 Genetic engineering

Countries mull over releasing GE trees in the wild

42 Factsheet

Omicron dramatically reduces efficacy of COVID-19 vaccines

44 Patently Absurd

Generic-drug makers collude with innovator firms in pay-for-delay pacts

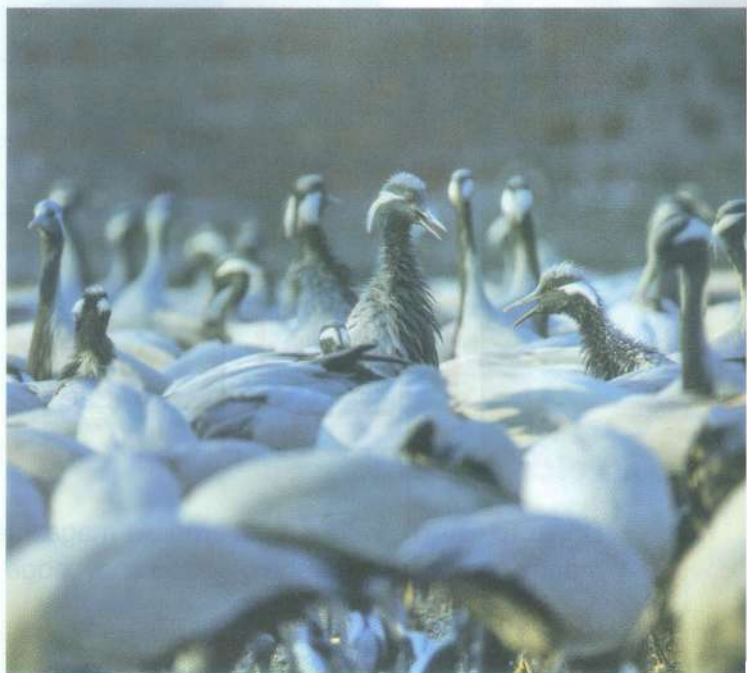


Contents



36

Fearing a lifetime of distress, women are reluctant to marry into families in Maharashtra's water-scarce areas



Demoiselle cranes' dietary detour to Rajasthan's Khichan village

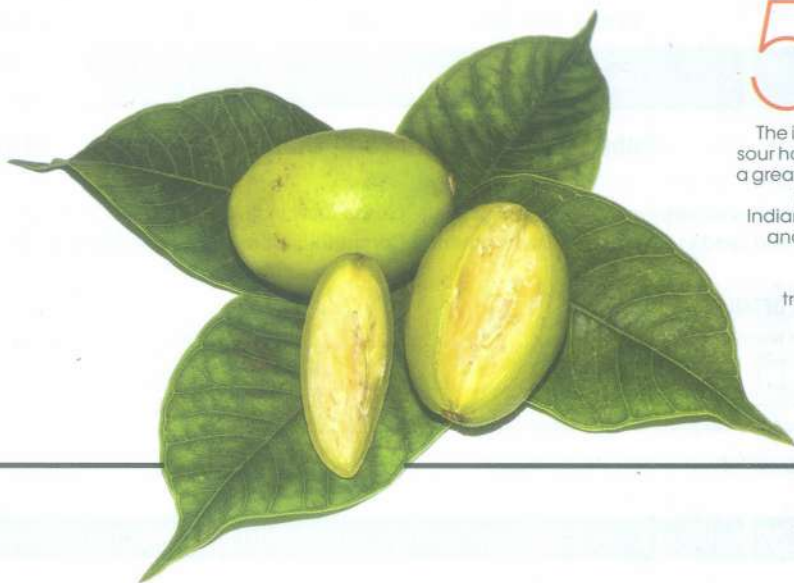
52

48 Opinion

Black soldier fly larvae is a cheaper, nutritious poultry feed

58 Civil Lines

Has India managed to "eradicate" extreme poverty?



56

The incredibly sour hog plum is a great addition to several Indian cuisines and useful in cancer, diabetes treatments

1-15 JANUARY, 2023

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years

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THREATS WE WEAVE

A majority of the world's clothes use plastic fibres like polyester. Yet plastic pollution norms do not apply on the textile sector

10 JAN 2023



LEAD TOXICITY

Half the children in India poisoned by the heavy metal **P18**

15TH CONVENTION ON BIODIVERSITY

Can Montreal framework save the world from ecological collapse?

P24

30

A large chunk of the world's plastic is used in manufacture of polyester that ends up in landfills. It is time countries enforced extended producer responsibility to this sector

12 Digest
An Uttarakhand couple's drive to stem farmers' city-ward movement

24 Biodiversity
A global deal to preserve nature under the Convention on Biological Diversity

28 Plastic treaty
Industry hijacks early negotiations on global plastic treaty slated for 2024

38 Invasive lantana
The shrub is changing traits to takeover dense forest

42 Factsheet
A seemingly endemic COVID-19, a high case load with low death count



44 Patently Absurd
EU's free trade deal ominous for farmers' traditional rights

50 Opinion
Crop intensification killing frogs, reptiles; loss of species, farm productivity inevitable

Contents

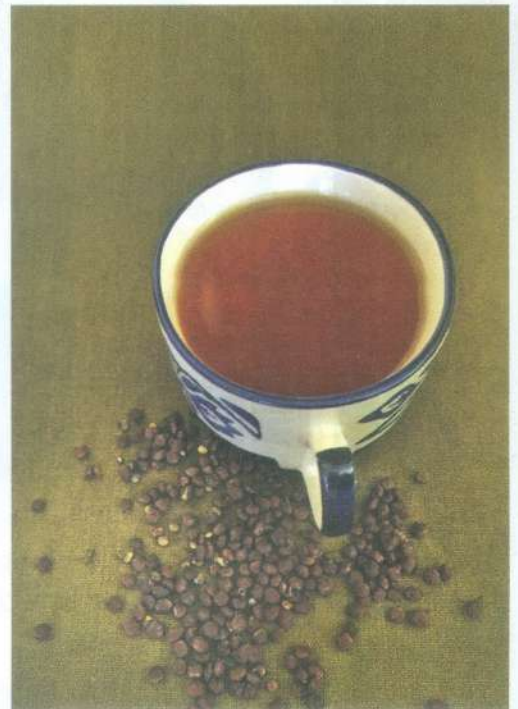


18

Half of India's children suffer from lead poisoning, though its sources as well as treatments remain known

Myriad uses of tangy *heimang* in Asian cuisines

56



52 Interview

Indian private sector's debut in space targets international market, sustainable rockets

54 Book review

Walking from Dandi: In Search of Vikas is one more uncritical appraisal of M K Gandhi

58 Civil Lines

What to expect from the Budget next month?



48

The credit for Luiz Inácio Lula da Silva's return as Brazil's president in 2022 goes to his targeted social policies and rise in real wages in early 2000s

Vol. 67, No. 3, June 2022

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Economic Affairs

Acc no. 50602-4



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Agricultural Economics and Social Science
Research Association - AESSRA (India)

Contents

Economic Affairs: Vol. 67, No. 03, June 2022

Acc. No. J06024

RESEARCH PAPERS

Disparities in Socio-economic Development in Kerala: A Disaggregated Analysis 153

V.P. Preethi, V.A. Thorat and J.S. Dhekale

Disparities in Agricultural Development among the Districts- Findings from North East India 161

Anjoo Yumnam and N. Deka

Area, Production and Yield of Paddy, Wheat and Gram in India vis-à-vis Chhattisgarh: A Spatio-temporal Analysis 169

Sumit B. Wasnik, V.K. Choudhary, Sneha Pandey, S.N. Suryawanshi and Mamta Patel

Agricultural Diversification in Tamil Nadu – An Economic analysis 183

N. Narmadha and K.R. Karunakaran

Analysis of Growth Trends of Production and Consumption of Fertilizer Nutrients in India 189

Nitin Sharma, R.S. Pannu, D.P. Malik, Veer Sain and Ratika Kayastha

Export Status of Cereals and its Preparations from India: An Overview 197

Jwala Parte, Ajay Kumar Koshta, Sneha Pandey, Mamta Patel and Pratiksha Tripathi

Growth and Variability Analysis of Seed Spices in Rajasthan 201

Kailash Chand Bairwa, G.L. Meena, Hari Singh, M.L. Meena, Anju Yadav, Harkesh Kumar Balai and P.C. Meena



Economic Analysis of Open Field Capsicum Cultivation- Findings from Solan District of Himachal Pradesh	211
<i>Sangya Kumari, Subhash Sharma, Amit Guleria and Parul Barwal</i>	
Production and Feeding Patterns of Cattle in Manipur- Findings from Small Farmers	219
<i>Oinam Krishnadas Singh, Naresha. N and Tusoing Alphonse Houmai H</i>	
Public Administration System in the Field of Finance Under the Influence of Digitalization	225
<i>Inna Zhuk, Alina Khaletska, Tetiana Stepura, Eduard Shchepanskiy, Uliana Sadova and Vasyl Pyla</i>	
Media Communications as a Factor of Global Digital Culture	233
<i>Victoria Ivashchenko, Olena Voskoboinikova-Huzieva, Kateryna Balabanova, Inha Pohrebniak, Viktoriia Soshynska and Svitlana Semenکو</i>	
Economic Analysis of Greenhouse Gas Emission Reduction Potential, Energy-Use and Sustainability of Maize Production in Karnataka	239
<i>James Kofi Blay and Loksha, H.</i>	
Economic Efficiency of Resource Use in Sugarcane Production in Haryana	251
<i>Nisha, D.P. Malik, K.K. Kundu, Jitender Kumar Bhatia and Ritu</i>	
Field Evaluation and Economic Feasibility of Tractor Mounted FYM Spreader	257
<i>M. Vinayak, C. Ramana, B. Hari Babu and K. Madhusudhana Reddy</i>	
An Economic Analysis on Indian Scenario of Coconut Production: Trends and Prospects	263
<i>N. Narmadha, K.R. Karunakaran, M. Anjugam, N. Venkatesa Palanisamy and R. Vasanthi</i>	
Trend in Growth of Area, Production and Productivity of Selected Crops in Chhattisgarh with Special Reference to Raigarh District	271
<i>Pradip Kumar Patel, M.R. Chandrakar and Narottam Atree</i>	

Economics of Oyster Mushroom (<i>Pleurotus spp</i>) Production in Bhagalpur District of Bihar	275
<i>Nitu Kumari, Abhishek Anand, Sandeep Kumar, Chandan Kumar Panda and Meera Kumari</i>	
Livelihood Security of Migrated Farm Labours during COVID-19 Lockdown: Evidence from North Karnataka Region	283
<i>Pooja, Ashwini, M. and Arnab Roy</i>	
Assessment of Marketable Surplus of Rice and Wheat in Rohatas District of Bihar	289
<i>Anwesha Dey, Yash Gautam and Avdresh Sharma</i>	
Economic Development of Milk Producers through Dairy Cooperatives with Special Reference to Banaskantha District	297
<i>Maulik C. Prajapati, Ashish K. Makwana, Mahendra D. Gurjar and Krunal C. Kamani</i>	
REVIEW PAPERS	
An Econometric Analysis of Food Inflation in India	301
<i>Teena Lakshmi, B. and K.M. Shivakumar</i>	
Business Planning and Marketing of Gastronomic Projects in the Hotel and Restaurant Industry	307
<i>Inna Nesterchuk, Igor Komarnitskyi, Valentyna Samoday, Tetiana Chunikhina, Taisia Chernyshova and Svitlana Tyshchenko</i>	
Management of Efficiency and Competitiveness of Enterprises	317
<i>Olena Golovchenko, Mariia Saiensus, Gennadiy Sorokoumov, Oleh Onofriichuk, Oksana Zubko and Lu Liu</i>	
Effect of Integrated Watershed Management Programmes on Farming in Rainfed Tracts of Tamil Nadu: An Evaluation	327
<i>B. Kavitha, D. Suresh Kumar, S. Padmarani, R. Sangeetha and M. Balarubini</i>	
CASE STUDY	
Institutional Instruments of Ukraine's Euro-Atlantic Integration	337
<i>Olena Ptashchenko, Hanna Panasenko, Mykola Liapa, Oleksandr Sokhatskyi, Yaroslava Mudra and Nadiia Pylypenko</i>	

Economic Feasibility of Capsicum Cultivation Under Greenhouse Condition – A Case Study	345
<i>Nalla Bhanu Prakash Reddy, Regatti Venkat and Ch. Srilatha</i>	
Livelihood Vulnerability of Dairy Farming Households to Impacts of COVID-19 Pandemic in Kerala	353
<i>Haritha, K. and Gunjan Bhandari</i>	
Do Institutional Interventions Benefit Farmers – Evidence from Marketing Maize Through Farmer Producer Organization in Davangere District of Karnataka	361
<i>Gali Basavaraj, Pramod Nayak, Siddayya and C.P. Gracy</i>	
Economic Contribution of Innovations Developed in National Agricultural Research System (NARS): Case of GPU 28 Variety of Finger Millet	371
<i>Suresh, K.</i>	
Status and Prospectus of Ornamental Fish Market in Raipur City of Chhattisgarh	379
<i>O.P. Sonvane, B. Nightingale Devi, Basant Singh, Damini Chandravanshi, Himansu Shankar Nage and Varsha Sahu</i>	

Vol. 67, No. 2, March 2022

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Economic Affairs

Acc No J86023



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Agricultural Economics and Social Science
Research Association - AESSRA (India)

Contents

Acc. No. J06023

Economic Affairs: Vol. 67, No. 02, March 2022

RESEARCH PAPERS

- Growth, Instability and Competitiveness in Exports of Sugar and Cotton from India 1

Jitendra Suman, Prem Singh Shekhawat, Sonu Jain and Devendra Kumar Verma

- Hill Agriculture and Livelihood Security: An Economic Analysis of Cost and Return Structure for Cultivation of Mustard Crop in Jammu District of J&K (UT) 7

S.P. Singh, Goldy Bhagat, Sudhakar Dwivedi, Anil Bhat, Sunish Sharma and Maninder Singh

- Economics and Resource Use Efficiency of Wheat Crop: Findings from Jammu Region of Jammu & Kashmir 15

Vipal Bhagat, Sudhakar Dwivedi, Pawan Kumar Sharma, Rajinder Peshin and S.E.H. Rizvi

- Dynamics of Oilseeds Production and Decomposition of output Components of Oilseeds in Bihar 23

A. Roy, K.M. Singh, T. Kumari, N. Ahmad, R. Singh, R.P. Singh and D.K. Sinha

- Factors Influencing the Success of Agripreneurs in Tamil Nadu 31

Jayasudha, J. and Shantha Sheela, M.

- Impact of COVID-19 on Consumption of Fish and Other Meats in NE Region of India 37

A.D. Upadhyay, P. Pal, Pramod Kumar Pandey and Jackie Singh

- Export Performance of Palmarosa oil in India: A Growth and Instability Analysis 43

H.P. Singh Choudhri, Deepak Kumar Verma, R.N. Bhise, R.S. Sharma, R.K. Srivastava and Sanjay Kumar



Consumer Behavior towards Consumption of Branded Wheat Flour (<i>Aata</i>) in Hisar	49
<i>Vishwas Deep and Amita Girdhar</i>	
Baseline Assessment of Adopted Village, Veldurthi (V), Jagtial (D)	55
<i>P. Sadvi and R. Uma Reddy</i>	
Land Use Dynamics Across Rural-urban Transition of Bengaluru	63
<i>H.V. Harishkumar, Raghavendra, D.V. and K.N. Singh</i>	
Assessment of Marketing Channels and Price Spread of Brinjal in the State of Uttar Pradesh	69
<i>Manish Sharma, Arun Kumar Yadav, Raplang Lapasam, Rizwan Ahmed and Sachin Kumar Verma</i>	
Synthesis of Fisheries Business Success Models under Public and Private Sector in Chhattisgarh, India	75
<i>O.P. Sonvane, B. Nightingale Devi, Shashank Sharma and Hari Prasad Mohale</i>	
Determinants of Organic Large Cardamom Production in North Eastern States of India: Logit Regression Analysis	81
<i>Ram Singh, N. Anandkumar Singh, S. Chiphang, L. Geetarani Devi and Shiv Kumar</i>	
Economics of Growth Performance, Instability and Decomposition Analysis of Tobacco in India	87
<i>Sumit B. Wasnik, Sunita N. Suryawanshi and Sneha Pandey</i>	
Strategies for Upscaling the Marketing Behaviour of Vegetable growers of Ranga Reddy District	95
<i>V.V.S.S. Anusha and S.R. Padma</i>	
Economics of Oil Seed Exports in India: An Application of Holt-Forecasts	103
<i>Kumareswaran, T, V. Kamalvanshi, P.S. Badal, Manjubala, M. and Avdhesh Sharma</i>	
Analysis of Growth Trends of Isabgol in Rajasthan - An Overview	111
<i>Raju Ram Kameariya, P.S. Shekhawat, Sonu Jain, M.K. Sharma and Sheela Kharkwal</i>	

Determinants of Farmers' Adoption Behaviour towards Farm Business Management Practices for Vegetable Farming in Mid-Hills of Himachal Pradesh, India	117
<i>Pankaj Thakur, Piyush Mehta, Prashant Sharma and Divyanshu</i>	

Value Chain Analysis of Arabica Coffee in Karnataka	123
<i>Pradeepa Babu, B.N., D.R. Babu Reddy and Nagaraj Gokavi</i>	

Study of Impact of the Members of Tamil Nadu Banana Producer Company (TNBPC) in Tiruchirappalli District- A Socio-economic Analysis	131
<i>Srinithi, S., Balasubramaniam, P., Mohanraj, V. and Prasanth, A.</i>	

REVIEW PAPERS

A Review of <i>Gothan</i> and <i>Godhan Nyay</i> Scheme in Chhattisgarh	137
<i>Sneha Pandey, Mamta Patel, Sumit B. Wasnik, Jwala Parte and Meenakshi Chandra</i>	

CASE STUDY

Price Volatility and Transmission: A case study of paddy and redgram markets in Karnataka	143
<i>Pavithra, K.N., Gaddi, G.M. and Pooja</i>	

Economic & Political WEEKLY

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EDITORIALS

- What Purpose Will Foreign Universities Serve?
- State Governments and the Role of Governors

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LAW & SOCIETY

- Demonetisation Judgment: Too Little Too Late

COMMENTARY

- The National Logistics Policy, 2022
- Adoption Intention of Digital Tools by Micro and Small Entrepreneurs
- Football, Freedom, and the Arab Spring

BOOK REVIEWS

- *Competing Nationalisms: The Sacred and Political Life of Jagat Narain Lal*
- *Nation, Nationalism and the Public Sphere: Religious Politics in India*

PERSPECTIVES

- Women's Farm Employment, Decision-making and Sources of Irrigation

SPECIAL ARTICLES

- The 'What,' 'Why,' and 'How' of a Widening Current Account Deficit
- Restoring the Silenced Voice of the Beda Tribe in Ladakh
- Coal for Electricity Generation in India

NOTES

- *Trolley Times*: A Newsletter Communicating Farmers' Protests

CURRENT STATISTICS

Media of the Movement

The *Trolley Times* helped the farmers' movement establish a network of open in-group communication by giving protesters and supporters a platform to speak and express their concerns, when they were less represented in the mainstream media. **page 58**

Coal and Energy Security

Though a switch from coal to natural gas reduces emission intensity to half, India's prime objective should be the energy security, and the climate change goals can be weaved into the strategy further. **page 51**

The Court on Demonetisation

The judgment feels like an academic exercise without much bearing on the development of the law or in defining boundaries within which institutions may act. **page 10**

Musings on FIFA World Cup

The politics of the Qatar world cup was framed by the fact that this was the first time the event was held in West Asia and the Arab world. **page 22**

Incongruities of Logistics Policy

The proposed unified logistics interface platform in the National Logistics Policy, 2022 does not include all the stakeholders in the Indian trade supply chain. **page 13**

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EDITORIAL

- Heading towards a 'W'-shaped Recovery?

COMMENT

- FCR 2022: An Attempt to Subvert the Power of Gram Sabhas

FROM THE EDITOR'S DESK

- Environmental Justice Caught in the Cleft

HT PAREKH FINANCE COLUMN

- Resolving the Debt Crisis: Grim Lessons from Africa

COMMENTARY

- Reflections on the NDTV Takeover
- Non-performing Loan Auctions: A Failed Effort
- Musk's Twitter Acquisition

BOOK REVIEWS

- *Socio-Economic Surveys of Three Villages in West Bengal: A Study of Agrarian Relations*
- *Performing Silence: Women in the Group Theatre Movement in Bengal*

PERSPECTIVES

- The Multipolar Global Political Economy

SPECIAL ARTICLES

- The Labour Act of 1938: Strike, Violence, and an Ideological Paradox
- COVID-19 Forecasting and Investigating the Impact of the Lockdown in India
- A Study of Marine Fisheries in Andhra Pradesh

CURRENT STATISTICS

POSTSCRIPT

Global Economic Polycentrism

A power shift in the international system is irreversible because a polycentric political economy is emerging, with the increasing challenge to the dollar hegemony, thus contradicting the politics of unipolarity. **page 30**

The NDTV Takeover

The discussion on the NDTV takeover should go beyond its brand value or the celebrity journalists associated with it, and focus on the regulatory mechanisms regarding media ownership in India. **page 13**

Lessons from Twitter Acquisition

Technology designs that support decentralised and participatory socio-economic models with public ownership and control are necessary to challenge the notion that digital technology is best provided by businesses. **page 20**

The 1938 Strike in Bombay

The joint strike against the Industrial Disputes Bill marked the emergence of the Independent Labour Party led by B R Ambedkar as a labour organisation and exposed the contradictions of Congress's nationalism. **page 35**

The Sovereign Debt Crisis

The Zambian experience regarding debt relief and restructuring mechanism suggests that the international cooperation needed for a workable solution is missing. **page 10**

Economic & Political WEEKLY

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16 JAN 2023

EDITORIAL

- Mitigating Risks in Agriculture

COMMENT

- Tawang: Every Beginning Has an End

FROM THE EDITOR'S DESK

- Environmental Consciousness on a Spectrum

ALTERNATIVE STANDPOINT

- Meitei Majoritarian Politics of the BJP in Manipur

COMMENTARY

- Engineering Education in India
- The Limbu–Tamang Communities of Sikkim: History and Future of Their Demand for Reservation
- Status of Biodiversity Management Committees in Tamil Nadu

REVIEW ARTICLE

- *Elusive Non-violence: The Making and Unmaking of Gandhi's Religion of Ahimsa*

PERSPECTIVES

- The Unravelling of the Global Political Economy and Sri Lanka's IMF Solution

SPECIAL ARTICLES

- Welfare Discourses in the Global South
- The Effect of Extensive and Intensive Margins on Income from Crop Production
- Strengthening Health Information Infrastructures in Developing Countries

CURRENT STATISTICS

Sri Lanka's IMF Solution

The rapid collapse of Sri Lanka's neo-liberal development model of financialised speculative investment and export growth reveals major fractures in the global order and raises questions over the very premise of the IMF policy package. **page 35**

Manipur's Ethnic Politics

The Bharatiya Janata Party's encouragement to majoritarian politics raises fears of an emergence of ethnic democracy in Manipur with the Meitei as its core ethnic group. **page 10**

Engineering Education

The curriculum, pedagogy and assessment system in India falls short of preparing students in the creative and innovative application of the technical concepts to solve practical problems, thus affecting their employability as well. **page 13**

Gandhi's Theology

M K Gandhi's "restatement of Hinduism" is scrutinised for what it can entail about grasping the key aspects of India's modern intellectual history and politics. **page 28**

Determinants of Crop Income

The intensive margin that represents the impact of exhaustive usage of resource-intensive and targeted farming systems on crop income, plays a more important role in determining crop income even for smaller farms. **page 48**

Economic & Political WEEKLY

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EDITORIALS

- Reboot Export Strategies
- Communal Outlook in a Paternalistic Disguise

FROM THE EDITOR'S DESK

- Making Democracy Social

STRATEGIC AFFAIRS

- Ukraine: From the Impasse to a Negotiated Settlement?

COMMENTARY

- Evasion of Personal Income Tax in India
- Time Is Ripe for a One Health Law in India
- Post-lockdown Migration Statistics
- Wage Suppression and Wage-rentierism

BOOK REVIEWS

- *From Lucknow to Lutyens: The Power and Plight of Uttar Pradesh*
- *Desperately Seeking Shah Rukh: India's Lonely Young Women and the Search for Intimacy and Independence*

PERSPECTIVES

- Labour Agency and Global Production Networks in India

SPECIAL ARTICLES

- The Cyclical Burden of Wages and Time Poverty on Female Domestic Workers
- 'Towards a More Prosperous and Plentiful Kerala'
- Data Protection Legislation in India

CURRENT STATISTICS

POSTSCRIPT

GPNs and Labour Agency

The distorted and often unclear governance framework under which firms participate in global production networks has implications for the nature of engagement by the labour agency. **page 32**

Resolving Ukraine Conflict

A political settlement requires negotiations on the lines of the Korean conflict and the Cuban crisis, and the acceptance by the United States of the mistake in expanding NATO with a recognition of Russia's security concerns. **page 10**

Conditions of Domestic Work

Keeping in mind the annual time distribution, an inextricable connection is found between the cumulative effects of low negotiating power, stagnating wages, and work-induced time poverty. **page 39**

Personal Income Tax Evasion

The tax administration should devise systems and processes to bring under the tax net the unorganised manufacturing and service sectors where a large number of self-employed persons derive mixed income. **page 15**

One Health Framework

A One Health legislation in India can step up to the challenge of protecting the health of humans while considering the inter- and intra-linkages with animal and environmental health. **page 18**

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EDITORIALS

- What Is a Safe Level of Government Debt?
- A Continuation of Discrimination

FROM THE EDITOR'S DESK

- Immigrants against Immigration

LAW & SOCIETY

- A Defective Data Protection Board

COMMENTARY

- They Who Not Know What the Media Is
- Booming Foreign Direct Investment in R&D
- Brazil Elections: A Win for Democracy, But the Far-right Threat Remains
- The Growth of Unicorns
- The *Aragalaya* versus Struggles: A Story of Inclusions and Exclusions
- Mahua Wine: An Unregistered Geographical Indication vis-à-vis Potent Export Item

BOOK REVIEWS

- *The Greater India Experiment: Hindutva and the Northeast*
- *Kashmir at the Crossroads: Inside a 21st-Century Conflict*

INSIGHT

- Political Aspects of 'Freebies'

SPECIAL ARTICLES

- Intergenerational Effects of Educating Girls on Empowering the Next Generation: Evidence from Jharkhand
- From Development Control to Promotion
- Import Surge and Domestic Competitiveness: The Case of Indian Incense Sticks Industry

CURRENT STATISTICS

Freebies or Constitutional Rights?

Budget deficits necessary to carry out the obligations of the state are disparaged as perilous and rights of the citizens as "freebies," out of the fear of capital losing its powerful control over the state. **page 33**

Political Polarisation in Brazil

Considering the electoral and social consolidation of the far right, it is vital for progressive forces to create alliances along ideological rather than strictly demographic lines in order to combat the forces of Bolsonarismo. **page 17**

Aragalaya and the Tamil Community

The assumption that the protests demanding Gotabaya Rajapaksa's resignation created unity and bridged intercommunity fissures and conflicts is questionable as the specific issues of discriminated minorities were absent from the broader slogans and demands. **page 24**

Urban Planning in Mumbai

The process of drafting the latest development plan suggests the extent to which real estate shapes the conceptual tools of urban planning and policy. **page 48**

Data Protection Legislation

The biggest failing of the Digital Personal Data Protection Bill, 2022 is the lack of detail regarding the proposed "Data Protection Board." **page 10**

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should disrupt
technologies,
not get disrupted*

Dr. Bhimaraya Metri
Director, IIM Nagpur

*Humans have
tendency, zeal to
keep looking for
purpose in life*

Dr. Ram Kumar Kakani
Director, IIM Raipur

Inside
**IIRF
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must contribute
to mankind*

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Prof. Sanket Goel
Dean of the SRCD
at BITS, Pilani

Employability-driven study is need of hour

Prof. Manojranjan Nayak

Founder of India's Global University
Siksha 'O' Anusandhan

CONTENTS



12

With career and Job, youth must contribute to mankind

Prof. Anil Shastri
Chairman, Lal Bahadur Shastri Institute
of Management, New Delhi

BEST BUSINESS SCHOOLS - 2023

BEST B-SCHOOLS (GOVT.)	120
BEST B-SCHOOLS (PRIVATE)	126
TOP PVT. B-SCHOOLS UNDER UNIVERSITY PROGRAM	150
TOP-50 SCHOOL OF EMINENCE FOR EMPLOYABILITY	154

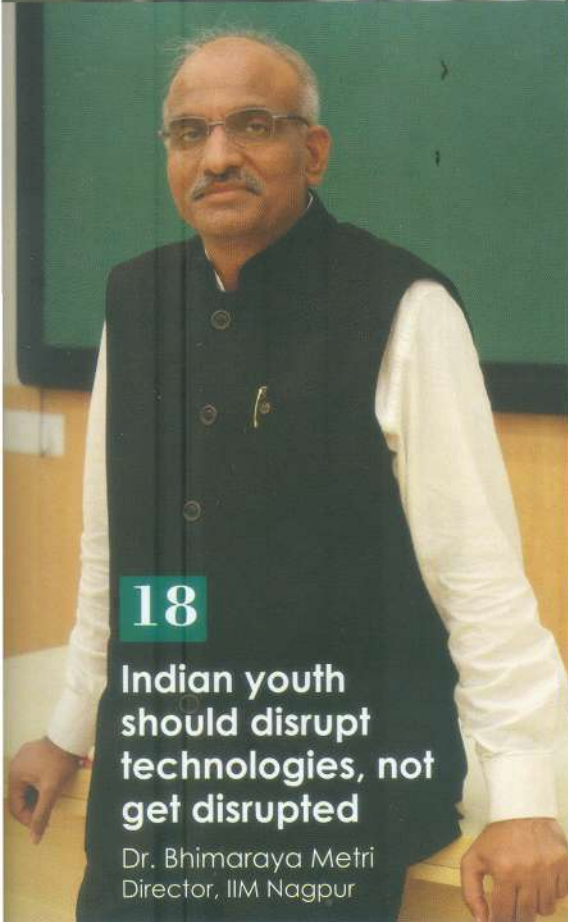
CONTENTS

COVER INTERVIEW

38

**SOA mantra:
Industry-driven
curriculum,
outcome-based
education**

Prof. Manojranjan Nayak
SOA's Founder and Chairman



18

**Indian youth
should disrupt
technologies, not
get disrupted**

Dr. Bhimaraya Metri
Director, IIM Nagpur



24

**Breaking the
wheel of hearsays**

Dr. Ram Kumar Kakani
Director, IIM Raipur

30

**Simplest solution is
the most functional**

Prof. Sanket Goel
Dean (SRCD), Birla Institute of
Technology and Science
(BITS) Pilani



CONTENTS



98

AACSB accreditation for TAPMI helps its students in their pursuit of higher education at global universities

Dr. Madhu Veeraraghavan



104

Financial Encouragement for Research is Important

Dr. Dayananda Siddavattam



110

Choosing a career path is also important along with an entry level job

Dr. Ramasastry Ambarish



158

Outcome oriented education needs to be encouraged

Dr. Sachin Vernekar



116

Students are also part of our placement executive committee

Dr. Ramana Rao S V



164

Strong research is essential to develop our economy

Dr. Vibhor Paliwal



170

Women's Participation in Research Will Increase With Time

Prof. Yamini Agarwal



176

The Future Strategy for B-Education in India

Deepak Jhangiani



180

Bulbul : Not the bird though

Rimli Bhattacharya

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EMPLOYEE SATISFACTION AND JOB PERFORMANCE: A CORRELATIONAL STUDY WITH REFERENCE TO HOMELANE, BENGALURU, INDIA

Geetika Pasupuleti, S. Nagalakshmi



EXPLORING BUSINESS NARRATIVES THROUGH BOUNDARIES: A BOOK REVIEW OF 'THE CULTURE MAP' BY ERIN MAYER

Zenia Nanra



IMPACT OF COVID ON MARKET SHARE AND CONSUMER BEHAVIOR IN SHARING ECONOMY

Kirti Verma, Payal Anand, Poulami Banik, Samanth BM, Pooja Gupta, Mafruz Sultana



AMAZON AND WALMART: HOW THE TWAIN SHALL MEET

Pooja Gupta



A STUDY ON RELATIONSHIP BETWEEN DEMOGRAPHIC PROFILE AND INVESTMENT DECISION MAKING OF EMPLOYEES OF THE PRIVATE BANKING SECTOR

S. Nagalakshmi



RELEVANCE OF DIGITAL CULTURE IN BUILDING ORGANIZATIONAL COMMITMENT

Suji Raga Priya M R, Lakshmi P., Swarnika Dixit



TOWARDS THE BANDWAGON OF WELL-BEING

Ajith Kumar V S, Zenia Nanra

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INSIDE

56

INDONESIA'S 50 RICHEST

56 | Coal Miner

Bayan Resources' Low Tuck Kwong, whose wealth jumped nearly fivefold in the past year, is confident that coal still has a profitable future.

By Ardian Wibisono

66 | Energy Boost

With six newcomers—three from coal—collective wealth scaled a new peak.

By Jane Ho and Naazneen Karmali



COVER CREDIT Low Tuck Kwong : Photograph by Muhammad Fadli for Forbes Asia



INNOVATION

15 | Green Flying Machine

Futuristic vertical-takeoff air taxis have grabbed all the headlines—and billions in venture dollars—but Singapore-based billionaire Richard Chandler thinks he has a better idea: conventional battery-powered aircraft that are cheaper to fly and more reliable than turboprops.

By Jeremy Bogaitsky



ASIA'S POWERBUSINESS WOMEN

20 | Tech Tonic

Lucy Liu's Airwallex maintains its \$5.5 billion valuation and looks to grow, despite the tech industry downturn.

By John Kang

NEW BILLIONAIRE

25 | The Guru of Greensboro

Like the Oracle of Omaha, real estate developer Roy Carroll buys low and rarely sells. He's biding his time now, waiting for the collapse.

By Giacomo Tognini

FINTECH

28 | Game On

Despite headwinds, Coda Payments head Neil Davidson is pushing ahead with big plans for the profitable Singapore-based payments firm.

By Jonathan Burgos

THE LIST

44 | Asia's Heros of Philanthropy

Our 16th edition of the annual list highlights the region's top 15 philanthropists who demonstrated a strong personal commitment to causes such as education and the environment.

Edited by Rana Wehbe Watson

TECHNOLOGY

74 | Fueling The Future

Plug Power's long-time CEO is repositioning the fuel cell maker to be a producer of hydrogen fuel made from water and renewable power to cut climate-warming industrial carbon pollution from the steel, oil and agricultural industries.

By Alan Ohnsman

THE INVESTIGATION

90 | Spinning Gold from Green Bonds

One of the hottest trends on Wall Street is prepaid muni bonds, structured to help local utilities buy decades' worth of renewable electricity. It's good for

the environment, but even better for big Wall Street banks that are poised to reap billions in cheap financing, trading profits and federal tax breaks.

By Chris Helman with Matt Schiffrin

ENTREPRENEURS

96 | Flying High

Swiss aviation tycoon Thomas Flohr aims to almost triple Vista Global's fleet of private jets to over 1,000 aircraft by 2030 amid soaring demand in Asia and the U.S.

By Jonathan Burgos

THE LIST

100 | 30 Under 30 North America

These entrepreneurs, innovators and disruptors provide plenty of reason to believe that tomorrow will be brighter than today.

Edited by Kristin Stoller and Steven Bertoni with Olivia Peluso

12 | Fact & Comment

Steve Forbes

Saving election day.

14 | Tech Connector

Rich Karlgaard

2023's winner is trust.

108 | Thoughts

On beginnings.

UNION BUDGET EXPECTATIONS

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LIFE AFTER IPO

How a bunch of newly listed companies is getting to grips with lifting their shares above the price they were offered to investors



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(Clockwise from top left): **Girish Mathrubootham**, Freshworks; **Bhanu Chopra**, RateGain; **Rohan Verma**, MaomyIndia; **Vinay Sanghi**, CarTrade

FEATURES



PRE-BUDGET

22 • 6% GROWTH: TOUGH, BUT POSSIBLE

Domestic consumption demand and sustained services sector performance are likely to keep India on track for 6 percent growth in FY24

26 • FISCAL DEFICIT: HIGHER FOR LONGER?

Although the fiscal deficit target of 6.4 percent is likely to be met this year, the path to fiscal consolidation has uneasy twists and turns

30 • DIVESTMENT DILEMMA

The Centre has so far missed its ₹65,000 crore divestment target by a significant margin. Economists believe the FY24 number may be scaled down

34 • NO CHILD'S PLAY

Things are looking up for toy manufacturers with the government's plan to launch a ₹3,500 crore PLI scheme. But a lot more needs to be done before India becomes a global toy hub

38 • THE TAX TIGHTROPE

Simpler taxation and tariff structures, parity in taxes, and lowering the tax burden in capital markets are some of the top expectations from the Budget

40 • POPULISM PILL

Reforms and fiscal consolidation will be the focus of the Budget. And with several states going to polls this year, economists expect big-bang announcements

42 • WILL CRYPTO GAIN CURRENCY?

Tax regulations of 2022 have resulted in trading volumes worth ₹32,000 crore shifting to overseas exchanges last year

LIFE AFTER IPO



From left: Rohan Verma of MapmyIndia, RateGain's Bhanu Chopra and Freshworks' Girish Mathrubootham

LIFE AFTER IPO

44 • LIGHT AT THE END OF THE TUNNEL

Analysts believe there will be a steady stream of IPOs although they tumbled from the dizzying heights of 2021

48 • GAIN, PAIN & INSANE LOWS

RateGain survived the pandemic wave and got listed in December 2021. A year later, choppy markets have wiped out most of the listing gains

54 • DOWN THE ROAD

Vinay Sanghi steered CarTrade to public listing after over a decade of hustle. Seventeen months later, the stock is down by over 70 percent from its issue price

58 • KEEP CALM AND CARRY ON

With listing at 75 percent premium and a record high the day after, Indigo Paints made a stunning debut in 2021. Two years later, the stock has plunged below the issue price

64 • MAPPING A NEW FUTURE

After battling odds for over two decades, the Vermas got MapmyIndia listed in 2021. Now, their venture is navigating the stock market storm better than its peers

68 • STAYING HUNGRY AMID A CARNAGE

Girish Mathrubootham is braving a brutal tech meltdown and trying to keep Freshworks steady

72 • THE CALM AMID CHAOS

Yashish Dahiya of PolicyBazaar reckons there is no policy to ensure success in the stock market. He hopes the story of PB Fintech would be understood by the investors



PG. 26

Prior to the Budget, Finance Minister Nirmala Sitharaman has spoken about boosting capital expenditure and growth

76 • HASTENING THE IPO JOURNEY

IPOs might not see the frenzy of 2021, but they are here to stay. A number of Indian new-age companies has the potential to go public

IN FOCUS

78 • END OF THE RUNWAY

Why AirAsia, the pioneer of global low-cost aviation, could not live up to its potential in India

82 • THE BIGGER, FATTER INDIAN WEDDINGS

Experiential, one-of-its-kind weddings are here to stay

87 • SLACK'S WORK MODELS FOR A POST-COVID INDIA

In its third largest market, the collaboration platform is looking to expand, bring in data residency and new features

90 • HOW CFOs BECAME THE FALL GUYS

A year ago, they were the masters of outrageous valuations and blockbuster IPOs. Now many are proving sacrificial lambs as funding-raising and profitable growth appear a mirage

93 • IS KOO THE TWITTER ALTERNATIVE IT CLAIMS TO BE?

Koo can be a substitute to Elon Musk-owned Twitter if it manages to garner a significant user base, and monetise. But is it ready in terms of privacy and security?

96 • REWRITING THE PIZZA STORY

Russell Weiner, CEO of Domino's, needs to bring the best of his hustle to navigate the uncertainties of a looming recession and a resurgence of the pandemic

100 • THE BOOM IN INDIA'S DEFENCE SECTOR

Despite formidable stock returns in the defence sector, analysts feel there is further steam left in it

104 • BUILDING BLOCKS

Tata Projects, the engineering procurement and construction arm of Tata Sons, wants to emerge as a premier infrastructure player in the next decade

107 • TEMPTATION TRAP

Buy/travel now pay later offers look attractive and often result in impulsive purchases beyond budgets. Experts say they can lead people into a debt trap

110 • LAWS OF THE JUNGLE

VC firm Jungle Ventures is fuelling dreams of founders who harbour pan-Asia aspirations and are not content with a dominant India play



PG. 38

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PG. **28**



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PG. **38**



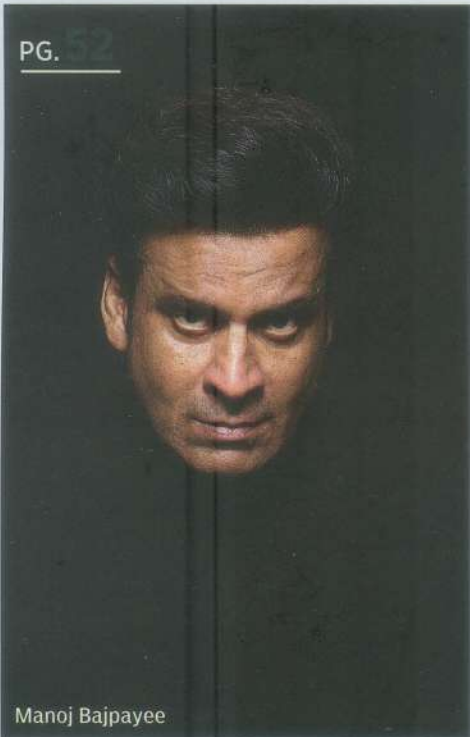
Alia Bhatt

PG. **46**



Deepika Padukone

PG. **52**



Manoj Bajpayee

PG. **60**



Shefali Shah

PG. **68**



Smriti Mandhana

28 • THE SOUND OF RAHMAN

His music changed the country, and then took the country to the world. After 30 years of pushing boundaries, AR Rahman is still a work in progress

38 • DREAM RUN

For Alia Bhatt, 2022 was a special year, unlike any other, in which, she says, she's grown as an artiste, entrepreneur and person

46 • WORLD AT HER FEET

Actor, producer, entrepreneur, investor and philanthropist Deepika Padukone has traversed a journey that's been difficult, but now she's found global acclaim

52 • MIRACLE MAN

Manoj Bajpayee has survived rejections, dejections and sneers to emerge as one of Indian cinema's most acclaimed actors

60 • COUNTING STARS

After tiptoeing around fame for close to 20 years, Shefali Shah is finally staking her claim to the spotlight

68 • WILLOW & GRACE

At 26, opening batter Smriti Mandhana has notched up quite a few milestones and firsts in Indian cricket. And she's not done yet

74 • FIFTY SHADES OF SHEEBA

She is not your conventional lead 'heroine', and Sheeba Chadha's impressive resume shows she never had to be one



Aishwarya Lekshmi excelled in various roles in 2022



PG. 84

Madhuri Dixit debuted on OTT

80 • 'IF YOU FAIL IN OTT AS AN ACTOR, IT'S DIFFICULT FOR YOU TO SURVIVE'

Actor R Madhavan on why going to the theatres is slowly going to be an exclusive experience, the discerning taste of the audience and not taking his success lightly

84 • SILVER SCREEN GOLD

While much of 2022 saw an unsettling economic and political climate, some of the brighter spots emerged from the fields of entertainment and sport

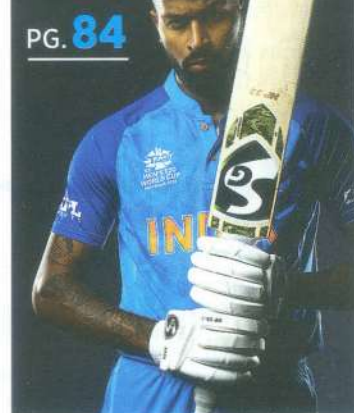
IN FOCUS

98 • THE CURIOUS CASE OF THE PAYTM BUYBACK

While questions are being raised about its stock, the company says its expansion plans are not impacted

102 • RETHINKING THE WATER CYCLE

With their innovations, Gradient founders are helping some of the world's biggest corporations reuse their water



Hardik Pandya led Gujarat Titans to their first IPL title

106 • A WIN-WIN MATCH

An Indian owner of an elite football club could have a global branding platform in European leagues, while expert knowhow can improve grassroots football in India

THE BOLD CLUB

113 • THE DISRUPTORS

The country's top architects who are making waves with design

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BEST INVESTMENTS 2023

PRIVATE
WEALTH
ROUNDTABLE

WHERE FUND
MANAGERS
INVEST

SHOULD YOU
BUY PROPERTY
IN 2023?

WHERE
TO PUT MONEY
IN LUXURY

07 JAN 2023



IDEAS FOR UNION BUDGET

20 Ideas For Budget 2023

Leading experts discuss what finance minister Nirmala Sitharaman can do to give a booster shot to the Indian economy.

32 Look Beyond Rail, Roads In Capex

Budget needs to look at other infrastructure segments for holistic growth.

BY ASHUTOSH KUMAR

38 Why India Needs A Jobs Policy

The job crisis is structural and systemic; reliance on high growth and manufacturing has simply not worked.

BY PRASANNA MOHANTY

BEST INVESTMENTS 2023

52 Where To Invest In 2023

High prices are challenging investor earnings. A look at how one can beat inflation in 2023.

BY AVNEET KAUR

62 'Allocate across assets'

India's leading wealth managers talk about how different asset classes will perform in the year ahead.

70 Should You Buy Property In 2023?

Looking at realty as an asset class? REITs and fractional ownership may be the answer.

BY APRAJITA SHARMA

76 Gold: The Safe Bet

The yellow metal emerged as a safe haven in 2022. The trend will continue in 2023.

BY P.B. JAYAKUMAR

Features

Acc. No - J06010

Foreword

8 Ideas For Budget To Accelerate Growth

The searching question is: Whether measures in Union Budget 2023 can help accelerate India's GDP growth.

BY RAJEEV DUBEY

The Conversation

10 André Hoffmann and Dr Jorg Duschmalé

Roche's founding family members on the future of healthcare the family-professional relationship.

INTERVIEW BY P.B. JAYAKUMAR



The Brief

16 The Tiff Over Centre's Spending

House panel finds that too much additional mid-year spending compromises the sanctity of Budget numbers.

BY JOE C. MATHEW

The Cartographer

148 Precious Metals Deliver Heavy Returns

Absolute returns generated by the asset class have been far better than equities and debt.

BY V. KESHAVDEV

Harvard Business Review

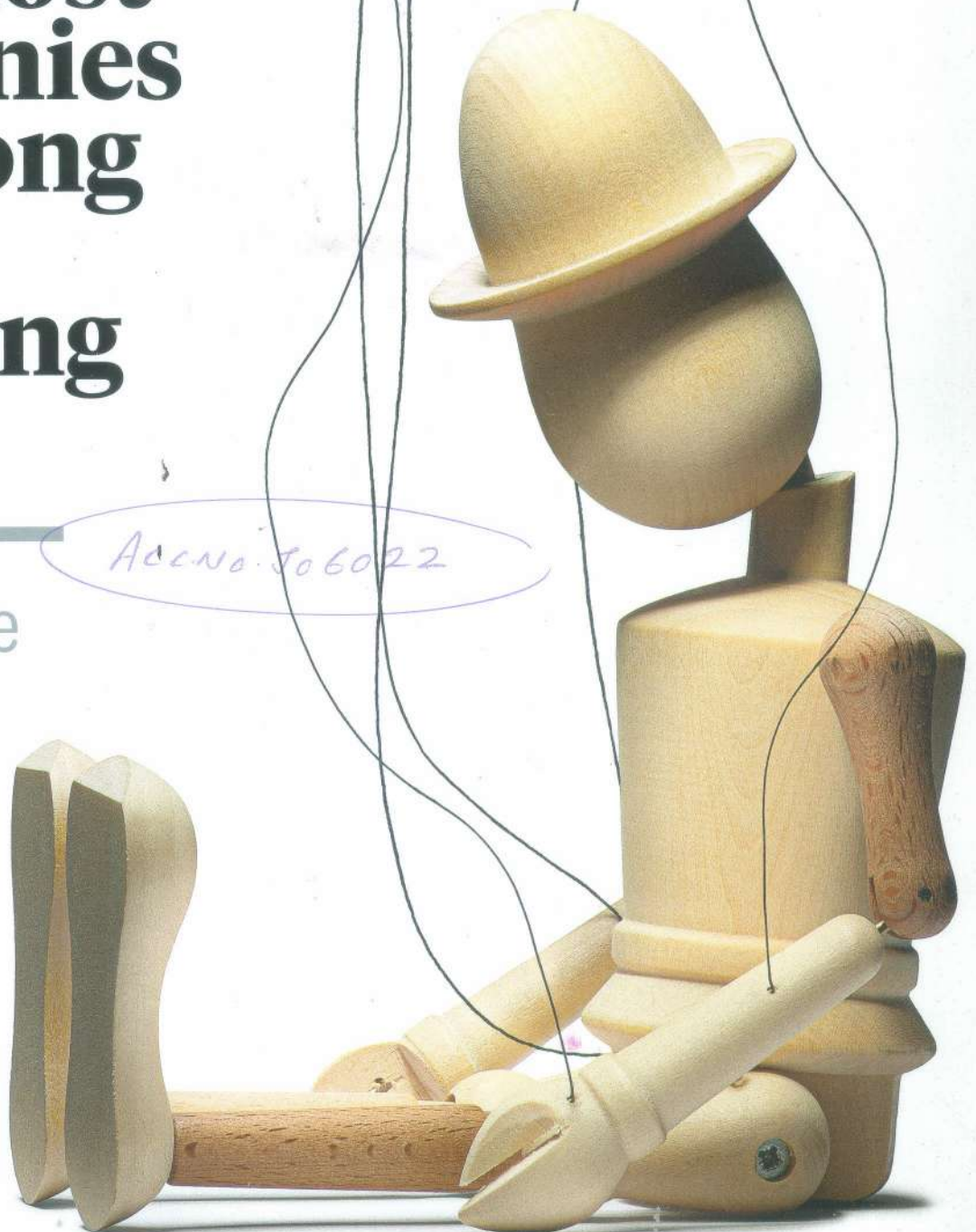
What Most Companies Get Wrong About Managing Talent

They misjudge
what really
matters to
employees.

PAGE 37



HBR.ORG
January-
February
2023



AccNo. 506022

Contents

“Why do companies obsess over cost per hire but spend so little time trying to see if they make good hires?”

"HOW FINANCIAL ACCOUNTING SCREWS UP HR," PAGE 38

January–
February 2023

37 Spotlight

What Companies Get Wrong About Talent Management

38 How Financial Accounting Screws Up HR

It distorts hiring, training, and benefits practices.
Peter Cappelli

45 Rethink Your Employee Value Proposition

Offer your people more
than just flexibility.
**Mark Mortensen and
Amy C. Edmondson**

50 Designing Jobs Right

Make them challenging—but don't overdo it.
Roger L. Martin

COVER PHOTOGRAPH
Levi Brown



Cover: Trunk Archive

Illustration by **KEITH NEGLEY**

Harvard Business Review
January–February 2023

55 Features

56 ENTREPRENEURSHIP

The Overlooked Key to a Successful Scale-Up

It's mastering the "extrapolation" stage, when start-ups begin to focus on profitability, not just growth.

Jeffrey F. Rayport, Davide Sola, and Martin Kupp

66 PRICING STRATEGY

Expand Your Pricing Paradigm

Look to other industries for inspiration.

Rafi Mohammed

76 HEALTH & WELLNESS

Employers Can Do More to Advance Health Equity

They can optimize benefits, address social issues, and expand access to care.

Shantanu Nundy, MD; Lisa A. Cooper, MD; and Ellen Kelsay

86 ORGANIZATIONAL DECISION-MAKING

The Permissionless Corporation

Technology is empowering employees to make their own decisions. Organizational structures need to catch up.

Rita McGrath and Ram Charan

96 BUSINESS & SOCIETY

Managing in the Age of Outrage

As societies become angrier, managers must condition themselves to respond sensitively.

Karthik Ramanna

108 LEADERSHIP STYLES

The Power of Options

Always give yourself four ways to win.

David Noble and Carol Kauffman

116 AI & MACHINE LEARNING

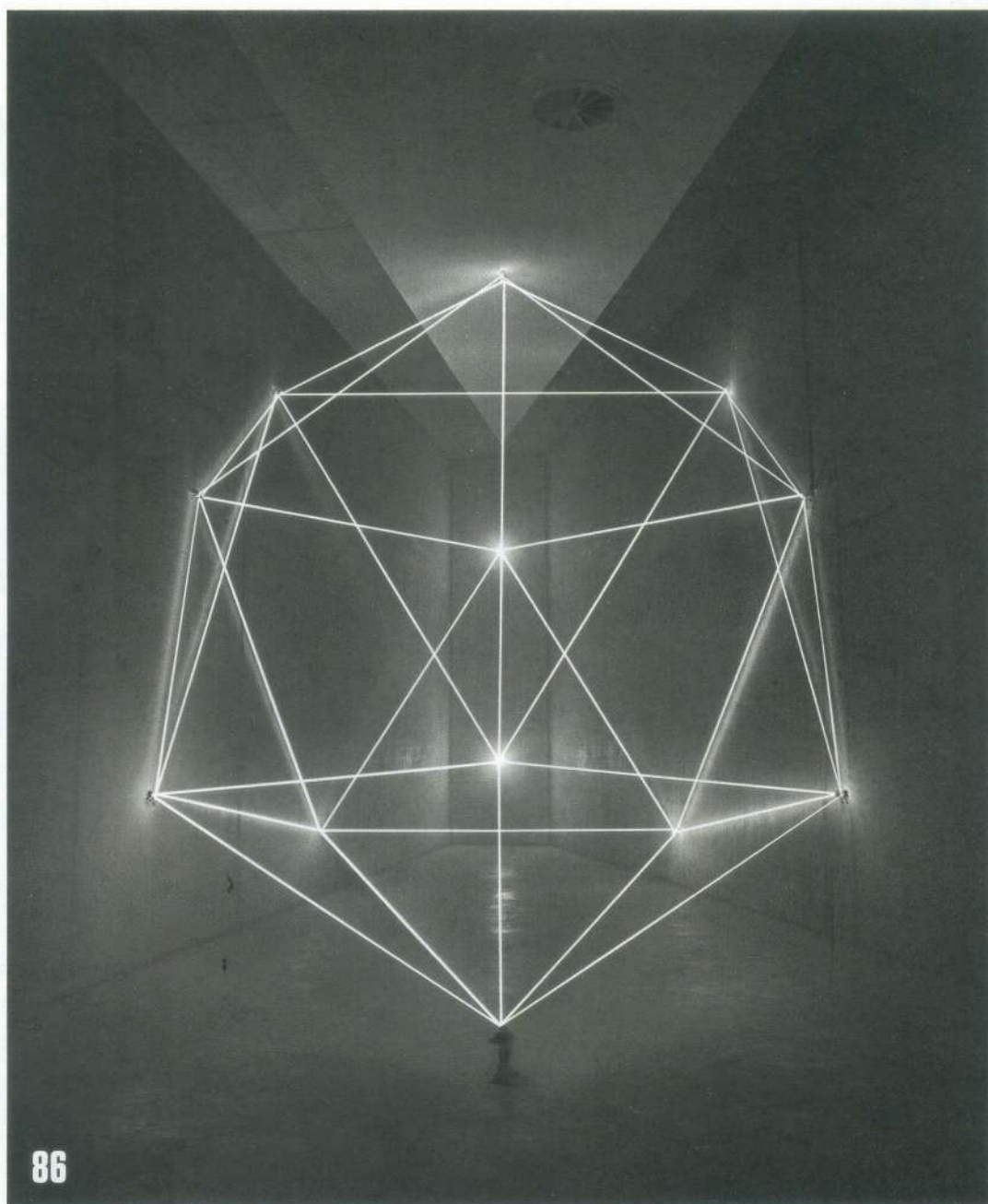
Stop Tinkering with AI

It's time to go all in.
Thomas H. Davenport and Nitin Mittal

128 PROJECT MANAGEMENT

How Frank Gehry Delivers On Time and On Budget

Lessons from the master architect in managing big projects
Bent Flyvbjerg and Dan Gardner



86

Our Commitment to Sustainability

We're proud that the paper we use in our print magazine is certified under the Sustainable Forestry Initiative® program, meaning that it comes from responsibly managed sources and is a renewable resource.



**17
Idea Watch**

New Research and
Emerging Insights

**17 BRAND
MANAGEMENT**

**The Best Way
to Name a
New Product**

Bringing structure
and rigor to that all-
important decision
plus How women in the
C-suite boost financial
performance, why you
may be overlooking
moon shots, and more

**28 DEFEND YOUR
RESEARCH**

**When the
Groundhog
Predicts an Early
Spring, Investors
Get Optimistic**

It's one of several
superstitions that can
affect the market.

30 HOW WE DID IT

**Marico's Chairman
on Innovating
Across Every Part
of the Business**

The company's success
grew out of changes
in everything from
packaging and production
to advertising and hiring.
Harsh Mariwala

**139
Experience**

Advice and
Inspiration

**139 MANAGING
YOURSELF**

**Cultivating the
Four Kinds of
Creativity**

How people and
organizations use
them all to innovate
*Gabriella Rosen
Kellerman and Martin
E.P. Seligman*

144 CASE STUDY

**Should Some
Employees Be
Allowed to Work
Remotely Even
If Others Can't?**

An Oklahoma-based
energy company
grappling with its
return-to-office plan.
*Mark Bolino and
Corey Phelps*

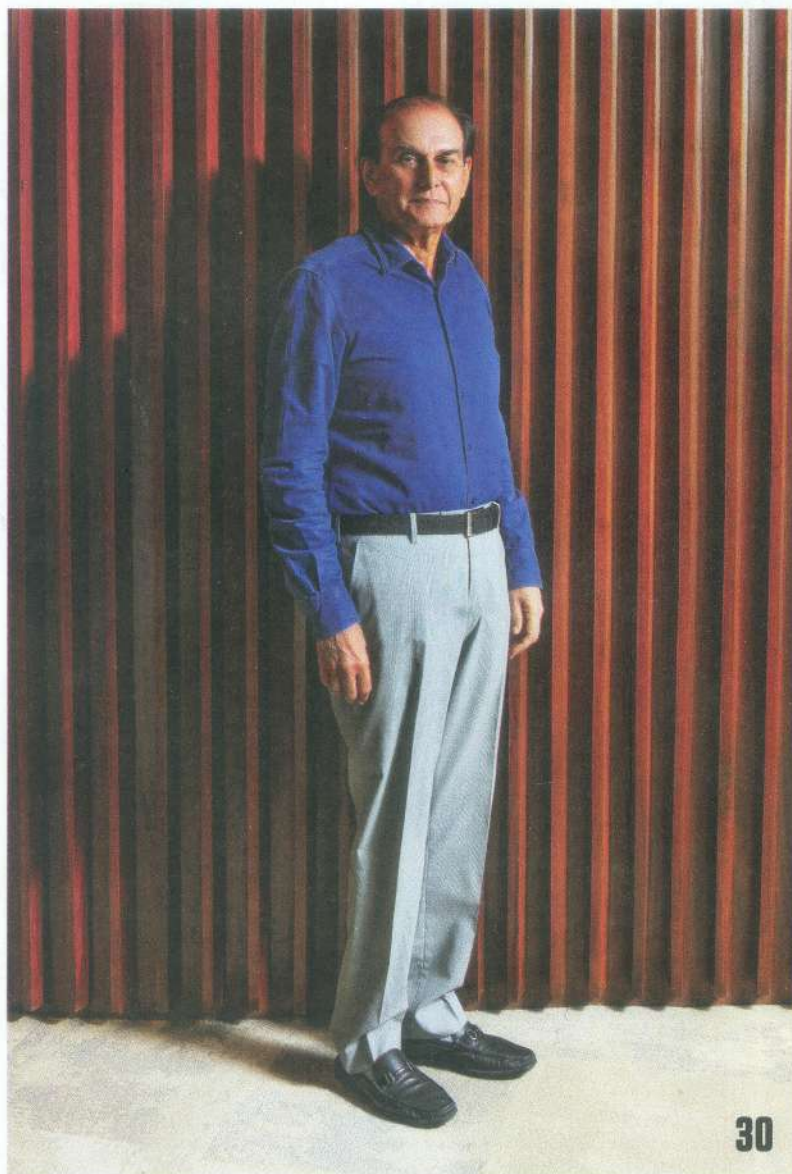
150 SYNTHESIS

**The Power of
Everyday Awe**

A series of new books
suggests that life is
wonderful—if you
know where to look.
Eben Harrell

156 LIFE'S WORK

Ron Howard



Departments

12 **FROM THE EDITOR**

13 **CONTRIBUTORS**

152 **EXECUTIVE SUMMARIES**

**"Experimenting
businesses never lose,
only learn."**

—HARSH MARIWALA, CHAIRMAN OF MARICO



IMAGES

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RETAIL

Retailtainment pg 12

Inox Roots for Expansion and
Desire to get Closer to Customers

Market Watch pg 60

Retail's Relay Across Tier II
Cities!

Retail Experience pg 62

Will Retail Bounce Back as the
Most Preferred Mode of Shopping?

Retail Policy pg 66

Fairwork India Ratings 2022
Report

Future of Business

Acc.No. J06080

JANUARY 2023
VOL.22 NO.1



VISION
2023
[COVER STORY]
**The Demand for
Experiential Retail
to Grow in 2023**
pg 18





18. Cover Story

The Demand for Experiential Retail to Grow in 2023

In 2023, retail in India is expected to grow better than all other key markets globally, with Omnichannel becoming the norm for the retailers

- 24. Being 'Digital First' is the Way to Survive in the New Retail World – Sanjeev Rao
- 27. Lacoste to Make Online Channels More Robust Going Forward – Rajesh Jain
- 30. Brand Concepts to Expand in Tier II & III Cities in 2023 – Abhinav Kumar
- 32. Neeru's to Focus on Omnichannel Retail and Mobile Commerce for a Seamless Shopping Experience – Avnish Kumar
- 34. Kapsons to Target the Tier II & III markets in North for Expansion in 2023 – Darpan Kapoor
- 36. MOD to Roll Out Outlets in Baroda, Ahmedabad, Hyderabad, Kolkata and Tier II/III Markets in 2023 – Tarak Bhattacharya
- 40. Sustainability is the Key for Brands in Future – Mandar Gaonkar
- 42. Metro Brands to Expand into Tier II & III Cities in 2023 – Nissan Joseph



12. Retailtainment

Alok Tandon, CEO, Inox Leisure Limited talks about the brand's achievements, vision and goals after celebrating the 20th anniversary

44. Awards

- 44. Coca-Cola Golden Spoon Awards
- 49. Pepsi IMAGES Food Service Awards
- 52. IMAGES e-Commerce Awards

60. Market Watch

Retail's Relay Across Tier II Cities

Growing Internet usage has whetted the appetite for quality products in these areas, thus giving a fillip to malls and e-commerce

62. Retail Experience

Will Retail Bounce Back as the Most Preferred Mode of Shopping?

Consumers are now beginning to feel the brunt of 'online fatigue'. The endless scroll and blue-screen exposure from running business meetings to shopping online are taking a real toll

6. National Newsmakers

8. International Newsmakers



64. E-commerce

Here's What India Ordered on Q-comm in 2022

While Borzo reveals that food and clothes were the top category ordered, Dunzo Daily's latest data suggests that onions, tomatoes, and potatoes were the most ordered veggies in all cities

66. Retail Policy

Adaptability that Retail Platforms Seek

The report examines the work conditions of platform workers on digital labour platforms in India. It evaluates 12 platforms offering location-based services in sectors such as domestic and personal care, logistics, food delivery, e-pharmacy, and transportation, in India

68. Digital Retail

How Digital Payments are Driving India's E-Commerce

Keeping in line with the Digital India movement, more and more companies are building a presence online to reach the masses

70. Retail Strategy

Government Decriminalizes Key Acts Applicable to Retail Businesses

Decriminalization of the Legal Metrology Act and Food Safety Act, which are applicable to retail businesses on a day-to-day basis will greatly reduce the impediments of operating a retail business in India

INDIAN ECONOMY & MARKET

Vol. 7 | Issue 07 | No. 79 | January 2023 | ₹100

Vladimir Putin Not Bluffing With His Threats
How Investors Should Approach a Volatile 2023
PMGKAY: Cocktail of Economics and Politics
Personal Finance: Asset Allocation & Taxation
LIFE MANTRAS: The Art of Public Speaking
& The Year That Was

INFRA- STRUCTURE

BETTING ON INDIAN GROWTH STORY

Higher government spending and start of new capex cycle are some of the tailwinds that will make Infrastructure as best investment theme in 2023.



Acc No. 706069

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PICKS



CONTENTS

COVER STORY

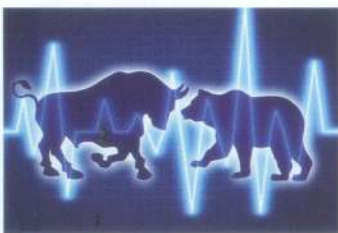
INFRASTRUCTURE

Betting on Indian Growth Story



10 BIG PICTURE

Putin Not Bluffing With His Threats



16 GLOBAL VIEW

How Investors Should Approach a Volatile 2023

09 ECONOMY

- Hard Facts

12 TRENDING

- Cocktail of Economics and Politics

16 MARKET

- Market Outlook 2023 Corporate News

40 MUTUAL FUND

- Mutual Fund: Asset Allocation & Taxation

42 KNOWLEDGE SERIES

- Some Nuggets

ALL REGULARS

- Spotlight
- Bookworm's Bite
- Book Talk
- Success Mantras
- From the Archives

& THE YEAR THAT WAS

- IEM MARKET BUZZ

Indian Journal of Economics and Development

(Journal of the Society of Economics and Development)

Volume 18

October-December, 2022

No. 4

Contents

Acc.No. J06037

Research Articles

- Linkages between stock market development, banks and economic growth in India: An ARDL approach 763
Srinivasan Palamalai, Shivi Khanna, Nidhi Agrawal and Bipasha Maity
- The impact of monetary policy and accessibility of foreign investment to the firm's investment spending: The evidence of Vietnam 777
Nguyen Thi Minh Hue, Dao Hoang Tuan and Doan Minh Hoang
- Econometric analysis of effects of savings and investments on economic growth in India 790
R. Mariappan
- Critical factors affecting investment decisions of individual investors: A case of stock market in Ho Chi Minh city, Vietnam 801
P.T. Dat and P.T.H. Nga
- Trends in area, production and productivity of flower crops in Haryana 812
Ritu and Jitender Kumar Bhatia
- Farm level environmental efficiency in summer paddy production and its determinants: A study of the Brahmaputra Valley in Assam 822
Ronjit Khanikar and Pranjal Protim Buragohain
- Production status, market integration and the law of one price: An exploration of the major maize markets of India 832
Surbhi Bansal, Shruti Mohapatra, Namami Gohain, and Arghyadeep Das
- Productivity and profitability of major crops cultivated under mono-cropping vis-à-vis diversified conditions in India 842
Aniketa Horo and J.M. Singh
- An empirical analysis of custom hire centres in Karnataka 851
Gali Basavaraj, Madhusudan Bhattarai, H.M. Swamy and M.A. Lagesh
- Empirical analysis of migration for economic development: A new evidence of Pakistani migrants in Saudi Arabia 860
Hashmat Ullah Khan, Shan Yu and Faheem Ur Rehman
- A study on trade competitiveness of Indian coconut products 868
N. Narmadha and K.R. Karunakaran
- Impact of knowledge and practices of processors on management of paddy waste and by-products 876
Shaina Jain and Sukhmani
- External debt and economic growth: Case of a small island nation based on Solow Growth Model 884
Enitilina Fetuu and Imran Ur Rahman
- Socio-economic characteristics and empowerment of women's self-help and non-self-help groups in Tamil Nadu 892
Sivaraj Paramasivam
- Human capital determinants and economic growth in Jammu and Kashmir: An empirical analysis 900
Javid Ahmad Khan, Sayed Gulzar Ganai and Showkat Ahmad Bhat
- Economics of local cow milk production in Punjab 908
Napinder Kaur and Jasdeep Singh Toor
- Public debt and economic growth of India: An ARDL approach 915
Pritam Ranjan Sahu and Deepak Kumar Behera
- Dynamics of growth, instability, and spatial distribution of sugarcane in the major states of India 922
Neha Dwivedi, A. Shrivastava, G.K. Vani and Aradhana Singh Rajpoot



Dynamics of fenugreek production: An elixir for dryland agriculture <i>Ashoka, N., Shashidhara, N., Ravi, Y., Sudheendra, M. and Raju, R</i>	929
An economic analysis of potato marketing in Haryana <i>Vishwas Deep and Amita Girdhar</i>	936
Pattern and correlates of consumption expenditure in the rural areas of Punjab <i>Harinder Mohan and Gurinder Jit Singh Bhullar</i>	942
COVID-19 and livelihood distress of tribes in Eastern Ghats: Vulnerabilities and recovery <i>J.V. Arun and A. Premkumar</i>	951
Review Article	
Review on prospects and constraints of organic production in India: A new paradigm in agricultural production <i>R.S. Khunt, J.J. Makadia and J.V. Varasani</i>	958
Research Notes	
Price discovery mechanism in Unified Market Platform (UMP): A case study of APMC Raichur <i>Vinaykumar B., G.B. Lokesh, Vijaya B. Wali, T.J. Amrutha and Prabhuling Tevari</i>	965
An enquiry into the success of Pradhan Mantri Jan Dhan Yojana in Bihar: An empirical evidence <i>Md Tarique, Shadman Zafar and Md Abusad</i>	971
Source of growth for wheat in Uttar Pradesh: Decomposition analysis <i>Aditya Bhooshan Srivastava, Supriya, R.R. Kushwaha, Shikha Yadav, Sachin Kumar Verma and Pradeep Mishra</i>	976
Contents	i-v
Referees for 2022	vi-viii

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Indexed in ABDC Journal List (Rating : C)

Included in UGC - CARE List of Journals (Group II)

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DECEMBER 2022

In This Issue

Implementing SaaS-Based Sales Force
Automation Systems

Subroto Roy
Nirmalya Bandyopadhyay

Impact of E-Service Quality Dimensions on
Customer Satisfaction and Loyalty in
Online Apparel Shopping in India

Kala Mahadevan
Sujata Joshi

Application of the Theory of Planned
Behaviour to Predict College Students'
Online Purchase Intention : A Systematic
Review and Meta-Analysis

Ashish Linge
Mahesh Singh
Baldeo Kakde
Krunal K. Punjani

Users' Perception and Barriers to Using
Self-Driven Rental Bikes

Subramanian Meenakshinathan
Sreedhara Raman
Rajni Gupta

Acc. No. J06003

International Journal on Customer Relations

Volume 10 Issue 2 September 2022

ISSN: 2320-7515

Acc-No. J06092

- 1. Emotional Marketing on Consumer Behaviour - Perception Study**
Kshitiz Sharma, Pratyusha Kodhati, Suma Sukhavasi 1-8
- 2. Motives Behind Consumers Purchasing Products Labelled Natural and Organic in a Supermarket: Can They Be Called 'Green Consumers'?**
Dipu Varghese 9-23
- 3. An Analysis of Purchase Behaviour towards Organic Products: Exploring the Mediation Impact of Attitude on Personality and Purchase Behaviour**
Nidhi 24-30

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Approved by UGC-Care (Group-II)

A Bibliometric Analysis Of Role Of ICT In Sustainable Development Goals <i>Jyoti Paul</i>	4
Working Capital Management, Liquidity And Profitability Relationship In Indian Realty Sector- A VECM Approach <i>Shivakumar</i>	12
Evaluating The Credit Risk Of SMEs Using Mixed Method Approach: Evidence From India <i>Vandana Gupta</i>	18
Determinants Of Success In The Equity Derivatives Market: An Empirical Study <i>Deepika S.R., Sathish Pachiyappan</i>	27
Cryptocurrency And Stock Market: Interdependence <i>Prabhjot Kaur, Mukesh Kumar Meena</i>	33
Determinants Of Stock Returns Of Indian Banks: An Evidence Of Balanced Panel Regression <i>Miklesh Prasad Yadav, Aastha Khara, Neelam Dhanda</i>	38
An Empirical Analysis Of Employees' Quality Of Work Life In A Tannery Of South Tamil Nadu <i>Clayton Michael Fonceca, Lisa Elango, Monisha F</i>	47
Management Of Personal Financial Practices Among Scholars: Do They Really Know What They Are Doing And What They Need To Improve During Covid-19? <i>Mekuanint AberaTimbula, Chetana Marvadi</i>	53

◀ Research

Titan: "Transformational Leadership" <i>Arul Senthilkumar S. Punitha N</i>	62
---	----

◀ Case Study

ISSN 0974-2093

MERI - Journal of Management & IT

(Under UGC-Care List Consideration)

Volume: 15, 16

Number: 02, 01

April, October 2022

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CONTENTS

- | | | |
|-----|--|----------------|
| 01. | Prof. Lalit Aggarwal, Prof. (Dr.) Deepshikha Kalra,
Ms. Sonali Mishra and Prof. (Dr.) Manoj Kumar
A Literature Review and Recent Trends in
Supply Chain Management | 01 - 27 |
| 02. | Nazihah Ahmad, Maznah Mat Kasim and
Shanmugam Sundram Kalimuthu Rajoo
An Integrated Analytical Approach of Quality Function
Deployment (QFD) and Analytic Hierarchy Process (AHP)
for Supplier Selection | 28 - 53 |
| 03. | Dr. Sandesh Kumar Sharma, Dr. Shahnawaz Khan and
Dr. Tarun Kondabolu
Resource Scarcity & Coping Mechanism in
Hospitals to Combat the COVID-19 Pandemic | 54 - 61 |
| 04. | Tuğba Firdolaş, Semih Önüt and Elif Kongar*
Information and Communication Technology (ICT)
Affects the Quality and Reach of Consumer Services | 62 - 80 |

DOING AI ON
A DATA DIET
PAGE 48

WHERE CHARACTER
MEETS COMPETENCE
PAGE 40

BETTER METRICS
TO BOOST DEI
PAGE 54

TACKLING TOUGH
POLITICAL ISSUES
PAGE 7

sloanreview.mit.edu
Winter 2023 • Vol. 64 • No. 2

MIT Sloan

Management Review



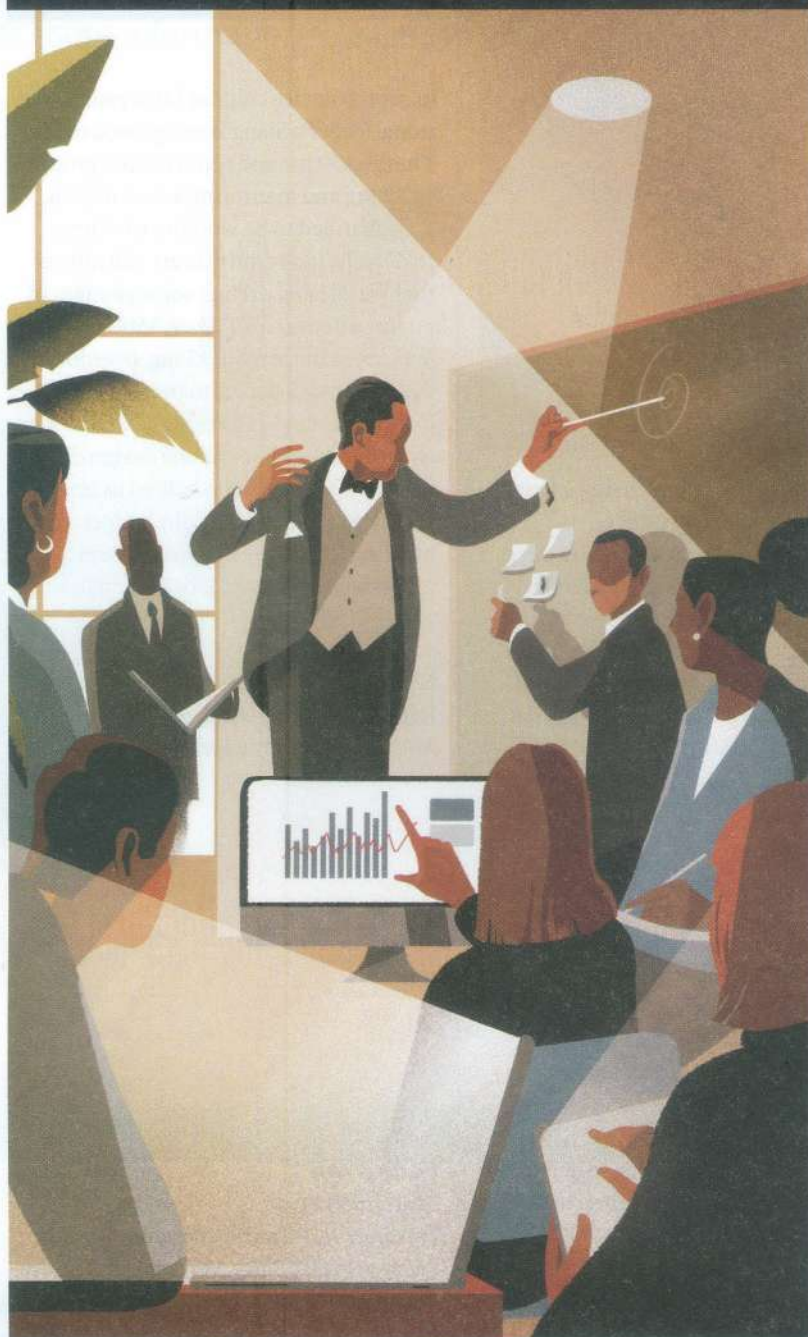
TEAMWORK REINVENTED

How to Orchestrate Successful
Teams in the New World of Work

PAGE 22

Contents

WINTER 2023 | VOLUME 64, NO. 2



22

SPECIAL REPORT: TEAMWORK REINVENTED

*How to Orchestrate Successful Teams
in the New World of Work*

24 Turn Your Teams Inside Out

Externally focused teams can drive innovation, performance, and distributed leadership — but adopting them requires a shift in mindset.

By Deborah Ancona and Henrik Bresman

30 What Employees Want Most in Uncertain Times

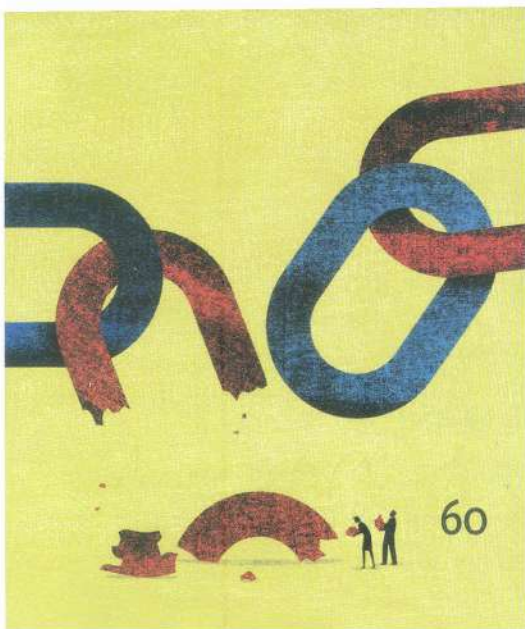
When threats loom, managers must go beyond the tried-and-true techniques for supporting employees to address divergent concerns and build trust.

*By Kristine W. Powers and
Jessica B.B. Diaz*

35 Managing the New Tensions of Hybrid Work

Leaders are meeting employee demands for more flexible work arrangements amid concerns over the impact on organizational culture and innovation capability.

*By Jonathan Trevor and
Matthias Holweg*



FEATURES

40 Make Leader Character Your Competitive Edge

Character is about a lot more than ethics — and fostering a culture where it is valued equally alongside competence can result in better decisions and better outcomes. *By Mary Crossan, William (Bill) Furlong, and Robert D. Austin*

48 How to Build Good AI Solutions When Data Is Scarce

Data-efficient AI techniques are emerging — and that means you don't always need large volumes of labeled data to train AI systems based on neural networks. *By Rama Ramakrishnan*

54 Improve Your Diversity Measurement for Better Outcomes

Managers need better data collection practices if they are to gain a clearer picture of DEI and design more effective interventions. *By Derek R. Avery, Enrica N. Ruggs, Larissa R. Garcia, Horatio D. Traylor, and Noelle London*

60 Get Ready for the Next Supply Disruption

Companies must build the capabilities to anticipate, detect, diagnose, activate resources for, protect against, and track known and unknown-but-knowable risks. *By M. Johnny Rungtusanatham and David A. Johnston*

66 When Algorithms Rule, Values Can Wither

Building responsible AI systems starts with recognizing that technology solutions implicitly prioritize efficiency. *By Dirk Lindebaum, Vern Glaser, Christine Moser, and Mehreen Ashraf*

70 Now You See Me, Now I'm Gone

As undervalued performers become more visible, they also gain more options to leave their employers. *By Boris Groysberg, Derek Haas, and Eric Lin*

76 A New Conflict-Resolution Model to Advance DEI

Organizations that manage tensions constructively can create and sustain change. *By Peter T. Coleman, Allegra Chen-Carrel, and Bodi M. Regan*

COLUMN

88 How Do I Escape the Specter of My Predecessor?

Coaching for the Future-Forward Leader. *By Sanyin Siang*

FRONTIERS

7 Every Company Needs a Political Strategy Today

Five principles will help business leaders take decisive action when fast-changing laws and regulations conflict with stakeholder values. *By Blair Levin and Larry Downes*

10 The Limits of Neuroscience in Business

Before investing in products or services that claim to provide business insights based on brain research, managers should understand several key issues with neuroscientific solutions. *By Jared Cooney Horvath*

13 Why Businesses Need to Embrace the Bioeconomy

Developing and using planet-friendly materials can yield new, more sustainable business models — and contribute to building a robust infrastructure for renewable biological resources. *By Donna Marshall, Aileen O'Dochartaigh, Andrea Prothero, Orlagh Reynolds, and Enrico Secchi*

16 Use Your Ambivalence to Make More Ethical Decisions

Being conscious of ambivalence helps decision makers suspend initial judgments, deflect biases, and integrate conflicting material. *By Morela Hernandez, Cristiano Guarana, and Catherine Owsik*

19 Rethinking How We Assess Companies on Social and Environmental Impact

A new framework offers a broader, more effective approach to assessing both the internal and external aspects of a company's social and sustainability performance. *By Nicholas Andreou and Marya Besharov*

IN EVERY ISSUE

1 From the Editor

84 Executive Briefings



EDITOR'S NOTE:

Some articles in this issue were originally published online. They have been adapted for print.

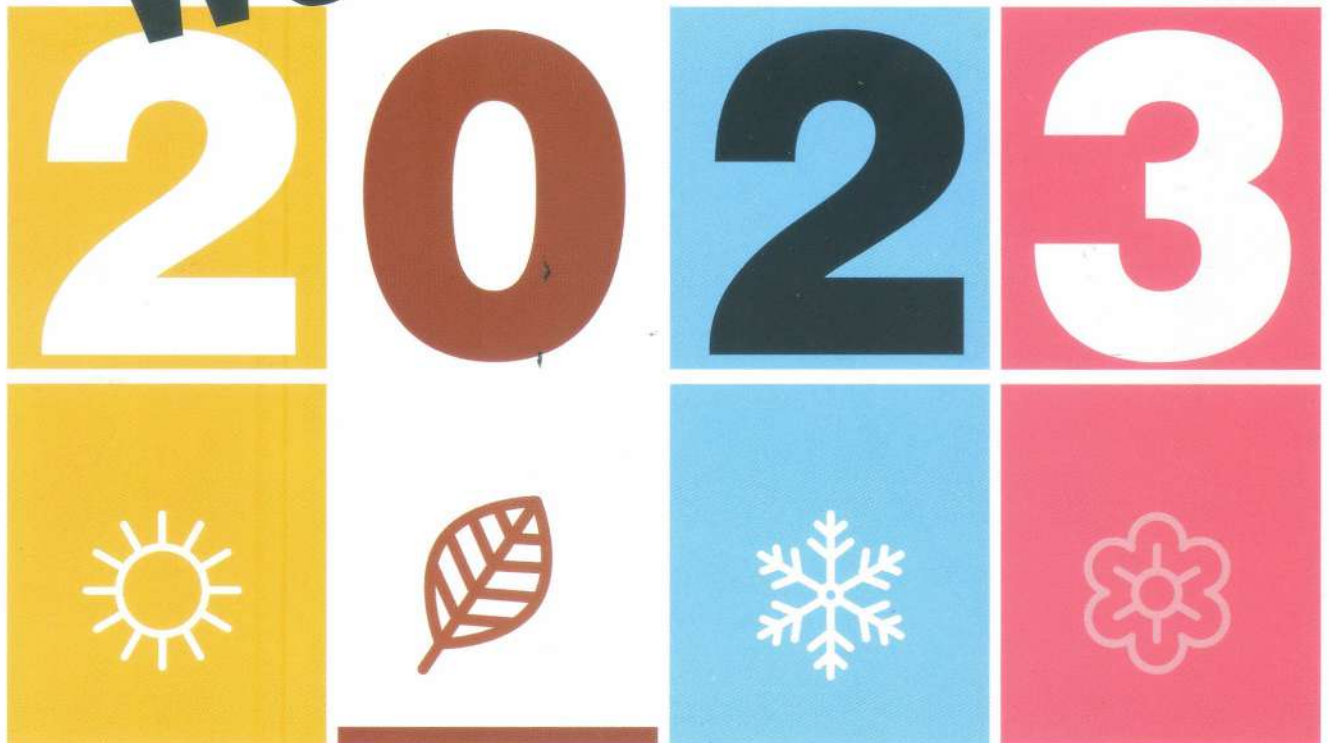
Mutual Fund Insight

February 2023 ₹150

Acc.No. J06068

21 Jan 2023

Welcome



Lessons from the year gone by and
how to profit from them this year



HSBC Mutual Fund

SIP SAHI HAI

43 SIPs and Multi Cap funds

Fund Analyst's Choice 38
Best mid-cap and
small-cap funds

The Plan 48
How to save tax after
selling a house

Mutual Fund Insight

27 | COVER STORY

Welcome

Lessons from the year gone by and how to profit from them this year



44 | PERSONAL FINANCE INSIGHT

How to surrender your life-insurance policy

Life insurance is among the most mis-sold products. Here's which type of life-insurance policies you should have and how to exit the undesirable ones.



48 | THE PLAN

How to save tax after selling a house

Atin has sold a house for a profit and wants to know how he can save tax. He has three options.



9 | FIRST PAGE

**A good
bad year**

Dhirendra Kumar



10 | FUND REPORTER

Fund-related news and announcements

12 | FUND RADAR

A decade of wealth creation

As direct plans turn 10, we look at how they have helped you build more wealth



14 | VALUE RESEARCH PREMIUM

The best advisor

18 | INSIDE FUNDS

The newsmakers of 2022

20 | SPOTLIGHT

**'I am a
perennial bull
on small and
mid caps'**



22 | BIG FUNDS

The state of big funds

34 | CATEGORY WATCH

Negative return, positive investors

2022 was not a pleasant year for mid-cap and small-cap investors. But investors don't seem to have lost faith in this segment as yet. That's good.

38 | FUND ANALYST'S CHOICE

6 hand-picked mid-cap and small-cap funds

43 | SIP SAHI HAI

SIPs and Multi Cap funds

46 | WEALTH WISE

**Mind
your expenses**

Ashutosh Gupta



52 | ASK VALUE RESEARCH

**All your savings and
investment queries answered**

56 | SCOREBOARD

**The most comprehensive fund scorecard
with key performance numbers and
investment details**

90 | SIP RETURNS

**Worth of the monthly SIP of ₹10,000 across
various time periods**

★★★★★

95 | TOP-RATED FUNDS

**Funds that stand on the highest rung of the
Value Research fund-rating ladder**

BUSINESS

Thailand courts China's
electric vehicle makers

page 22

POLITICS & ECONOMY

Mumbai slum residents stand up
against Adani's redevelopment plan

page 30

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NIKKEI Asia

Jan. 23-29, 2023

31 JAN 2023

Acc. No. J06083

Beijing's infrastructure binds Hong Kong

New rail and real estate plans will deepen
integration with the Greater Bay Area





AP

14

THE BIG STORY

TIES THAT BIND

PAK YIU

Beijing's massive rail, bridge and real estate projects in the Greater Bay Area are fusing Hong Kong to the mainland like never before

Cover photo: The Zhuhai section of the Hong Kong-Zhuhai-Macao Bridge is seen on May 23, 2021, in the Chinese city of Zhuhai, Guangdong province.
(Photo by Getty Images)

Q&A

7



Reuters

Interview with Indian External Affairs Minister S. Jaishankar
RYOSUKE HANADA

OPINION

8



JAMES STENT

Do not be fooled by China's COVID-19 policy reversal

10

Tokyo won't return to normal until it sheds its pandemic inhibitions
TYLER BRULE

12

Editorial: A stronger Japan-US alliance will contribute to global stability

BUSINESS

22

Thailand's auto industry becomes a Japan-China battleground
MITSURU OBE/FRANCESCA REGALADO
Bangkok

26

Alibaba, Huawei race to gain an edge in Southeast Asia's cloud market
TAKASHI KAWAKAMI/RISA KAWABA/KOSUKE INOUE Guangzhou/Tokyo/Bangkok

27



Reuters

Unicharm takes on menstruation taboos and helps female entrepreneurs in India
RYOSUKE HANADA Mumbai

THROUGH THE LENS

28

Snow and sand

POLITICS & ECONOMY

- 30** Mumbai slum residents stand up against Adani's redevelopment plan

NEETA LAL Mumbai

- 34** North Korea's trash offers a window into the country's economy

YOSUKE ONCHI Seoul



Reuters

China adopts a milder tone to smooth the way for Xi's eventual visit to the US

KEN MORIYASU Tokyo

THE FUTURE OF SPACE

- 38** Research institutes, companies and astronauts discuss the prospects and challenges of doing business in space

LIFE & ARTS

- 44** How terraced rice paddies bring Japan's inhabitants together

TETSUYA SAITO Tokyo

TEA LEAVES

- 47** Papua New Guinea's 'bilums' weave together function and fashion

HAMISH MCDONALD

ON THE WEB



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COMMENT
TOKYO

Why a record budget is just the first step to boost Japan's defense



Reuters

INDO-PACIFIC
TOKYO

India will be focus of U.S. diplomacy in 2023: Kurt Campbell



Reuters

ECONOMY
TOKYO

Singapore's new elite visa will help lure investment, official says

BUSINESS

10 Asian companies set to shake things up in 2023

page 22

POLITICS & ECONOMY

Afghan women fleeing to Pakistan trade one precarious life for another

page 34

asia.nikkei.com

NIKKEI Asia

Jan. 16-22, 2023

Battling the wave

China fights first surge of infections after zero-COVID U-turn

Acc No J06077



Reuters

14

THE BIG STORY

THE GREAT REOPENING

NIKKEI STAFF WRITERS
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As China ends its zero-COVID policy, many worry that the worst is yet to come

Cover photo: China's hospitals, like this one in Shanghai, have been overrun with mostly elderly COVID-19 patients since strict antivirus restrictions were dropped in December. But data suggests infections have already peaked.
(Photo by AP)

Q&A

7



Reuters

Interview with former World Bank Chief Economist Carmen Reinhart
KOSUKE TAKAMI

OPINION

8



SHIGESABURO OKUMURA

India will mark its rise by showing leadership

10

Women deserve equal opportunity and are here to demand it
JACQUES ATTALI

12

Editorial: ASEAN chair Indonesia has a big role in upholding the regional order

BUSINESS

22

The 10 Asian companies that could make for an interesting year ahead
NIKKEI STAFF WRITERS Tokyo

26

The world is awash in chips, but the auto industry still feels the squeeze
RYOSUKE EGUCHI/NAMI MATSUURA/YUTA FUKUSHIMA Tokyo

28

For VCs in Asia, 2023 could be a great -- but rough -- year
YIFAN YU/ECHO WONG
Palo Alto, U.S./Hong Kong

30



Reuters

Why Vietnamese rice in Thailand's fields poses a growing problem
APORN RATH PHOONPHONGHIPHAT
Bangkok

THROUGH THE LENS

- 32 Going once, going twice

POLITICS & ECONOMY

- 34 Afghan women fleeing to Pakistan trade one precarious life for another
JAMAIMA AFRIDI Islamabad

- 38 Border clash puts India's trade dilemma with China in stark relief
ANANTA AGARWAL New Delhi



Conviction of the Maldives' pro-China Yameen overshadows the election
MARWAAN MACAN-MARKAR Colombo

- 42 'Rogue Russia' and 'Maximum Xi' top Eurasia Group's risks for the year
RURIKA IMAHASHI Tokyo

LIFE & ARTS

- 44 Sydney Modern bursts on the art scene with daunting challenges
JOHN MCDONALD Sydney

TEA LEAVES

- 53 Japan's life lessons in a cup of tea
PETER MACMILLAN

ON THE WEB



INTERNATIONAL RELATIONS ISTANBUL

Turkey says relations with China have soured over Uyghur issue



POLITICS BANGKOK

Cannabis 'addictions' surge in Thailand after decriminalization



PROPERTY TOKYO

No-bath apartments win over Japan's minimalist youth

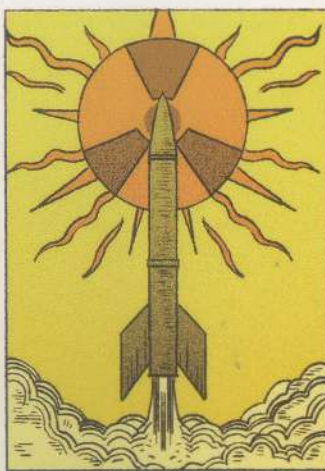
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Jan. 2-15, 2023



DESTRUCTION



APOCALYPSE



FLUX



THE REAPER



INVASION



Your predictions for 2023

What might this year have in store for Asia?

Acc No 306011



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14

THE BIG STORY

10 QUESTIONS FOR 2023

NIKKEI STAFF WRITERS and CONTRIBUTORS

We asked you, our readers,
what's in the cards for Asia
for the year ahead

DATAWATCH

- 7** Investment powerhouse Japan earns 10% of its GDP from overseas income
YOHEI MATSUO

OPINION

8



BRAHMA CHELLANEY
India's silence on China's land grabs will not last

- 10** Protect all workers, not just company staff
TAY PEICHIN

- 12** Editorial: Japan must clearly explain its energy policy switch

BUSINESS

- 22** Banks across Asia brace for a tumultuous year ahead
DYLAN LOH/KENJI KAWASE/MITSURU OBE
Singapore/Hong Kong/Tokyo

- 26** Philippine luxury retailer SSI eyes record sales on 'revenge spending'
CLIFF VENZON Manila

- 28** Huawei licenses key technology to major European automakers
CHENG TING-FANG Taipei



Electric-vehicle makers look to Southeast Asia's booming market
NIKKEI STAFF WRITERS Mumbai/Hanoi

THROUGH THE LENS

- 30 Holiday glow

POLITICS & ECONOMY

- 32 How the Ukraine war shook and shaped Asia in 2022

DOMINIC FAULDER Bangkok

- 36 China's offshore police 'service stations' fuel human rights concerns

KATSUHIKO MESHINO Tokyo

38



Reuters

Is Modi's love of the campaign trail hurting his ability to govern?

NEETA LAL New Delhi

- 40 Indonesia's new military chief has lots to do in his one year in charge

ERWIDA MAULIA/ISMI DAMAYANTI Jakarta

LIFE & ARTS

- 42 Chasing the past -- and glimpsing the future -- in India's remote Nagaland

BERTIE ALEXANDER Kharasom, India

TEA LEAVES

- 45 Trashing paradise: The perils of post-COVID tourism

DAVE SMITH

ON THE WEB



Reuters

ECONOMY
TOKYO

Malaysia, Indonesia
2023 GDPs revised up
on firm spending: JCER



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BANGKOK

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to steer fintech holdings
through crypto crisis



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POLITICS
TOKYO

South Koreans shying
away from labor
organizations, protests

BUSINESS

Asian talent faces US visa crisis as tech slashes jobs

page 22

POLITICS & ECONOMY

Can ASEAN avoid overtourism as arrivals return to pre-COVID levels?

page 30

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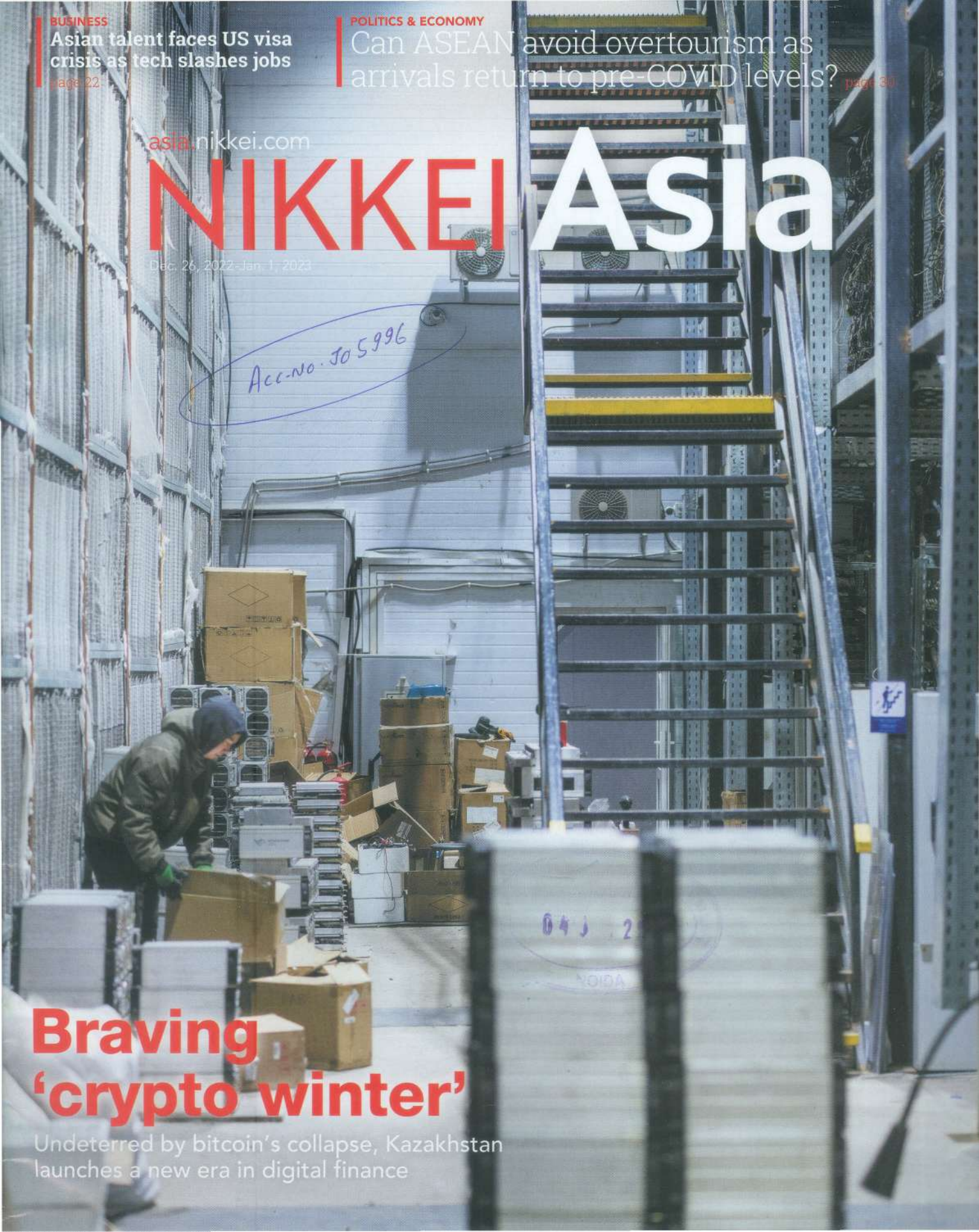
NIKKEI Asia

Dec. 26, 2022-Jan. 1, 2023

Acc-no. 505996

Braving 'crypto winter'

Undeterred by bitcoin's collapse, Kazakhstan launches a new era in digital finance





Peter Guest

14

THE BIG STORY

STILL KEEN ON CRYPTO

PETER GUEST Ekibastuz, Kazakhstan

Kazakhstan continues its love affair with bitcoin as it aims to compete with the big leagues of global finance

5 THINGS TO KNOW

- 7 Automated urban drone flights are now legal in Japan
CHIAKI KAMEDA

OPINION

8



JAMES STAVRIDIS
Ignoring North Korea is not an option for the West

- 10 US distractions open the door for China's Arab romance
DAVE SHARMA

- 12 Editorial: China COVID crisis requires a fast and comprehensive response

BUSINESS

- 22 Asian talent faces a US visa crisis as the tech sector slashes jobs
MARRIAN ZHOU/YIFAN YU
New York/Palo Alto, U.S.

26



Reuters

TSMC founder Morris Chang says globalization is 'almost dead'
CHENG TING-FANG Phoenix, U.S.

THROUGH THE LENS

- 28 Argentina's ecstasy

Cover photo: At a bitcoin mine in Ekibastuz, Kazakhstan, an engineer unplugged machines and packed them in cardboard boxes to send back to their owners in China and the U.S.
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POLITICS & ECONOMY

- 30** Can ASEAN avoid overtourism as arrivals return to pre-COVID levels?

NANA SHIBATA/KOSUKE INOUE/ISMI DAMAYANTI Lubuan Bajo, Indonesia/
Phi Phi, Thailand

34



Reuters

Hong Kong is under pressure to use Mandarin, not Cantonese

TAKESHI KIHARA/FRANCES CHEUNG
Hong Kong

- 36** Skirmish on the India-China border signals a volatile 'new normal'

KIRAN SHARMA New Delhi

NIKKEI VIRTUAL GLOBAL FORUM

- 38** Experts discuss Japan's push to strengthen its role as an international financial hub

LIFE & ARTS

- 44** Delving into Japan's Gutai avant-garde art movement

EDWARD GOMEZ Osaka

TEA LEAVES

- 47** Going to prison to escape from it all

NEETA LAL

ON THE WEB



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China's GDP unlikely to surpass U.S. in next few decades: JCER



Atsushi Ooka

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Makoto Okada

CORONAVIRUS TOKYO

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The DevOps Pipeline: Distributed Systems

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In Kubernetes

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Containerization

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Docker Container



**AI: An Introduction To Scikit-learn
And Our First Trained Model**



**Podman: The Pod
Manager Tool**

CONTENTS

JANUARY 2023 | ISSN-2456-4885

FOR U & ME

- 23** How to Create PDFs and DOCX Files for Free
- 30** AI Based Tools that Aid Research

FOCUS

- 44** Deploying a Java App in Docker
- 57** Getting Started with Kubernetes: The Ultimate Guide
- 65** Docker SBOM: Keeping a Check on Security Risks
- 70** The Benefits of Containerization
- 73** Podman: The Pod Manager Tool
- 77** Setting Up a Docker Container
- 80** Why Developers Opt for Containers

DEVELOPERS

- 88** R Series: Regression

ADMIN

- 93** Integrating Network Function Virtualization with the DevOps Pipeline: Distributed Systems



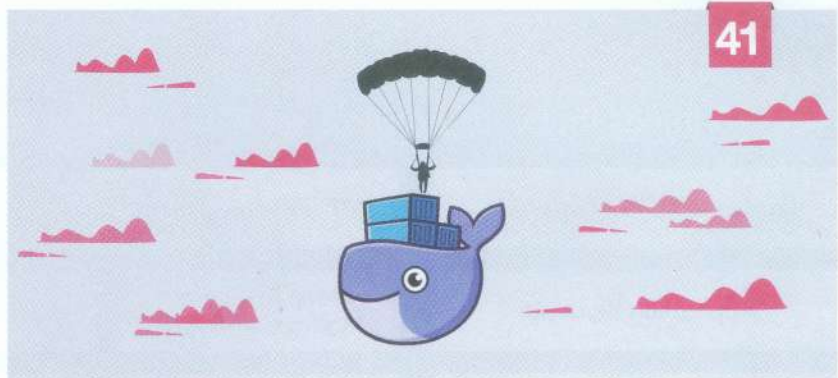
14

Quantum Computing: Coming Faster Than You Think



38

Careers: The Best Way to Learn Container and Cloud Native Technologies



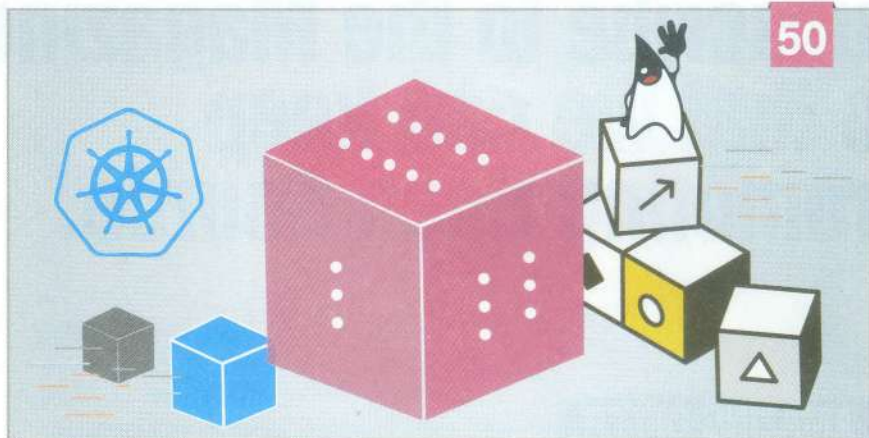
41

Getting Started with Docker

REGULAR FEATURES

07 FossBytes

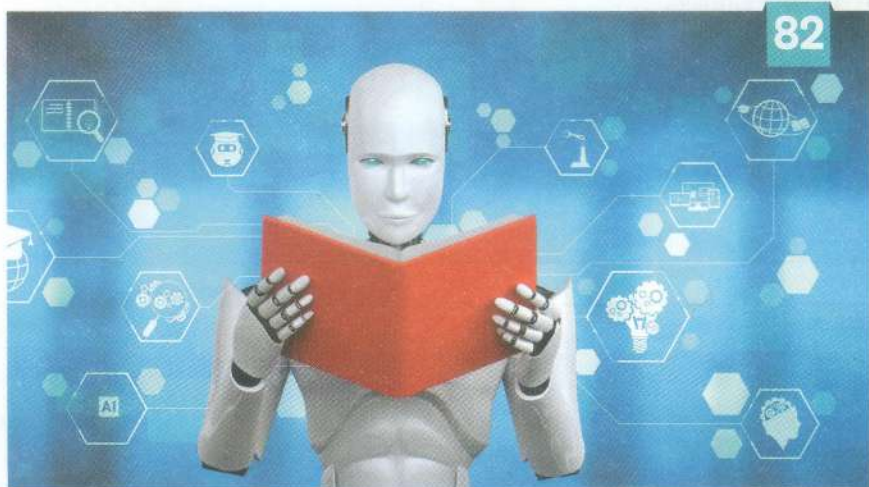
CONTENTS



Deploying a Java App in Kubernetes



Free Tools and Libraries that Help to Keep Docker and Containers Secure



An Introduction to Scikit-learn and Our First Trained Model

OPSEARCH

Volume 59 | Number 4 | Oct-Dec 2022

Application Articles

- An EOQ inventory model for non-instantaneous deteriorating item with constant demand under progressive financial trade credit facility
M. Tripathy, G. Sharma and A.K. Sharma 1215
- Multi-objective model for perishable food logistics networks design considering availability and access
J.A. Orjuela-Castro, J.P. Orejuela-Cabrera and W. Adarme-Jaimes 1244

Theoretical Articles

- Modeling of critical success factors for adoption of smart manufacturing system in Indian SMEs: an integrated approach
M. Shukla and R. Shankar 1271
- An accelerated Benders decomposition algorithm for stochastic power system expansion planning using sample average approximation
M. Jenabi, S.M.T. Fatemi Ghomi, S.A. Torabi and M. Sammak Jalali 1304
- Approximations of availability function using phase type distribution
Y. Sarada and R. Shenbagam 1337
- Discussion on the transient solution of single server Markovian multiple variant vacation queues with disasters
M. Vadivukarasi and K. Kalidass 1352
- The analysis of fatal aviation accidents more than 100 dead passengers: an application of machine learning
T.T. İnan and N. Gökmen İnan 1377
- A fuzzy programming approach to neutrosophic complex nonlinear programming problem of real functions in complex variables via lexicographic order
H.A.E.-W. Khalifa and P. Kumar 1396
- Speedup the optimization of maximal closure of a node-weighted directed acyclic graph
Z.-M. Chen, C.-H. Lee and H.-L. Lai 1413
- Scheduling unrelated parallel machine problem with multi-mode processing times and batch delivery cost
A. Kordmoustafapour, J. Rezaeian, I. Mahdavi and M.Y. Farjad 1438
- Blockchain technology: a solution to address the challenges faced by the international travellers
S. Dubey, G. Subramanian, V. Shukla, A. Dwivedi, K. Puri and S.S. Kamath 1471
- Periodic inventory management when demand stochastically depends on shelf-stock
M. Saffari 1489
- A sustainable retailer's inventory model to study the partial replacement for deteriorating items with variable shelf-life
N. Bhattacharjee, N. Sen and S. Malakar 1502
- Role of power imbalance on channel coordination under greening investments
A. Srivastava, A. Chakraborty and A. Mateen 1522

For continuation of table of contents, see inside of back cover

Not For Sale

SPECIAL EDITION

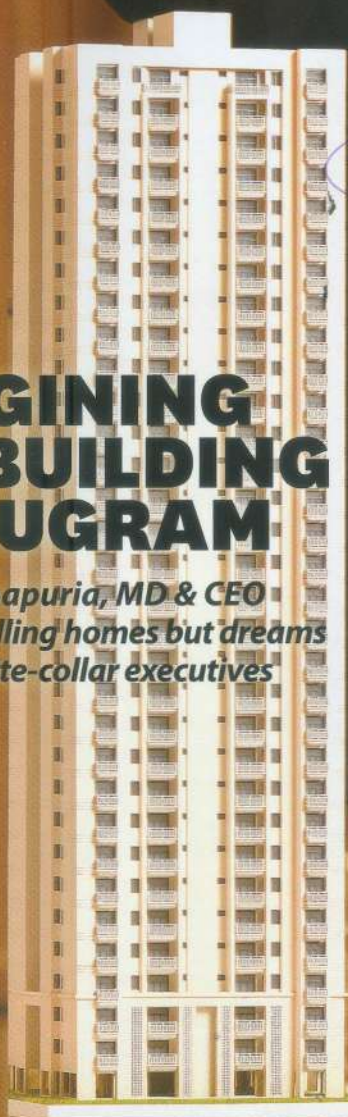
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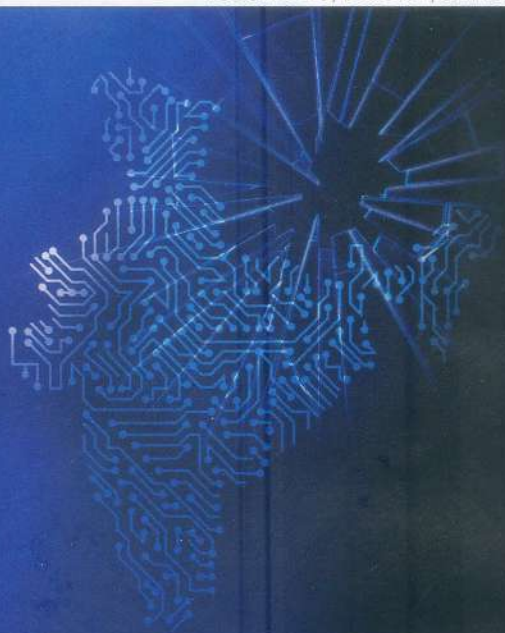
*Ashok Singh Jaunapuria, MD & CEO
SS Group, is not selling homes but dreams
to Gurugram's white-collar executives*



Contents

VOLUME 18, ISSUE 1, JANUARY 2023

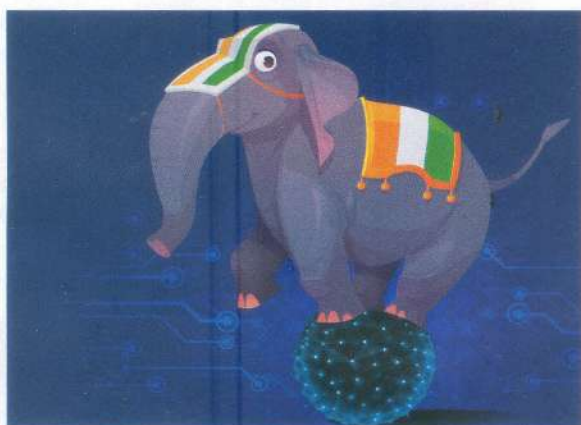
PUBLISHED ON JANUARY 1, 2023



Digital Frankenstein

The government's Digital India plan was ambitious. Years later, the system has started replicating the red tape of yore rather monstrously

14



Frenemies: India & Big Tech

What is Modi's relationship status with Big Tech? His options are Xi, EU and US. Will Modi's image of a strongman have a bearing?

26

Govt in the Dock?

Opposition MP Shashi Tharoor, also the former chairperson of a Parliamentary panel on information technology, speaks on the ongoing privacy debate in the country

41



Contents



RBI Thinks & Rethinks E-Rupee

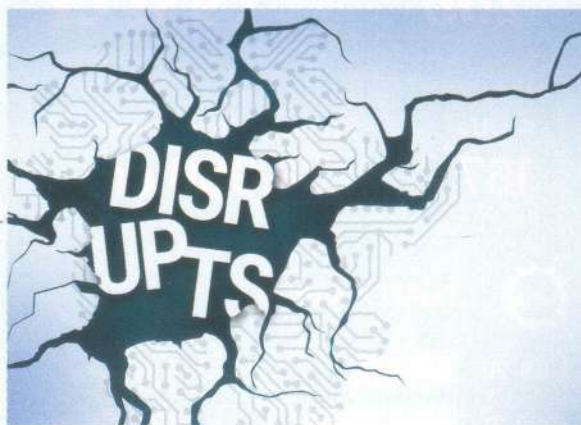
Last month, India announced the launch of pilot projects for central bank digital currency. The RBI's cautious steps on e-rupee may appeal to the government, but they raise questions on the bank's intent

42

An Indian Loss

Digital economy is expanding rapidly, and so are its losses. Indian companies want to expand fast. VCs have been allies so far, but the Indian customer is expensive to catch and hold

50



The Pen and Paper Man

Purple.com CEO Manish Taneja speaks of his love for travelling, walking and more

88

January, 2023

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PRESENTS

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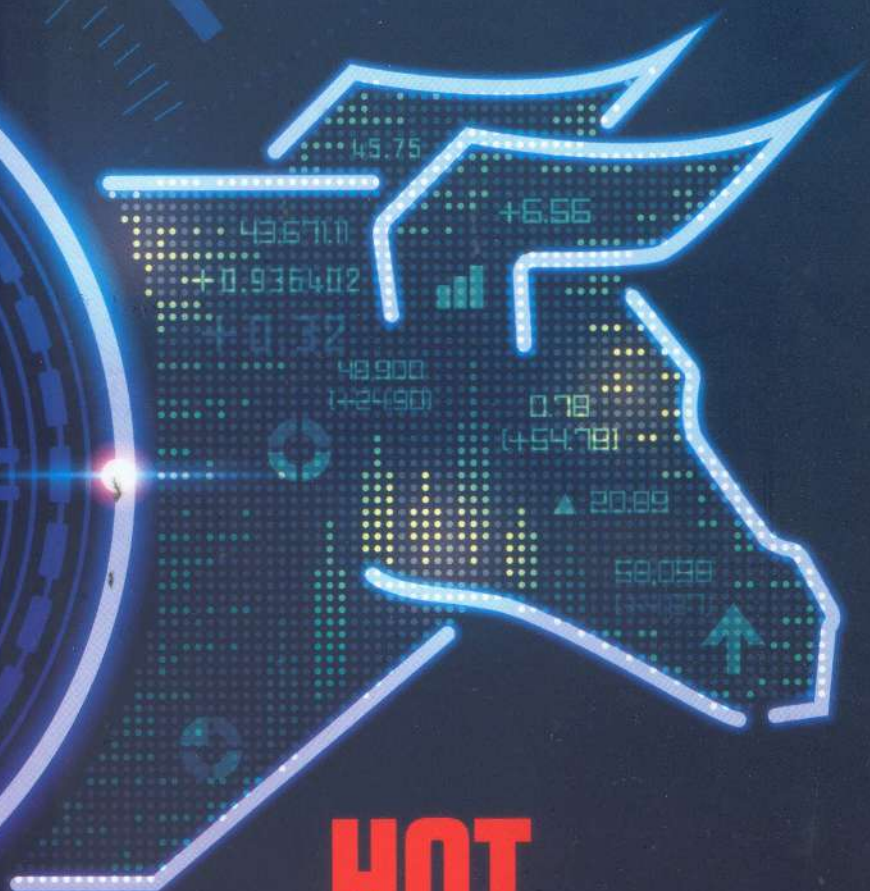
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Fine Sciences

HCC 

 **HAVELLS**

motherson 

 **TITAN**



HOT STOCKS FOR 2023

Pick from a bunch of stocks
recommended by experts




**Outlook Money
Awards 2021**

Contents

JANUARY 2023 ■ VOLUME 22 ■ ISSUE 1

Cover Story



8

10 **Harendra Kumar**, Managing Director, Institutional Equities, Elara Securities, recommends IndusInd Bank on the back of interest earnings and strong cash balance

12

Rajat Rajgarhia, MD & CEO of Institutional Equities; Motilal Oswal Financial Services, recommends Axis Bank on the back of revenue growth, and Motherson due to global recovery in the auto sector

16

Satish Kumar, MD and Head Research, InCred Research Services, recommends Camlin Fine Sciences due to lower operating costs as a result of expansion, and RBL Bank due to systemic credit growth

20

U.R. Bhat, Co-Founder, Alphaniti Fintech, recommends RK Forgings on the back of the growth in the EV segment, and HCC as a result of contracts

24

Vijay Chandok, MD and CEO, ICICI Securities, recommends Titan on the back of its expansion plans in the bridal jewellery segment, and Havells on the back of its foray into the large appliances business

SPECIAL STORY



30 GRAB A BITE OF COMMERCIAL REALTY WITH REITS

REITs and REIT-focused mutual funds can help invest in a portion of commercial real estate. While that might seem lucrative, there are hidden pitfalls that amateur investors should be wary of

28 REFORMS TO SPEED UP INSURANCE GROWTH

The insurance industry in India is buoyed by the twin tailwinds of growing demand and supportive regime, writes N.S. Kannan, MD & CEO, ICICI Prudential Life Insurance

36 ASYMMETRICAL RATE: LITTLE ROOM FOR MANOEUVRE

It may not be viable to change the lender each time the repo rate changes, but you can select them using the transmission criteria

44 EASY-TO-KEEP NEW YEAR RESOLUTIONS

We all make grand resolutions every new year, but often break them. Here's a list of easy-to-keep financial resolutions, which are more inward looking and warrant a change in the way we approach our financial lives

50 MY PLAN

Prashant and Ashwini Bhaskar felt the need for an expert to better plan their financial goals

70 OLM 50

We review a fund from OLM 50 list: ICICI Prudential All Seasons Bond Fund

Also Read

Queries, Gen Z, Bank Loan And FD Rates, Real Estate Trends

EXPLAINER: Green and Blue Bonds

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Columns

Joydeep Sen
Larissa Fernand

AI, ML, AR & VR:
Empowering the future
of gaming p54



Evolution of the
fitness industry p56



We are seeing the
emergence of hybrid
multi-cloud world p66



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Special Subscription offer on page 52

76 pages including cover

EXPLORE

COVER STORY:
CYBERSECURITY

p22

**Strengthening
Cybersecurity The
right Way**



COVER STORY:

ENTERPRISE CHOICE AWARDS 2022

p26

**Let's check out the winners of
business solutions this year...**

COVER STORY:

ENTERPRISE CHOICE AWARDS 2022

NAS

p28

**New winner in the form
of Dell EMC**

VIRTUALIZATION

p32

**Continued domination
by VMware**

ENTERPRISE
SECURITY SOLUTIONS

p36

**Fortinet gained the
maximum trust**

DATA CENTRE
SERVICE PROVIDERS

p40

**Netmagic leads this
growth area**

SOFTWARE-DEFINED
STORAGE

p44

**IBM captures the
top spot**

ENTERPRISE CLOUD-
BASED STORAGE

p48

**HPE snatches crown
from Dell EMC**

GAMING

p54

**AI, ML, AR & VR:
Empowering the future
of gaming**

HEALTHTECH

p56

**Evolution of the
fitness industry**

CLOUD

p58

**SAP Build allows
unified developer
experience**

CLOUD

p66

**We are seeing the
emergence of hybrid
multi-cloud world**

AUTOMOTIVE

p68

**Today's vehicles need more
dedicated software development
and code-driven systems**

PRABANDHAN : INDIAN JOURNAL OF MANAGEMENT

VOLUME : 15

ISSUE NUMBER : 12
(MONTHLY)

DECEMBER 2022

Brand Value : Nexus with Profitability and Value Relevance — Indian Evidence

• Latha Ramesh

Acc. No. 106063

Exploring Failure Orientation : Its Mediating Role in Multidisciplinary Teams of the Petroleum Industry

- Debasish Mukherjee
- Nitin Arora
- Subash Chandra Nath

21 JAN 2023

Drivers of Mandatory and Non- Mandatory Internet Corporate Reporting in Public and Private Sector Indian Companies

• Harmandeep Singh

COVID - 19 and Disparities in India : An Analysis

- Ashwani Mahajan
- Phool Chand

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(MONTHLY)

NOVEMBER 2022

Impact of Board Composition on Bank Performance : Evidence from the Indian Banking Sector

- Amit Kumar Singh
- Varda Sardana
- Shubham Singhania
- Aditya Vikram
- Arun Kumar Attree

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- Sweety Jamgade
- Neena Joshi

Antecedents of Career Decision-Making Self-Efficacy and its Impact on Job Satisfaction : A Study in the Indian IT Industry

- Rachna Kishor Gedam
- Nikhil Mehta
- Hema Date

Emerging Food Tourism in India : Are Foodscape Destinations Strategically Branded ? A Perspective

- Sabari Shankar R.

Acc. No. J06014

89 JAN 2023

Journal of Social and Management Sciences

ISSN 0970 – 8448

Vol. LI No. 2

July – September 2022

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**Determinants of Bank Deposits –
A Study with Special Focus on Bank Ownership**

Anjali Saini

**Determining Factors to Participate in Micro
Pension Scheme Among Informal Sector Workers in Odisha**

Jeeban Jyoti Mohanty

Sudhakar Patra

**Analysing and Validating the Model for Work Style of
Employees in Private Sector Banks in India**

M Selvakumar

K Raja

R Mohammed A Siddique

A Brief Article

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An Evidence from India**

Mohammad Mustafa

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- Bhupendra Patel Took Oath as CM of Gujarat for Second Time
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- Jal Jeevan Mission : Key Highlights of 2022
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- World Athletics Awards 2022 • BWF World Tour Finals 2022 • Argentina Wins FIFA World Cup 2022

SOLVED PAPERS

- S.S.C. Combined Graduate Level, 21
- Bihar Sub-Inspector Police (Pre.), 21

SOLVED MODEL PAPER

- U.P. PCS (Pre.)

Precise Strategy for
CSE 2022
Interview

16 JAN
SEMI ANNUAL
Current
Affairs
Special

Acc-No. J060 40

Three Sites of India Declared UNESCO World Heritage Sites



ISSN : 0032-9924
e-ISSN : 0976-3902

Productivity

Vol. 63

July - September 2022

No. 2

Focus : Trade Agreements

Performance of Tirupur Knitwear Cluster on Trade Agreements

Indian Agricultural Commodities are Competitive under ASEAN-India FTA

Trade Effects of Tariff Liberalization of India-UAE CEPA

Productivity linkage of India's Export Competitiveness with FTA Partners

Empirical Analysis of India's Apparel and Textile Export Policies

Trade between India and Belt & Road Initiative Nations

Proposed India-UK FTA: Estimating Potential Export Gains for India

Productivity Enhancement and Water Saving by System of Rice Intensification

Analysis of Productivity trends in Indian Manufacturing Sector

Handicrafts, ODOP and Aspirational Districts: Qualitative Observations

E- Acc No. JP 60.95



RESERVE BANK OF INDIA

BULLETIN

Acc. No. J06018

DECEMBER 2022

CONTENTS



Governor's Statement

Governor's Statement	1
----------------------	---

Monetary Policy Statement for 2022-23

Resolution of the Monetary Policy Committee (MPC)	7
---	---

Statement on Developmental and Regulatory Policies

Statement on Developmental and Regulatory Policies	11
--	----

Speeches

Annual Research Conference of the Department of Economic and Policy Research, RBI- Inaugural Address by Governor Shaktikanta Das	13
--	----

The Lighter Side of Making Monetary Policy Michael Debabrata Patra	19
---	----

Financial Benchmarks in India: A Coming of Age T Rabi Sankar	27
---	----

Capacity Building in the Financial Sector in the face of Emerging Challenges M K Jain	35
--	----

Articles

State of the Economy	41
----------------------	----

Anatomy of Inflation's Ascent in India	79
--	----

Assessing Inflation Expectations Adjusting for Households' Biases	97
---	----

Government Finances 2022-23: A Half-Yearly Review	109
---	-----

Measuring India's Digital Economy	131
-----------------------------------	-----

A Composite Coincident Index for Unorganised Sector Activity in India	151
---	-----

Agriculture in 2022-23: Kharif Performance and Rabi outlook	169
---	-----

Financial Inclusion through Microfinance – An Assessment of the North-eastern Region of India	187
---	-----

Current Statistics	199
---------------------------	------------

Recent Publications	252
----------------------------	------------

Scopus®



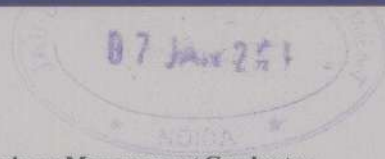
UGC Care Group II List

EBSCO

INDEX COPERNICUS
INTERNATIONALULRICHSWEB™
GLOBAL SERIALS DIRECTORY

 iCi
 Indian Citation Index

- ◆ **The Financial Distress Intensity and Earnings Management Strategy**
Golrida Karyawati Purba, Sherika Anastasia and Prem Lal Joshi
- ◆ **Insights from Global Success Stories of Social Entrepreneurship and Review of Social Entrepreneurship Transformation**
Dr. Premkumar B, Dr. Priya K, Dr. Suresh V, Dr. Norhazliza Abd Halim, Dr. Ilhaamie Abdul Ghani Azmi and Dr. Jawahar P
- ◆ **The Impact of Organisational Career Management and Supporting System on Generation Y Employees' Career Satisfaction and Intention to Stay in the Textile Industry**
Most. Tahura Pervin and Md. Rahat Khan
- ◆ **Digital Nomadism: A Systematic Review and Research Agenda**
Puja Khatri and Shalu Shukla
- ◆ **COVID-19, Economic Relief Package and the Impact on UAE Firms**
Dr. Mohamed Al Shami and Prof. (Dr.) Moid U Ahmad
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Dr. Vandana Singh and Sheetal Sharma
- ◆ **Research in Consumer Behaviour: Assessment of the Past and Agenda for the Future**
K. R Pillai and Alisha Maria Aranha
- ◆ **Indo-ASEAN Free Trade Agreement and the Plantation Sector: Need for a Relook**
Jiji Thomson, Arun Nair, Dr. FJ Peter Kumar, Dr. Rony Thomas Rajan and Dr. Joji Chandran
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Gagandeep Singh and Sukhpreet Kaur
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Neba Bhalla, Dr. Inderjit Kaur and Dr. Rakesh Kumar Sharma
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Gulshan Farooq Bhat and Dr. Sandeep Kaur



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Lucie Depoo, Markéta Šnýdrová and Ivana Šnýdrová



ज्ञान-विज्ञान विमुक्तये

UGC Care Group II List

- ◆ **Profitability Determinants of SMEs Listed on Indian Stock Exchange**

Dr. Ruhee Mittal, Dr. Sushila Soriya, Dr. Anshu Lochab and Dr. Priyanka Kaushik Sharma

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Tijo Thomas, Rachel Mathew and Ambady K G

EBSCO

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Dr. Shaunak Roy and Dr. Shivaji Banerjee

 INDEX COPENICUS
 INTERNATIONAL

- ◆ **Are Green Indices and Regular Indices Interrelated? Evidence from BSE**

Dr. Neha Seth and Deepti Singh

- ◆ **Impact of External Factors on Entrepreneurial Intent of Management Students, A Study to Examine the Mediating Role of Self-Efficacy**

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Dr. Suzan Dsouza, Dr. Rezart Demiraj and Dr. Houshang Habibniya



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Amitabh Mishra



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Dr. Neha Gupta and Dr. Manika Sharma



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25 JAN 2023

RESEARCH PAPERS

A Critical Assessment of the Relationship between P/E Ratio, RONW and ROCE: A Study of FMCG, IT and Banking Sectors

R. Jeevitha and V. Rema

Are Mandatory Corporate Social Responsibility (CSR) Interventions in India Demand-Driven? The Case of Karnataka

M. Indira

Demystifying the Relationship between Corporate Cash Holdings and its Determinants in Indian Firms

Satarupa Misra

Privatisation and Corporate Governance Efficiency: Liquidity Ratio Assessment of the Nigerian Cement Industry

Bappayo Masu Gombe, Dahiru Hassan Balami, Sule Magaji and Ibrahim Musa

Trade Flow among Association of South-East Asian Nations (ASEAN) Countries: A Trade Intensity Approach

Ravinder, Poonam and Vijender Pal Saini

Women on Board and its Impact on Performance of NIFTY50 Firms

G. Bharathi Kamath

BOOK REVIEW

Priced to Influence, Sell & Satisfy: Lessons from Behavioral Economics for Pricing Success

By Utpal Dholakia, Book review by: Balachandar Kaliappan



SEBI AND CORPORATE LAWS

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[See Details Inside]

PLUS Fortnightly Browser

STATUTES [37-42]

REPORTS [133-274]

MAGAZINE [17-36]

SEBI AND CORPORATE LAWS

AN INSOLVENCY & COMPANY LAWS FORTNIGHTLY

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[See Details Inside]

PLUS Fortnightly Browser

STATUTES [1-36]

REPORTS [1-132]

MAGAZINE [1-16]

SOUTHERN ECONOMIST

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Volume 61 Number 17 ₹ 85

Acc.No. J06058

❁ **GANDHI AND NEW INDIA**

❁ **INDIA – AN EMERGING MARKET NATION**

❁ **CO-OPERATIVE AND COMPETITIVE FEDERATION**

❁ **UN BIODIVERSITY CONFERENCE (COP 15)**

❁ **INTERNATIONALISATION OF THE RUPEE**

❁ **ECONOMIC AND FINANCIAL DATA**

JANUARY 1, 2023



SRELS JOURNAL OF INFORMATION MANAGEMENT

Volume 59, Issue 5, October 2022

CONTENTS



Acc-No. JO 6062

Articles

- Assessing the Effectiveness of Strategic Plans Implementation in Kenyan Public University Libraries** 263-272
Janet Nankui Harrison, Japhet Otike, Duncan Amoth
- Digital Access Brokers: Clustering and Comparison (Part I – Locator Services)** 273-284
Bijan Kumar Roy, Parthasarathi Mukhopadhyay
- Access to and use of Tobacco Production Health Hazard Information Sources by Tobacco Farmers in Kuria West Sub – County, Migori County, Kenya** 285-294
Jackson Manchare Chacha, Hellen Amunga, Raymond Ongus
- Investigating the Relationship between Emotional Intelligence, Library Anxiety and Academic Performance of Post Graduate Students** 295-306
A. Agalya, Mangkhollen Singson, S. Thiyagarajan, Tripti Gogoi
- Information Literacy among High School Students: A Study about Cyber Literacy for the use of Online Resources** 307-317
M. V. Sunil, G. Srilakshminarayana
- An Estimation of the Cost of Providing Books for further Reading in Libraries of Distance Education** 319-328
V. K. J. Jeevan, Kamna Trivedi
- Knowledge Organization Approach in Online Public Access Catalogues (OPAC) for Search and Navigation** 329-335
Dibya Kishor Pradhan, Bulu Maharana

JANUARY 2023
A JOURNAL OF POLITICS
AND CULTURE

Arputhamammal's battle
to free her son p.48

The dangerous rhetoric
about Pakistan p.16

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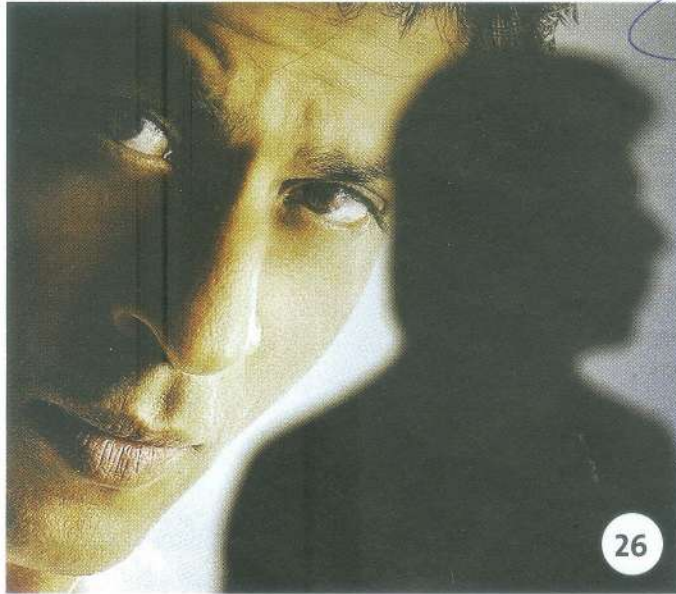
THE CARAVAN

13TH ANNIVERSARY ISSUE

13 JAN 2023

Acc.No. J06035

SHAH RUKH KHAN'S
silent rebellion



COVER STORY / FILM

26

Tightrope Act

Shah Rukh Khan's silent rebellion

ERAM AGHA

Ever since his 2015 comments on rising intolerance in India created a major controversy, the actor Shah Rukh Khan has refrained from speaking out about the erosion of Indian secularism. However, even as Bollywood's biggest superstar has been intimidated into silence and faces intense scrutiny from both sides of the political aisle, he has refused to join the rest of the industry in its sycophantic praise for the Narendra Modi government or in its pandering to the Hindu supremacist tropes prevalent in contemporary cinema. Over a career spanning three decades, his films have often espoused love for the nation—not to an idealised India but to a complex, often deeply flawed, country. Moreover, in an industry, and an era, in which being a Muslim has often been fraught, he has neither shed his religious identity nor allowed himself to be defined by it.

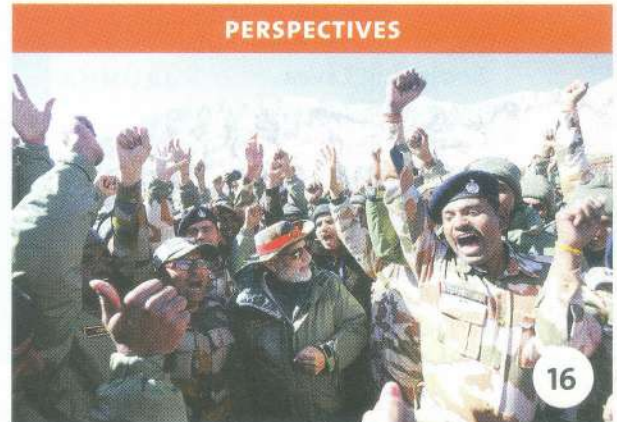


POLITICS

48 11,299 Days

How an entire state got behind Arputhamammal in her quest to free her son

SUJATHA SIVAGNANAM



PERSPECTIVES



SECURITY

16 Green Herring

Why India's political leadership is bragging about winning a war with Pakistan

SUSHANT SINGH



POLITICS

18 Big Chief, Little Country

Narendra Modi's outsized image comes at the cost of a shrinking democracy

HARTOSH SINGH BAL



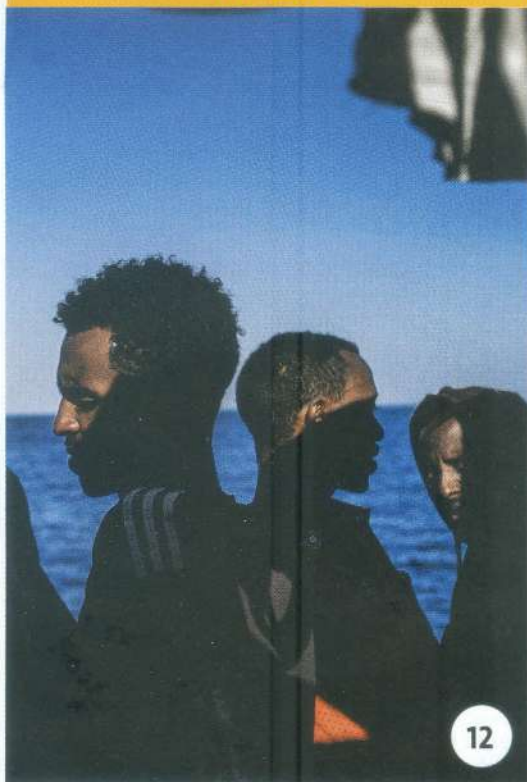
POLITICS

22 Code of Silence

Why the demand for the Sarna code rattles the RSS

DHIRENDRA K JHA

THE LEDE



12



ARTS

10 Sculpting Lives

How an anaplastologist combines art with science

SHRADHA TRIVENI



COMMUNITIES

12 Sea of Troubles

The Italian government's reluctance to grant safe harbour to refugees

ALESSIA MANZI



66



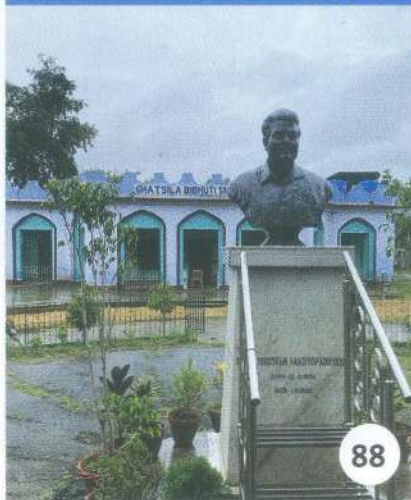
PHOTO ESSAY / COMMUNITIES

66 Room and Board

Inside Gangtok's skateboarding subculture

KUNGA TASHI LEPCHA

BOOKS



88



LITERATURE

88 The World of Bibhutibhushan

Efforts to memorialise the author's legacy in Ghatsila

HANSDA SOWVENDRA SHEKHAR



98

Capitaine Dreyfus. Général de Saint-Germain. Mes Demange, Collet

THE BOOKSHELF

EDITOR'S PICK

96

98



VOLUME 71 | NO. 7 | PAGES -116 | JANUARY 2023 | ₹100

THE CHARTERED ACCOUNTANT

JOURNAL OF THE INSTITUTE OF CHARTERED ACCOUNTANTS OF INDIA



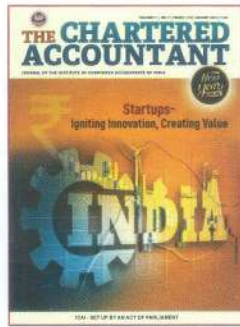
Acc No. J06047

Startups- Igniting Innovation, Creating Value



ICAI - SET UP BY AN ACT OF PARLIAMENT

JANUARY 2023
IN THIS ISSUE...



75
Azadi Ka
Amrit Mahotsav

STARTUP

- 734** Startups in India: The engines of innovation, the drivers of a revolution
- *Aastha Grover and Radhika Kohli*
- 737** Startups in India - Tax and Regulatory Insight
- *CA. Eshank M Shah*
- 746** Fundraising is an extreme Sport, Be Cautious!
- *CA. Tarun Chaurasia*
- 750** Working Capital Management for Startups
- *CA. Deepak Gupta*
- 753** The ABC of valuing startups
- *CA. Vijaykumar Puri*
- 759** Corporate innovation through Startups
- *CA. Ninad Karpe*

SPECIAL WRITE-UP

- 762** India - An Oasis in the desert!
- *CA. Nilesh Shah*



TAXATION

- 767** Overview of Section 194R
- *CA. Sandeep Raghavan*



INTERNATIONAL TAXATION

- 771** New Era of Taxation - GloBE Rules under Pillar 2
- *CA. Sachin Goyal*
- 777** Apposite of Article 3(2) of OECD model tax convention
- *CA. Amit Rustagi*
- 783** Digital Economy Taxation in India
- *CA. Pushpendra Kumar Dixit*



VOICE

- 715** Editorial
- *Startups - Igniting Innovation, Creating Value*
- 718** From the President

MEMBERS

- 721** Photographs
- 725** Know Your Ethics
- 728** Opinion - *Classification of PPE under refurbishment, depreciation thereon and its impairment*
- 815** Classifieds

UPDATES

- 816** Accountant's Browser
- 817** Legal Updates
- *Legal Decisions*
- *Circulars and Notifications*





THE CHARTERED ACCOUNTANT

JOURNAL OF THE INSTITUTE OF CHARTERED ACCOUNTANTS OF INDIA

GST

- 789 Intricacies revolving around liquidated damages
taxability under GST
- CA. *Shilpa Verma*
- 794 Export of Carbon Credit : Procedural disconnect in
Refund Application
- CA. *Shruti Singhal*

VALUATION STANDARDS

- 800 Valuation Implications of Control
- CA. *Inderpreet Singh*



CAPITAL MARKET

- 804 Understanding the Company beyond Balance Sheet
- CA. *Omprakash Bagdia*

FINANCIAL REPORTING

- 811 Non-compliances observed in
the Ind AS Financial Statements
pertaining to Other Disclosure
- *Financial Reporting Review Board
of the ICAI*



ICAI NEWS

- 761 Overseas Campus Placement for Chartered
Accountants
- 793 ICAI Startup Samvad
- 823 Virtual Certificate Course on Concurrent Audit of
Banks
- 823 Study on Compliance with Financial Reporting
Requirement (Ind AS Framework) - Volume II
- 824 Campus for Newly Qualified Chartered
Accountants (NQCAs), February - March, 2023

ICAI IN MEDIA

- 825 Glimpses of Press Clippings published in
November - December 2022
- *Public Relations Committee of ICAI*

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- Insurtech in India
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Tarun Singh
Seasoned Risk
Management and
Insurance Professional



"PSU insurers need to design and implement a robust fraud management policy to prevent fraud and should take appropriate action regarding cancellation of policy and de-pannelment of hospital in fraudulent cases."

Jagendra Kumar
Ex. CEO
Pearl Insurance Brokers

Contents

Acc-No. J06051

News

General Insurance News	07
IRDAI News	10
Health Insurance News	12
Life Insurance News	13
International News	14



Articles



Insurtech in India Tarun Singh	16
Loss Prevention Sumon Ganguly	19
Health Insurance Claims Mismanagement Jagendra Kumar	22

Features

From the Editors Desk	05
Interview of Prerak Sethi, Founder, RIA Insurance and Co-Founder, India InsurTech Association	29
Insurance Market in India - Overview	33
Foreign entities can now invest in local insurers' unsecured debt, pref shares	40
Should you take a loan using insurance as collateral?	41
Sweet Little Insured House	42
Govt proposes issuance of one licence for all insurance businesses	43
New Product Launches	44
Legal Unpate	47
IRDAI Corner	48
Insurance Caselaws	50
Statistics - Non Life Insurance	51
Statistics - Life Insurance	52
Index of Articles Published during the period January 2022 to December 2022	53



The IUP Journal of

APPLIED FINANCE

Vol. 28 No. 4 (Quarterly)

Hyderabad, October 2022

Impact of Institutional Investors
on Indian Stock Market Performance

Aashish Jain

3 JAN 2023

Acc No. 506091

Predicting Financial Distress Through Liquidity Analysis:
A Study of Indian Steel Companies

*C M A Ashok Panigrahi, Suman Kalyan Chaudhury,
Kushal Vachhani and Mohit Sisodia*

Behavioral Finance and Future Research Agenda:
A Bibliometric Analysis

Kiran Yadav, Shikha Daga and Bhavna Yadav



IJBRM®

The IUP Journal of Brand Management

Vol. 19 No. 4 (Quarterly)

Hyderabad, December 2022

- 'Category of One' Branding:
A Clear Competitive Advantage?** 7
Philippe Mihailovich and Caroline Taylor
- Balancing Business Jargon with Research
Results in Brand Portfolio Management** 33
Henrik Ugglä
- Antecedents and Effects of App-User Satisfaction:
Empirical Evidence from Greece** 39
*Meletios Niros, Irene Samanta,
Yannis Pollalis and Angelica Niros*
- Smart Clothing and Wearables:
A Review of Fashion Technology** 50
Fauzia Jamal and Vibha Kapoor



IUP Publications
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The IUP Journal of
**Business
Strategy**

Vol. 19 No. 3 (Quarterly)

Hyderabad, September 2022

**Blockchain Deployment in Marketing:
Developing Conceptual Frameworks
and Research Propositions**

7

Pankaj M Madhani

**Rethinking Innovation Strategies
for Rural Markets in India:
Focus and Imperatives**

33

*Subho Chattopadhyay, Indranil Bose
and Upasana Gupta*

**Adoption of Circular Business Model
to Foster Sustainability
in the Indian Fashion Industry**

43

Fauzia Jamal and Vibha Kapoor



Acc. No. Jo 6004

IJMM[®]

The IUP Journal of **Marketing Management**

-
- Effect of Brand Experience and Customer Satisfaction
on Brand Loyalty Toward Sports Shoe Brands** 7
Shivani Malhan and Shikha Agnihotri
- A New Marketing Communication Model
for Car Subscription in India** 21
Rinky Trivedi and Anupama Chirag Dave
- Green Quotient and Adoption of Internet Banking
as a Contributor to Sustainability:
A Study of Underprivileged Customers** 41
R Venkataraman and Ashwini A N
- Efficacy of Indian Brand Slogans: Hidden Insights** 53
B Nagarjuna
- Identifying Further Research Areas Regarding
Influence of Personal Brands on Digital Platforms:
A Review** 86
*Khushboo Vaishnav, Sunny Bose,
Sudepta Pradhan and Vikas Gautam*
- Book Review**
The Art of Bitfulness: Keeping Calm in the Digital World 114
Nandan Nilekani and Tanuj Bhojwani





The IUP Journal of SOFT SKILLS

Vol. 16 No. 4

December 2022

Contents

Acc. No. J06089

Focus

5

The Executive as Celebrity:

Mirror, Mirror on the Wall, Who Is the Fairest of Them All?

7

Michael Walton

Crisis Leadership: The Cognitive-Affective Personality Traits Approach

22

Jose Mathews

Future Skills for Engineering Graduates:

Perspectives of Teachers and Students of Higher Education Institutions

44

Prashant Ramrao Pawar and Trupti Vikas Patil

A Leader's Role in Team Development

60

Revathi Turaga

THE MANAGEMENT ACCOUNTANT

ISSN 0972-3528

December 2022 | VOL 57 | NO. 12 | Pages - 124 | ₹ 100

FUTURE OF ACCOUNTING PROFESSION CHALLENGES & OPPORTUNITIES



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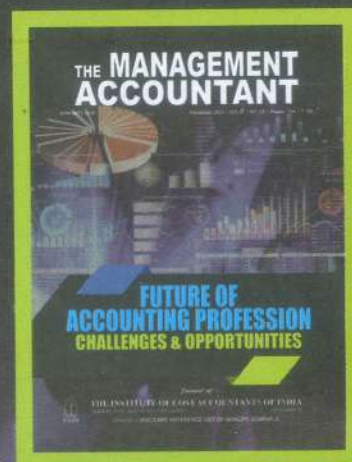
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Journal of

Accounting Today

INSIDE COVER STORY DECEMBER 2022



DECEMBER VOL 57 NO.12 ₹100

ARTIFICIAL INTELLIGENCE AND PROBABLE FUTURE OF ACCOUNTANTS ---- 25

**FUTURE OF ACCOUNTING PROFESSION AND EDUCATION:
REVISITING ROLE OF UNIVERSITIES ---- 28**

**ROLE OF FINANCE PROFESSIONALS IN THE
RAPIDLY EVOLVING FINTECH ERA ---- 33**

**UNDERSTANDING THE ATTITUDE OF BUSINESS ORGANISATIONS OF INDIA
TOWARDS SUSTAINABILITY CSR GOALS THROUGH GREEN ACCOUNTING:
FUTURISTIC WAY ---- 36**

**A STUDY ON THE ROLE OF CRYPTO CURRENCY AND BLOCKCHAIN IN
AUDIT AND INVESTIGATION ---- 42**

ACCOUNTING FOR CRYPTO CURRENCIES ---- 45

**ACCOUNTING INFORMATION SYSTEM (AIS):
ROLE OF IoT IN OFFSHORE OUTSOURCING ---- 49**

**EXTENDED PRODUCER RESPONSIBILITY -
A TOOL TO STRENGTHEN ESG REPORTING IN INDIA ---- 53**

DIGITAL TRANSFORMATION

**QUANTUM COMPUTING FOR DIGITAL
TRANSFORMATION OF
COMPLEX BUSINESS OPERATIONS**

(5)(7)

IBC

**EFFECTIVENESS OF INDIVIDUAL
INSOLVENCY RESOLUTION PROCESS FOR
CORPORATE DEBTORS**

(6)(3)

CASE STUDY

**A CASE STUDY ON FINANCIAL INCLUSION
AND POST-COVID LIVELIHOOD AMONG
MIGRANT LABOURERS OF TITAGARH IN
WEST BENGAL**

(6)(9)

RENEWABLE ENERGY

**DIFFICULTIES, COSTS AND OPTIONS OF
RENEWABLE ENERGY FOR GOVERNMENT
OF INDIA IN THE POWER SECTOR
AFTER 2015**

(7)(5)

FINANCIAL INCLUSION

**THE ROLE OF BANKS IN ENSURING
FINANCIAL INCLUSION**

(8)(0)

PUBLIC EDUCATION

**EFFICACY OF EDUCATIONAL SPENDING
IN INDIA: AN ARDL APPROACH**

(8)(4)

CONSUMER BEHAVIOR

**EXPLORING THE EFFECTS OF INNOVATIVE
RETAIL TOUCHPOINTS ON CONSUMER BUYING
BEHAVIOR IN INDIA: APPLICATION
OF THE S-O-R MODEL**

(9)(1)

THE MANAGEMENT ACCOUNTANT

ISSN 0972-3528

November 2022 | VOL 57 | NO. 11 | Pages - 124 | ₹ 100

Acc-No. J06087

EMERGING TRENDS IN TELECOM INDUSTRY IN INDIA

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1

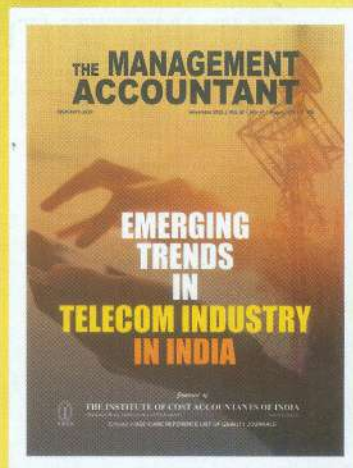


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INSIDE

COVER STORY

NOVEMBER 2022



NOVEMBER VOL 57 NO.11 ₹100

ADVANCING DEVELOPMENTS IN THE TELECOM INDUSTRY --- 23

EMERGING TRENDS IN INDIAN TELECOM INDUSTRY: A STUDY --- 26

INFRASTRUCTURE DEVELOPMENTS IN INDIAN TELECOM INDUSTRY:
CHANGING THE COURSE OF INDIA'S FUTURE --- 29

IMPACT OF INFRASTRUCTURE, MARKETING, AND PRICING STRATEGIES
ON CUSTOMER SATISFACTION OF TELECOM USERS
A SECTORAL STUDY --- 34

INDIAN TELECOM TOWER INDUSTRY - KEY ASPECTS AND CHALLENGES --- 41

SWOC ANALYSIS OF THE INDIAN TELECOM SECTOR:
A FINANCIAL VIEWPOINT --- 45

BLOCKCHAIN'S IMPACT ON TELECOM IN INDIA --- 49

INDIAN TELECOMMUNICATION SECTOR - 2G TO 5G REVOLUTION --- 53

DIGITAL INITIATIVES OF THE GOVERNMENT OF INDIA FOR
BRIDGING DIGITAL DIVIDE IN HIGHER EDUCATION --- 57

TELE DENSITY AND BROADBAND DENSITY IN INDIA:
A STUDY OF INTERSTATE AND INTERNATIONAL COMPARISONS --- 60

PRESENT STATE OF INTEGRATED REPORTING DISCLOSURE PRACTICES IN
INDIAN TELECOM INDUSTRY --- 65

DIGITAL TRANSFORMATION

DIGITAL TRANSFORMATION WITH
INTELLIGENT ROBOTIC PROCESS
AUTOMATION (RPA)

⑦①

BANKING

IDENTITY CHECKS & CORRECTNESS OF
BANK ACCOUNT USING PENNY DROP
PROCEDURE

⑦⑦

ORGANIZATIONAL LEGITIMACY

MIMETIC ISOMORPHISM: A TOOL FOR
ORGANIZATIONAL LEGITIMACY

⑦⑨

ARBITRATION

TIME TO INSTITUTIONALISE
ARBITRATION PROFESSION

⑧③

FINANCIAL MANAGEMENT

BEHAVIOUR OF DIVIDENDS OF SELECT
CEMENT COMPANIES IN INDIA: A STUDY

⑧⑥

TQM

ASSESSMENT OF TQM DIMENSIONS IN
INDIAN ORGANIZATIONS: A SYSTEMATIC
LITERATURE REVIEW

⑧⑨

CORPORATE GOVERNANCE

TRUST, ETHICS AND GOVERNANCE:
A CORPORATE PERSPECTIVE

⑨⑥

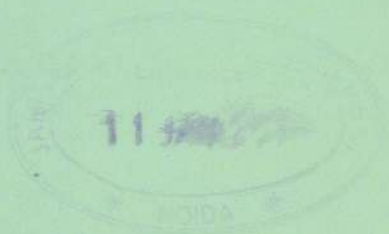


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CONTENTS

Page No.

Rethinking and Revitalising Our Pathways of Financial Inclusion and Microfinance
in the Era of Digitalisation from Sustainable Development Goal Perspectives

V Rengarajan 1

Role of Microfinance in India: A Thematic Review

Ramesh Kumar Chaturvedi and Roshni Kumari 18

Financial Inclusion for Financial Stability: Integration of Financial Literacy and Microfinance

Subah Singh Yadav and Dinesh Kumar 42

SHG-Bank Linkage Programme: Supporting Vulnerable Households
in Accessing Credit Evidence from the States

Tamanud Ghosh 60

Factors Affecting Micro-pension Contributions by Informal Sector Workers in Odisha

Jeeban Jyoti Mohanty and Sudhakar Patra 73

SHG Bank Linkage Programme – Path Traversed, Challenges and Way Forward

Dhirendra Srivastava 86

Commentary:

Usage of Financial Tools among Agricultural Labour Households in Punjab

Arjinder Kaur and Manreet Kaur 96

Acc. no. J06026



**Public Financial Management System:
A Walk through on CNA/SNA Account**

Arnab Sarkar

**Account Aggregator Framework –
A Potential Game-Changer?**

Jatin Khanduja

**Internationalization of Rupee:
Discerning the Market Sentiment**

Gargi Sanati

**Companies (Auditor's Report) Order 2020 –
An Enabler for Financial Due Diligence**

R Sumitra

**Mergers and Acquisitions in Indian Banking Industry –
Tracing the Compulsion and Reality**

Anukampa Das & Malabika Deo



National Institute of Bank Management



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MILLETS

International Year of Millets 2023

Ancient Grains for a Healthy Future

Pallavi Upadhyaya

Cultivation in North-East India

M Premjit Singh, Punabati Heisnam

Millets in Diet: The Right Approach

Rujuta Diwekar

India's Wealth: Millet for Health

Dr Manisha Verma

Acc. No. J05995

04 J 2023



*Let noble thoughts come to us from all sides.
Rig Veda*

04 J 2024

IN THIS ISSUE

INTERNATIONAL YEAR
OF MILLETS 2023 07

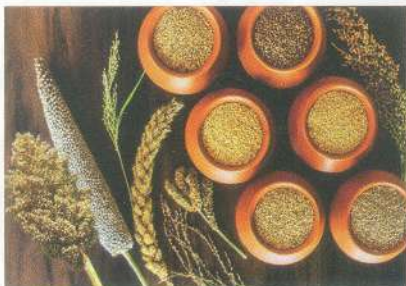
MILLETS: ANCIENT GRAINS FOR
A HEALTHY FUTURE
Pallavi Upadhyaya..... 11



MILLETS IN DIET: THE RIGHT
APPROACH
Rujuta Diwekar 17

MILLET CULTIVATION IN
NORTH-EAST INDIA
M Premjit Singh,
Punabati Heisnam 19

INDIA'S WEALTH:
MILLET FOR HEALTH
Dr Manisha Verma..... 25



HEALTH BENEFITS FOR
LIFESTYLE DISEASES
Dr Sundeep Mishra,
Dr Priyanka Chandolia 30

MILLETS FOR PREGNANT AND
LACTATING WOMEN
Ravindra Kumar 35

STARTUPS MAKING MILLETS
POPULAR
Madan Jaira 42



REGULARS

MANN KI BAAT – Little Millet Khichdi..... 41

DO YOU KNOW? Processing Technology in Millets..... 48

G20 – India as a Climate Leader and its G20 Presidency..... 50

OUR BOOKS – Life and Legend of Bhagat Singh Cover-III

Vyanjano Mein Gehu ka Vikalp Cover-III

UPCOMING ISSUE: YOUTH & SPORTS

Acc.No. JO 5995