





LRC TOC VOLUME UPDATE July 2023 | Issue - 7

Documentation Service by LIBRARY & RESOURCE CENTRE (LRC) of JAIPURIA INSTITUTE OF MANAGEMENT NOIDA

CONTENT

Name of the Journal	Month & Year	Vol./ Issue	Page No.
AIMS Journal of Research	March 2023	18/1	7
Asia-Pacific Journal of Management Research and Innovation	March 2023	19/ 1	8
Banking Finance	July 2023	36/ 7	9 – 10
Business Manager	July 2023	26/ 1	11 – 13
Business Today	24 Jul. – 06 Aug. 2023	32/ 16	14 – 16
Business Today	10 – 23 July 2023	32/ 15	17 – 19
BW Business World	15 July 2023	42/ 19	20 – 22
BW Business World	01 July 2023	42/ 18	23 – 25
BW Education	June – July 2023	0/0	26 – 28
Careers360	July 2023	15/7	29 – 31
Case Folio: The IUP Journal of Management Case Studies	June 2023	23/ 2	32
Competition Success Review	August 2023	66/ 2	33
Corporate Professionals Today	22 – 28 July 2023	57/ 12	34 – 35
Corporate Professionals Today	15 – 21 July 2023	57/ 11	36 – 37
Corporate Professionals Today	08 – 14 July 2023	57/ 10	38 – 39

Corporate Professionals Today	01 – 07 July 2023	57/ 9	40 – 41
Dalal Street Investment Journal	17 – 30 July 2023	38/ 17	42 – 43
Dalal Street Investment Journal	03 – 16 July 2023	38/ 16	44 – 45
Dataquest	July 2023	40/ 07	46 – 48
Digit	July 2023	23/7	49 – 52
Down to Earth	16 – 31 July 2023	32/5	53 – 55
Economic & Political Weekly	08 July 2023	LVIII/ 27	56
Economic & Political Weekly	24 June – 01 July 2023	LVIII/ 25-26	57 – 58
Entrepreneur	June – July 2023	12/6	59 – 61
FIIB Business Review	June 2023	12/2	62
Finance India	June 2023	37/ 2	63
Forbes India	28 July 2023	15/ 15	64 – 66
Forbes India	14 July 2023	15/ 14	67 – 69
Fortune India	July 2023	13/9	70 – 71
Frontline	14 July 2023	40/ 13	72 – 73
Harvard Business Review	July – August 2023	101/4	74 – 77
Images Retail	June 2023	22/5	78 – 79
Indian Economy & Market	July 2023	8/1	80 – 81

Jindal Journal of Business Research	June 2023	12/1	82
Journal of Creating Value	May 2023	9/1	83 – 84
Journal of Emerging Market Finance	June 2023	22/ 2	85
Journal of Information and Knowledge	February 2023	60/ 1	86
Journal of Management	May 2023	49/5	87 – 88
Journal of Marketing	May 2023	87/3	89
Kelpro Bulletin	June 2023	27/ 1	90
LBS Journal of Management & Research	July – December 2021	19/ 2	91
MUDRA: Journal of Finance and Accounting	January – June 2023	10/1	92
Mutual Fund Insight	August 2023	20/ 11	93 – 95
NICE Journal of Business	January – June 2023	18/ 1	96
Nikkei Asia	24 – 30 July 2023	0/ 488	97 – 99
Nikkei Asia	17 – 23 July 2023	0/ 487	100 – 102
Nikkei Asia	10 – 16 July 2023	0/ 486	103 – 105
Nikkei Asia	03 – 09 July 2023	0/ 485	106 – 108
Open Source for You	July 2023	11/9	109 – 111
Outlook Business	July 2023	18/7	112 – 114
Outlook Money	July 2023	22/7	115 – 117

May 2023	15/ 11	118 – 119
April 2023	15/ 10	120 – 121
July 2023	36/7	122 – 124
August 2023	18/ 203	125
July 2023	64/7	126 – 129
June 2023	77/6	130 – 131
June 2023	28/ 2	132 – 133
16 – 31 July 2023	178/ 2	134 – 135
1 – 15 July 2023	178/ 1	136 – 137
June 2023	10/1	138 – 139
15 July 2023	62/6	140
01 July 2023	62/5	141
July 2023	15/7	142 – 144
July 2023	72/1	145 – 147
22 – 28 July 2023	448/ 9356	148 – 150
15 – 21 July 2023	448/ 9355	151 – 153
08 – 14 July 2023	448/ 9354	154 – 156
01 – 07 July 2023	448/ 9353	157 – 159
	April 2023 July 2023 August 2023 July 2023 June 2023 16 - 31 July 2023 1 - 15 July 2023 June 2023 June 2023 July 2023 July 2023 July 2023 July 2023 July 2023 July 2023 22 - 28 July 2023 08 - 14 July 2023	April 2023 15/ 10 July 2023 36/ 7 August 2023 64/ 7 June 2023 77/ 6 June 2023 28/ 2 16 - 31 July 2023 178/ 2 1 - 15 July 2023 178/ 1 June 2023 62/ 6 01 July 2023 62/ 5 July 2023 72/ 1 22 - 28 July 2023 448/ 9356 15 - 21 July 2023 448/ 9354

The Indian Banker	July 2023	X/ 12	160 – 162
The Insurance Times	July 2023	43/7	163 – 164
The IUP Journal of Applied Finance	April 2023	29/ 2	165
The IUP Journal of Business Strategy	March 2023	20/1	166
The Journal of Entrepreneurship	March 2023	32	167 – 169
The Journal of World Economic Review	January – June 2023	18/1	170
The Week	17 – 23 July 2023	41/30	171 – 173
The Week	10 – 16 July 2023	41/ 29	174 – 175
The Week	03 – 09 July 2023	41/ 28	176 – 178
University News: A Weekly Journal of Higher Education	26 June – 02 July 2023	61/ 26	179
University News: A Weekly Journal of Higher Education	19 – 25 June 2023	61/ 25	180
University News: A Weekly Journal of Higher Education	12 – 18 June 2023	61/ 24	181
University News: A Weekly Journal of Higher Education	05 – 11 June 2023	61/23	182
VISION: The Journal of Business Perspective	June 2023	27/3	183
Yojana (English)	July 2023	67/7	184 – 185



AIMS INSTITUTES Peenya, Bangalore

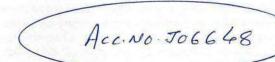
AIMS Journal of Research

ISSN 2321 - 8487 Volume 18, Issue 1, March 2023

E=Acc. No. 706.593

Understanding Factors that Influence Leadership Dr. K.Thriveni Kumari in Disruptive Situations in IT Sector Dr. Akhila R Udupa Dr. Janardhan G Shetty A Study on Problems and Prospects of the Hybrid Work Model Prof. Deepika Rani K Prof. Divya K Murthy Dr. Vani H Impact of Leader- Member Relationships on Academic Performance: Dr. Sunder Reddy A Study on Degree and PG Colleges in Telangana of India Dr. Appalayya Meesala Prof. Anushree Banerjee The Circular Economy - A Road to Sustainability Dr. Arijit Roy A Study on Comparative Analysis of Tax Structure Prevailing in India Prof. Shilpa K P and Sri Lanka with Reference to Retail Textile Marketing

Contents





Articles

	TEX III
Impact of ESG Risk Scores on Firm Performance: An Empirical Analysis of NSE-100 Companies Kapil Shobhwani and Shilpa Lodha	7
Adoption of Information Technology and its Impact on Human Capital Performance in Micro and	
Small Enterprises in India	19
Gaganpreet Kaur, Balram Rao and Harvinder Singh	
What Triggers You to Buy Green Products? Explaining Through an Extended TPB Model	25
Ahnaf Chowdhury Niloy, Jakia Sultana, Jawad bin Alam, Apurbo Ghosh and K. M. Farhan	
Impact of Hindenburg Research Report on the Stock Prices of Adami Group Companies: An Event Study	y 40
Mallesha L. and Archana H. N.	
Human Resource Management Practices, Job Satisfaction and Performance: Evidence from	
Transportation Sector in India	47
Ankaiah Batta, Gangaiah Bandameeda and Satyanarayana Parayitam	
Construct Validation and Exploration of Student Satisfaction from Internships: Evidences from India	63
Sarika Jain, Sarita Vichore and Shailja Badra	
The Relationship Between Board Structure and Human Resource Disclosure Practices: A Study of	
Indian Companies	76
Kirti Aggarwal	
00	

A leading monthly journal on Banking & Finance

Banking Finance



VOL. XXXVI - NO. 07 - July 2023 - ISSN-0917-4498

In this issue

Rise of Dynamic Data Storytelling

ESG and its Impact on Banking Sector

The 3-I principle for an effective Financial planning by a salaried Individual

Agricultural Value Chain Financing - An explorable avenue

Financial Literacy Centre



Join RMAI Online

Certificate Course on Risk Management

Visit www.smartonlinecourse.co.in





"SIDBI's aim is to promote entrepreneurship. This collaboration between SIDBI and RV University is about the University setting up the curriculum, bringing in an environment where students can gain the benefits of an entrepreneurship study."

S. Ramann

Chairman and Managing Director SIDBI



"Credit card on UPI will help people overcome the mental block over using it for low-value payments. That merchants would have complete flexibility to switch off or on acceptance for transactions over Rs 2,000."

Vijay Shekhar Sharma

Founder & CEO Paytm

Contents

News

05 Banking

11 RBI

15 Industry

19 Mutual Fund

21 Co-Operative Bank

23 Legal

25 Press Release

Features

03 Editorial

48 Institutions must prepare themselves for auditing AI-based governance systems: SC

49 Economic growth to sustain till FY25, says RBI survey

50 What is adverse possession, what Law Commission has said about it

52 Rs. 2,000 notes spurned by many retail outlets, petrol stations

53 RBI Circular

55 Statistics

Articles

- 27 Rise of Dynamic Data Storytelling
- 32 ESG and its Impact on Banking Sector Anish Shrimali
- The 3-I principle for an effective Financial planning by a salaried Individual ESNB Srinivas
- 40 Agricultural Value Chain Financing An explorable avenue J. Rajesh Kumar
- 44 Financial Literacy Centre
 D. Surendranath

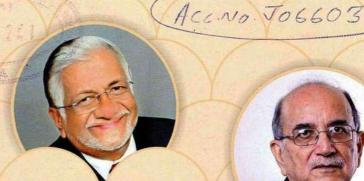
Silver Jubilee Anniversary Issue

Vol. 26 No. 01 July, 2023 Single Copy Rs. 125/-

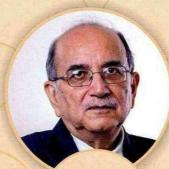
Making HR People Complete



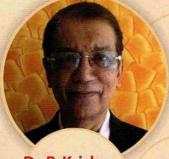
Dr. Anil K. Khandelwal



Dr. Aquil Busrai



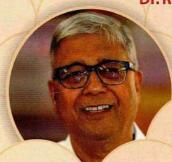
Dr. Rajen Mehrotra



Dr. R. Krishna Murthy



Dr. Viresh P Mathur



Vivek S Patwardhan



P. Dwarakanath



Emmanuel David

Industrial Relations-An Extinct Skill?

Cover Feature Experts

- Dr. Viresh P Mathur
- Dr. Aquil Busrai
- Vivek S Patwardhan
- P. Dwarakanath
- Dr. Rajen Mehrotra
- Dr. Anil K. Khandelwal
- Emmanuel David
- Dr. R. Krishna Murthy

Old hats need to pass the skills baton to new HR generation -DR. VIRESH P MATHUR

> The relevance of Industrial Relations will not wane -DR. AQUIL BUSRAI

IR skills are required of a different level and proficiency -VIVEK S PATWARDHAN

Core for the IR is objectivity, fairness and neutrality! -P. DWARAKANATH

IR is integral part of HR -DR. RAJEN MEHROTRA

Younger people are not enticed to trade union movement

-DR. ANIL K. KHANDELWAL

HR professionals must have capability of negotiating strategically -EMMANUEL DAVID

IR is moving from blue to white collar and collarless -DR. R. KRISHNA MURTHY









In This Issue

July-2023

Acc. NO. JO660

Response

From the Editor's Desk



BUSINESS MANAGER

Guest Column

Some Realisations of Institutional Efficiency

By Dr. Vinayshil Gautam

Survey

Flexible but Stable.. work monitor 2023

HR Movement

HR News

Event Report

One Week Online National Case Writing and Teaching with Cases Workshop held at SVVV







In This Issue

July-2023



42

Anil Kaushik Management Expert -HR & IR

From the COURT ROOM





Recent Important Labour Judgments

44

57-58

Book Learning

Labour & Service Referencer (2000-2022)

Author: Anil Kaushik

Commentaries on

Employees' Provident Funds And Miscellaneous Provisions Act, 1952

Authors: V.K. Kharbanda & Vipul Kharbanda

Commentaries on

Factories Act, 1948

Authors: V.K. Kharbanda & Vipul Kharbanda

Labour Law Digest 2022

Authors: V.K. Kharbanda & Vipul Kharbanda Commentaries on

Employees' State Insurance Act, 1948

Authors: V.K. Kharbanda & Vipul Kharbanda



13





Navigating the First 90 Days: A Guide for Senior Leaders

Pavithra Urs & Sanjeev Himachali



15



Is Employee development Divine or Practical?

Dr. Nidhi Vashishth

39



Al in HR Enhancing efficiency and shaping the future workforce

Atul Kaushik

40



Evolving Priorities in Collective Bargaining

Alok Kumar

52



The POSH Act, 2013 "Breathing reasonableness into the procedural regime"

Alok Bhasin

54



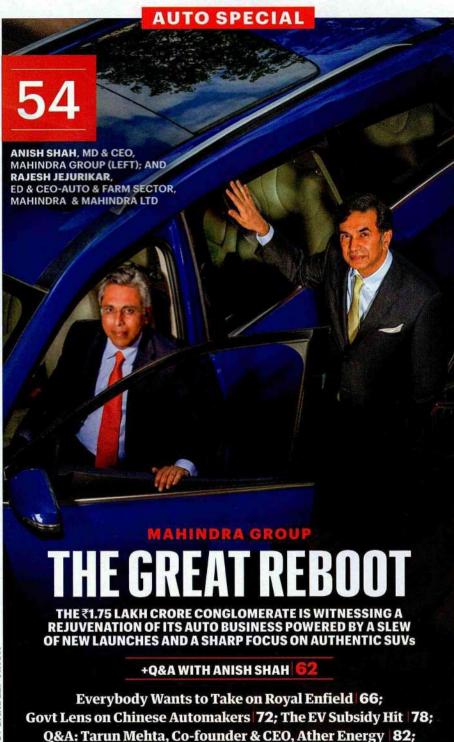
Will EPF pension scheme be able to afford increased longevity?

H.L. Kumar



CONTENTS

August 6, 2023 | Volume 32 | Number 16



COVER BY BANDEEP SINGH

Top Tech for Mass Market Cars | 86

10 PHOTOGRAPHIK

Crude Calculus

The recent softening of global crude oil prices is expected to narrow India's trade deficit

12 POINT

In Top Gear

India's auto sector is on a roll. In FY23, falling input prices and strong demand bolstered automakers' profitability



14 THE BUZZ

Bulls on the Loose

India's stock markets will remain buoyant in H2 2023 as several macroeconomic factors underpin their strength



22 | THE BUZZ

Game, Set and Match

The online gaming industry is reeling from the GST Council's decision to impose a tax rate of 28 per cent



THE INTERVIEW 3

34

'The pessimists have been proven wrong'

Ruchir Sharma talks about the global outlook from India's perspective, and what's working or not working for it



IN DEPTH 40

Out of Order

The Insolvency and Bankruptcy Code isn't working, despite dozens of amendments and good intent. An inside look at its flaws, and how to make it work



116

THE GOOD LIFE: TRENDS

Driven by Tradition

Vintage cars are not only romantic and elegant but also sound investments giving high returns



120

TECH TODAY

Airborne

Prototype flying cars are either being tested or certified. A few are also accepting bookings now

124

BEST ADVICE

'Bring others on board'

Sanjay Khanna of American Express Banking Corp. talks about the traits a good leader needs



For the latest updates and analysis, log on to businesstoday.in



PHARMA \$

88

The Next Frontier

After patient nurturing over two decades, Reliance Life Sciences is investing in a new plant and looking to enter new segments



START-UPS 100

The Big Fall

The valuations of several big Indian start-ups have dropped by almost 50 per cent after the funding boom of 2021



EDTECH 106

Withering Heights

BYJU'S is confronting the crisis of its lifetime, with auditor Deloitte and many board members jumping ship. Drastic measures are the need of the hour



INVESTING 110

The Portfolio Effect

An increasing number of wealthy Indians are looking at PMS to manage their wealth and generate returns higher than the market or MFs

FOCUS / AnIMPACTreature

From time to time, you will see pages titled "Focus", "An Impact Feature", or "Advertorial" in *Business Today*. These are no different from an advertisement and the magazine's editorial staff is not involved in their creation in any way.



BT INTERVIEW: CHRISTIAN KLEIN OF SAP

12 JUL 21.

Acc. No. Jo6618

Businesstoday.in Businesstoday.in Businesstoday.in

July 23, 2023 ₹200

On Stands | Online | On Air



SUN SHINES

THE ₹43,278-CRORE
SUN PHARMA HAS ROARED
BACK ONTO THE GROWTH
PATH, RIDING ON ITS
SPECIALTY DRUGS
BUSINESS AND A SPATE
OF ACQUISITIONS

SEQUOIA'S

PEAK XV GAMBIT

ASHOK LEYLAND

RETURN TO GROWTH





FOUNDER & MD. SUN PHARMACEUTICAL INDUSTRIES LTD July 23, 2023 | Volume 32 | Number 15

INDER & MD ACEUTICAL **COVER STORY** THE ₹43,278-CRORE SUN PHARMA HAS ROARED BACK ONTO THE GROWTH PATH, RIDING ON ITS SPECIALTY DRUGS BUSINESS AND A SPATE OF ACQUISITIONS + Q&A WITH DILIP SHANGHVI 34

COVER BY BANDEEP SINGH; PHOTO BY MANDAR DEODHAR

8 | PHOTOGRAPHIK

Pummelled

As the effects of climate change get more pronounced, a look at its impact on India

10 POINT

The Great Recovery

An analysis of FY23 results shows India Inc. emerged stronger from Covid-19, high interest rates and geopolitical turmoil



12 | THE BUZZ

The New Team A-I

The reception accorded to PM Modi by the US and the kind of deals inked attest to India's status as a rising economic power

21 THE BUZZ

Winning at Half-time

The BSE Midcap and Smallcap soared 14 per cent and 13 per cent, respectively, beating the Sensex in the first half of 2023

38 | VENTURE CAPITAL

Scaling Peak XV

Breaking free from the Sequoia mothership, Peak XV embarks on a solo voyage in familiar but treacherous waters



AUTO 46

In the Driver's Seat

Dheeraj Hinduja has steered CV major Ashok Leyland out of the red lane and into the black, growing at a faster pace than the industry



CORPORATE 58

Uneasy Wait

Zee's promoters are not having it easy
with Sebi as an interim order plays
spoils port. This could put its merger
with Some Pictures Network India at risk



AVIATION 66

A Temporary Dip

Airfares, which fell a tad in June, might rise again unless some systemic issues are addressed, even as demand is expected to remain high



THE BT INTERVIEW 73

'I see India as a winner in the next phase of globalisation'

SAP CEO Christian Klein explains why businesses globally are looking towards India, and more



92

EVENT

Building Leaders

Experts decode the necessary skill sets for future business leaders at the Business Today Best B-schools & HR Summit held recently in Delhi

FOCUS / ANIMPACTFEATURE

From time to time, you will see pages titled "Focus", "An Impact Feature", or "Advertorial" in Business Today. These are no different from an advertisement and the magazine's editorial staff is not involved in their creation in any way. 78

MONEY TODAY

Peer Power

Peer-to-peer lending platforms have gained in popularity by enticing users with annual returns as high as 12 per cent



86

THE GOOD LIFE: TRENDS

Globe-Golfer

Here's a look at some of the most bucket-list worthy golf courses around the world



90

TECH TODAY

Rain? No Pain

Here are some accessories that will help you keep your gadgets safe when it rains



For the latest updates and analysis, log on to businesstoday.in



CONTENTS

VOLUME 42, ISSUE 19
 15 JULY 2023



Photograph by Howtogoto

14 Jottings

India is finally on the high road; Stock market supernova; Hope for TB vaccine; What just happened? and more

16 Columns

Minhaz Merchant (p. 16); Vikas Singh (p. 18); Srinath Sridharan (p. 22); Amit Kapoor & Divyansh Sahai (p. 26); Srinath Sridharan & Steve Correa (p. 30); Amit Tiwari (p. 32); Shailesh Haribhakti (p. 56) Srinath Sridharan & Shailesh Haribhakti (p. 136); Krishan Kalra (p. 138)

36 In Conversation

Vivek Kumar Dewangan, CMD, REC, on the Maharatna PSU's vision to increase financing for green projects and non-power sectors such as infrastructure and logistics, and much more

40 No Set Roles for These

A look at how the role of CAs in India has evolved into a multidimensional profession to encompass many new realms

44 Conscience Keepers

ICAI president Aniket S. Talati on how CAs nowadays have to also act as conscience keepers of a company, ensuring adherence to sustainability and good governance

48 Minding the Money

S. Ravi, a chartered accountant and the promoter and managing partner of Ravi Rajan & Coon how ESG, startups, regulations and new sectors are all areas of growth and how understanding these in financial terms is key

62

India Inc's Report Card

A look at how India Inc. is progressing towards achieving its net zero goals, and how everyone realises that the road ahead is long and sustained effort is needed for success

Cover design by SHIV KUMAR Cover photograph by FREEPIK



52 At Par with the Best

Vishesh C. Chandiok, CEO, Grant Thornton Bharat on how his appointment to the Institute of Chartered Accountants in England and Wales is an instance of Indian CAs breaking the glass ceilingt

64 Responsible Business

How more and more Indian companies are now seeking to incorporate positive social and environmental impact through the way they do business

58 In Conversation

Karnataka's newly appointed Advocate General Shashi Kiran Shetty on representing a state, hijab ban, same-sex marriage and much else

- 88 Hindustan Unilever
- 90 Tata Consultancy Services
- 92 Dr. Reddy's Laboratories
- 93 Infosys

- 94 HCL Technologies
- 96 Tata Communications
- 98 Maruti Suzuki India
- 100 UltraTech Cement
- 102 Bharti Airtel
- 104 Asian Paints
- 106 Glenmark Pharmaceuticals
- 108 Tata Chemicals
- 110 Larsen & Toubro
- 112 Welspun
- 113 Ambuja Cement
- 114 Tata Power
- 116 Reliance Industries

118 IMSC Rankings

142 In Bad Health

A look at the global healthcare sector's carbon footprint and how it is contributing around 2 gigatonnes of carbon dioxide into the environment

144 The IMSC Event

The third edition of the BW Sustainable World Conclave shines the spotlight on India's big leap with G20 Presidency

150 Show & Shimmer

A peek into some of the trends the Indian jewellery market is witnessing as it seeks to cater to the evolving tastes

71 Methodology

MOST SUSTAINABLE COMPANIES

72 Godrei Consumer Products

74 Tech Mahindra

76 HDFC

78 Wipro

82 Tata Consumer Products

84 Cipla

86 Marico

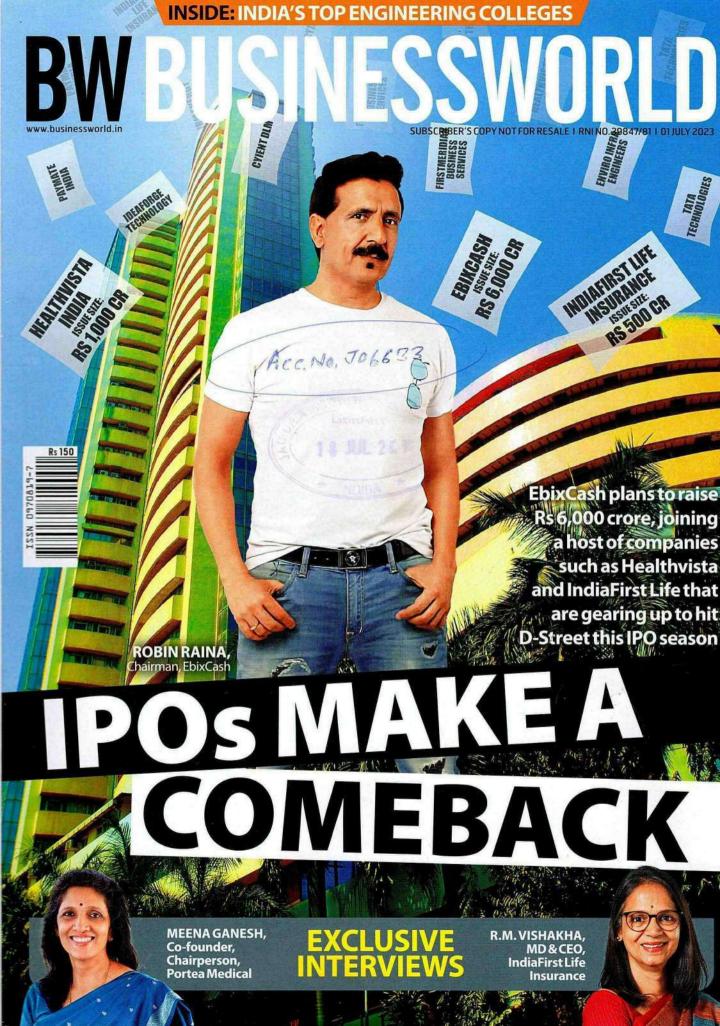


Photograph by Suresh Gola

TOTAL NO. OF PAGES INCLUDING COVER 156

The pages in BW Businessworld that are labelled BWi or Promotions contain sponsored content. They are entirely generated by an advertiser or the marketing department of BW Businessworld. Also, the inserts being distributed along with some copies of the magazine are advertorials /advertisements.

These pages should not be confused with BW Businessworld's editorial content.



CONTENTS

VOLUME 42, ISSUE 18
 01 JULY 2023

16 Jottings

Housing prices move up in 8 cities; The trillion-dollar-club; Ring fence data reservoirs; The jugadoo Indian and more

18 Columns

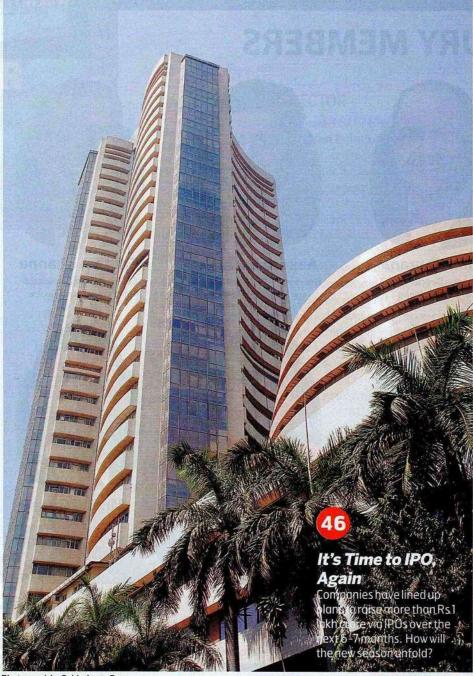
Minhaz Merchant (p. 18); Vikas Singh (p. 20); Srinath Sridharan § Steve Correa (p. 22); Bibek Debroy, Amit Kapoor § Aditya Sinha (p. 24); Ajai Kumar Dayal (p. 30); Jayesh Shah (p. 32); Srinath Sridharan (p. 34); Kiran Karnik (p. 38); Prakash Iyer (p. 40); Anu Sehgal (p. 42); Krishan Kalra (p. 66)

44 Interview

Lakshmi Narayanan B, Chief Marketing Office, CEAT on the marketing initiatives the company has taken over the past year along with increased focus on activations and building and supporting niche communities

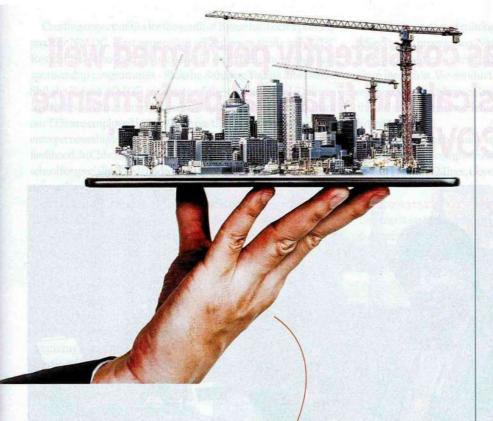
56 In Conversation

Robin Raina, Chairman, EbixCash on consistent growth and profitability being the lynchpin of his business philosophy and how the same is going to be reflected in his company's proposed IPO through which it wants to create value for all the stakeholders



Photograph by Subhabrata Das

Cover designs by SHIV KUMAR Cover photograph courtesy (Robin Raina image): EbixCash



62 Fuel for Growth

How home healthcare major Portea Medical's (Healthvista India) proposed listing plan is part of its overall strategy to maintain its leadership position in the segment

64 Ensuring Growth

How India First Life is looking to carry forward its stellar performance during FY22 by taking the proposed listing route

70 9 Years of Vikaasvad

Prahlad Singh Patel, Minister of State for Food Processing & Jal Shakti on the Modi government's achievements during the past nine years

72 In Conversation

R. Dinesh, the newly elected President of the Confederation of Indian Industry (CII) on what he thinks of the current state of the Indian economy and the pivotal role CII is playing in driving growth

76 Engineering & Al

How engineering campuses are bracing for the impact of rapidly changing technologies, and what they are doing on the ground to shape the future



Last Word
Nilesh Shah,
Managing
Director, Kotak
Mahindra Asset
Management
Company on the
deft handling of
the country's
economy by the
RBI amid
uncertainties

80 HRspeak

Aditya Kohli, CHRO, Orient Electric, on the employability concerns surrounding engineering graduates and how engineering colleges and students can brace for the impact of Al

82 Nurture Core Streams

V. Kamakoti, Director, IIT Madras, on the thrust areas in engineering that are for societal and country's benefit

84 Embracing Al

Kamal Kishore Pant, Director, IIT Roorkee on the utilisation of artificial intelligence and machine learning for optimising the efficient use of resources in the agriculture sector

86 Making an Impact

Parameswar K. Iyer, Officiating Director, IIT Guwahati, on the social impact that this lone IIT in the north-east is creating

88 Iconic Legacy

Abhay Karandikar, Director, IIT Kanpur, on how this legacy institute continues to be in the top league of engineering colleges

90 Focus on Multitasking

P.B. Sharma, Vice-Chancellor, Amity University Gurugram, on how the institution lays emphasis on enabling students to become multitaskers and future-ready

92 Ranking Tables

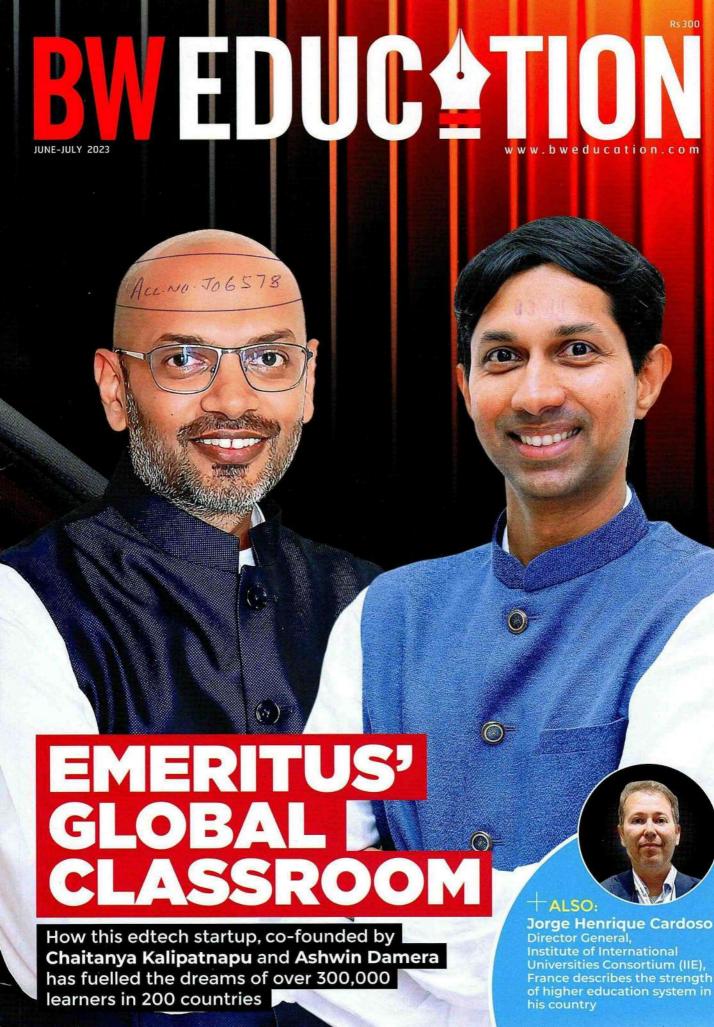
142 Gadget Review

A review of the ROG Flow X13, the 13-inch gaming laptop from ASUS in its 2023 avatar, and how it is different from the previous editions of the Flow X13

TOTAL NO. OF PAGES INCLUDING COVER 150

The pages in *BW Businessworld* that are labelled BWi or Promotions contain sponsored content. They are entirely generated by an advertiser or the marketing department of *BW Businessworld*. Also, the inserts being distributed along with some copies of the magazine are advertorials /advertisements.

These pages should not be confused with *BW Businessworld*'s editorial content.



BWEDUC TION

JUNE-JULY 2023

Choose Your Co-founders Wisely, advise Ashwin Damera and Chaitanya Kalipatnapu, Co-founders of Emeritus



EVENT

A confluence of academicians. university leaders and industry experts discussed the 21st Century education needs, at the **BW Education Annual**

Higher Education Conference



INTERVIEW

India, France have more values in common than they realise, says Jorge Henrique Cardoso, Director General, Institute of International Universities Consortium (IIE)France



PERSPECTIVE



How the SDG Goal 4 of quality education can be realised

HONOURING WOMEN LEADERS IN EDUCATION

Women administrators, entrepreneurs, scholars and educators taking education to the masses and creating value for society in their own unique ways



Pankaj Mittal Secretary General Association of Indian Universities



Santishree Dhulipudi Pandit Vice Chancellor



Najma Akhtar Vice Chancellor Jamia Millia Islamia



Uma Tuli Founder Amar Jyoti Charitable Trust



Sudha Gopalakrishnan Founder & Vice President Sahapedia



Bernadette **Pimenta** Chairperson Snehalaya Charitable Trust



Bobby Abrol **Lead- Developing Teachers** Tata Trust



Zareena Oureshi Principal Jawahar Navodaya Vidyalaya, Nagpur



Pallavi Rao Chaturvedi Founder Get Set Parent with Pallavi



Smita Deorah Co-Founder & Co-CEO LEAD



Charu Mathur Founder Socrates Foundation



Aarti Naik Founder SAKHI for Girls Education



Meghna **Ghai Puri** President Whistling Woods International



Dharini Upadhyaya Co-Founder & Co-CEO Furtados School of Music

REGULARS

10 CURRENT UPDATES

94 CAMPUS UPDATES

Total no. of pages including covers 100 Covers design by Shivaji Sengupta

FOR JEE/NEET 2023 PREPARATION CALL 0124 - 44 44 360

CAREERS360

JULY 2023

₹ BO

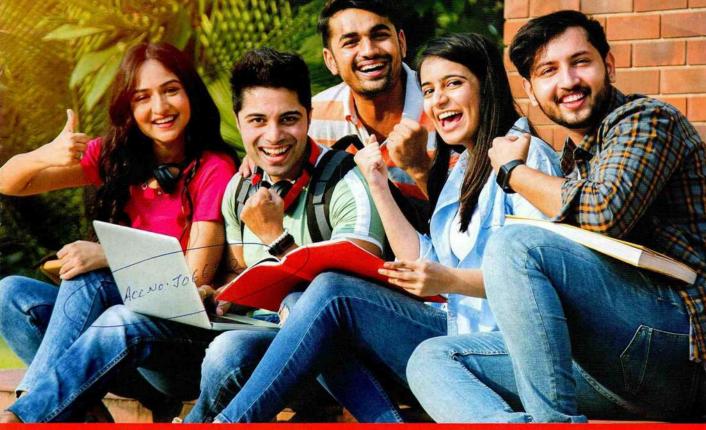
www.careers360.com

INDIA'S BEST YOUNG UNIVERSITIES

2023

RATING RANKING INSIDE

NEW NOMENCLATURE FOR UNDERGRADUATE DEGREES » MBBS BOOKS IN HINDI UNIVERSAL AI UNIVERSITY: AI FOR ALL » CAMPUSES OF THEIR OWN WEST BENGAL: OVER 60 NEW UNIVERSITIES IN 15 YEARS



INTERVIEWS WITH VICE-CHANCELLORS AND MORE...

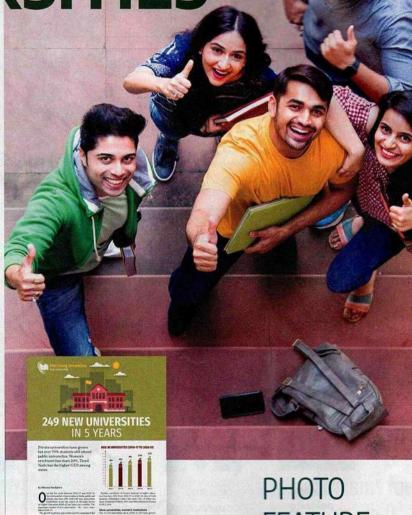
contents

BEST YOUNG UNIVERSITIES

INTRODUCTION

RANKING

Public	32
Private 1111 101 8 11	44
Multidisciplinary: Public	72
Multidisciplinary: Private	74
STEM	92
Engineering: Public	115
Engineering: Private	123
Medicine	144
Pharma	146
Specialized	177
Agricultural and Allied Sciences	180
Law	182
Science	186
Management: Public	187
Management: Private	188



50

224

DATA SPEAK

249 New Universities in 5 Years

200

How Indian Students Fare

in Board Exams

FEATURE

Vibrant

Campuses





218





RATING



The Doctor Who Saved the Jarawa Tribe 174

FEATURES

New Nomenclature for Undergraduate Degrees	68
Chandigarh University's Rise to the Top in Hospitality	82
Campuses of Their Own for Bihar's New Universities	102
West Bengal: Over 60 New Universities in 15 Years	106
Universal Al University: Al for All	136
FMG Internships: 'We Are Considered Outsiders'	150
Nil Ratan Sircar Medical College: Striving to be the Best	154
Madhya Pradesh: MBBS Books in Hindi	156
DRP Woes for Postgraduate Medical Students	164
AIIMS Delhi: Changing the Way It Teaches	166
Murshidabad University: 'A Boon for the District'	168
How Medical Education is Changing	172
Sanskrit Universities: A Modern Touch	192
Campus Life: 'Feels Like Home Here'	210

LISTING

How to Join a Hospitality	/ Programme	88

WORKPLACE

Placements at New Universities	2	1
indefinence de l'iell offices de l'elles		۸

REGULARS

Queries	14
In the News	16

Cover Design: Shvetank Verma Cover Image: Shutterstock



INTERVIEWS



Pramath Raj Sinha Chairman, BoG, Ashoka University

64

100



Sam Pitroda Founder. TDU



Aakash Chaudhry Founder and Trustee, Plaksha University



P Sathyanarayanan President and Pro-chancellor, SRM University-AP 128



Pradipta Kumar Nanda Vice-chancellor, Siksha 'O' Anusandhan 138



Dr. Dinesh Kumar Head of Medical Education, Maulana Azad Medical College 148



Alok Kumar Principal Secretary, Medical Education, Uttar Pradesh



Rajender Singh Pawar Founder, **NIIT University**



Sanjay Lalbhai Chancellor and Chairman, BoG, Ahmedabad University

190

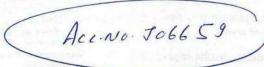


Vol. 23 No. 2

June 2023

Contents

Case Shelf



-

Tim Hortons: On the Road to Recovery?

Syeda Ikrama and Syeda Maseeha Qumer



6

ByteDance Ltd: Navigating the Journey from Viewership to Profit

Shwetha Kumari and GV Muralidhara

23

GoTo - A Merger of Indonesian Digital Giants

37

S Vijaya Lakshmi and Nagendra Kumar M V

Johnson & Johnson Spin-Off Smita Ray and Manish Agarwal 50

Moonlighting Conundrum:

The Indian IT Industry's Troubled Phase

 $Aravamudhan\ N\ R\ and\ Bharathi\ S\ Gopal$

GA

Super Bumper August 2023 Issue

etition Digital

revie

Exclusive Interview



Dr. Mayur Hazarika

> **IAS Topper Among Men** 2022-23 (5th Rank)



LATEST MOCK TESTS

From India's Top Institutes

India's Journey As **A Nuclear Power**

PM Flags Off Five Vande Bharat Express Trains

India Out Of UN Kids & Armed Conflict List

Greece PM Mitsotakis Takes Oath For Second Term

China, Pakistan Sign \$4.8 Bn Nuclear Plant Deal

GST Collections Rise To Over Rs. 1.61 Lakh Crore

IndiGo Orders 500 Airbus A320 Aircraft

CSR-GHRDC Rankings India's Top **Engineering** Colleges 2023



SOLVED PAPERS **UPSC * IBPS** SSC * RBI * NICGENERAL

INTELLIGENCE & REASONING







The New Vigour In **Indo-US Ties**

India's Global Digital Public Infrastructure

Uniform Civil Code For India

India's 24,24,540 Water Bodies

CURRENT EVENTS

OF NATIONAL IMPORTANCE **ROUND-UP**

Group Discussion | Facing The Interview Board

TAXMANN®'S

CORPORATE PROFESSIONALS TODAY

A WEEKLY ON GST | INCOME TAX | COMPANY LAW | ACCOUNTS & AUDIT

ISSN 0975-9948

E-Commerce Industry

Direct Tax Perspective

- Equalisation Levy
- Interplay between TDS & Equalisation Levy
- Recent Developments

GST Perspective

- Statutory Interpretation and legal maxim
- Analogy between Section
 9(5) and section 52 of
 CGST Act
- Navigating the industry complexities

Classification under FDI norms

28 JUL 21 Corporate Laws

- FDI limits & conditions
- Consumer Protection (E-Commerce) Rules, 2020
- Duties of e-commerce entities
- Liabilities of e-commerce entities
- Duties of sellers on marketplace
- Duties and liabilities of inventory e-commerce entities
- Penalty for contravention of E-Commerce Rules

ACC. NO. JOG681



ACC. NO. J06681

Contents

Volume 57 | Issue 12 | July 22 To July 28, 2023

Direct Tax Laws

- 573 E-Commerce Industry : Direct Tax Perspective MAYANK MOHANKA
- Science Museum's Exemption Goes Up in Smoke MEENAKSHI SUBRAMANIAM

GST

- 587 E-Commerce Industry : GST Perspective KARAN KAKKAR, MANSI JAIN
- 591 Comprehensive Analysis of Recommendations made in 50th GST Council Meeting

Corporate Laws

- 580 E-Commerce Industry : Corporate Laws Perspective RACHIT SHARMA, SHUBHAM GUPTA
- 618 SEBI's Enhances Transparency in Private Placement of Non-Convertible Securities

Weekly Review

- 622 Goods and Services Tax
- 625 Income-tax
- 628 Corporate Laws

TAXMANN®'S

CORPORATE PROFESSIONALS TODAY

A WEEKLY ON GST | INCOME TAX | COMPANY LAW | ACCOUNTS & AUDIT

ISSN 0975-9948

Special Issue

RELATED PARTY TRANSACTIONS



- Income-tax Implications
- Acc. NO. J06644
- GST Implications
- Companies Act Implications
- Audit & Disclosure Checklist

Also Incorporating

- ► Joint
 Commissioner
 (Appeals):
 Rationalization
 of the First
 Appeal Process
- Supreme Court's Verdict: A wake up call to re-evaluate warranty transactions

0 JUL 25

ontents

Issue 11 July 15 To July 21, 2023

NOIDA

Direct Tax Laws

- 525 Related Party Transactions: Income-tax Implications - MEENAKSHI SUBRAMANIAM
- 549 Joint Commissioner (Appeals): Rationalization of the First Appeal Process - SUDEEP DAS, ASHWATH PAI

GST

- 530 Related Party Transactions: GST Implications - DHARNENDRA KUMAR RANA, SHUBHAM AGARWAL, EKUM SINGH SETHI
- 553 Supreme Court's Verdict: A wake up call to re-evaluate warranty transactions - SHIVAM MEHTA, TANYA GARG

Corporate Laws

Related Party Transactions: Companies Act 533 Implications - TAMANNA GABA

Accounts & Audit

540 Related Party Transactions: Audit & Disclosure Checklist - ATUL KUMAR

TAXMANN®'S

CORPORATE PROFESSIONALS TODAY

A WEEKLY ON GST | INCOME TAX | COMPANY LAW | ACCOUNTS & AUDIT

ISSN 0975-9948

Special Issue

Corporate Social Responsibility



- Income-tax Implications
- Companies Act Implications
- GST Implications
- Reporting and Audit Checklist

ACC.NO. JOG6 39

Also Incorporating

- Know the New TCS Provisions on LRS and Overseas Tour Packages
- Breaking Barriers: RBI allows residents to pay IFSC Foreign University Fees under LRS
- Circular issued on the direction of Hon'ble Supreme Court in Cosmo Films: Boon for some but bane for many?
- Case Study: Severe Penalty for Furnishing Incomplete Documentation While Intimating Auditors' Appointment

PLUS | A Weekly Review on GST/Income-tax/Corporate Laws

Contents

Volume 57 | Issue 10 | July 8 To July 14, 2023

Direct Tax Laws

- 473 Corporate Social Responsibility Income-tax Implications V K SUBRAMANI
- 496 Know the New TCS Provisions on LRS and Overseas Tour Packages

18 JUL 2123

NOIDA

GST

- 486 Corporate Social Responsibility GST Implications – KARAN KAKKAR, MANSI JAIN
- 503 Circular issued on the direction of Hon'ble Supreme Court in Cosmo Films: Boon for some but bane for many? NEETHU JAMES, KALIRAJAN D, ANANYA RAGHAVENDRA

Corporate Laws

- 478 Corporate Social Responsibility Companies Act Implications TAMANNA GABA
- 501 Breaking Barriers: RBI allows residents to pay IFSC Foreign University Fees under LRS RACHIT SHARMA
- 506 Case Study: Severe penalty for Furnishing Incomplete Documentation While Intimating Auditors' Appointment PROF. R. BALAKRISHNAN

TAXMANN®'S

CORPORATE **PROFESSIONALS** ODAY

A WEEKLY ON GST | INCOME TAX | COMPANY LAW | ACCOUNTS & AUDIT

ISSN 0975-9948



73 FAQs on Income-tax **Returns for Assessment** Year 2023-24

Also Incorporating

- SEBI LODR (Second Amendment) Regulations, 2023: Decoding the Latest Reforms
- SEBI (Alternative Investment Funds) (Second Amendment) Regulations, 2023: A Comprehensive Overview

Contents

Volume 57

Issue 9

July 1 To July 7, 2023

Direct Tax Laws

73 FAQs on Income-tax Returns for Assessment Year 2023-24

0 4 JUL 2 % 1

Corporate Laws

- SEBI LODR (Second Amendment) Regulations, 2023: Decoding the Latest Reforms - TAMANNA GABA
- 453 SEBI (Alternative Investment Funds) (Second Amendment) Regulations, 2023: A Comprehensive Overview

Weekly Review

459 Goods and Services Tax

463 Income-tax

467 Corporate Laws

Acc. No. Jo6595

NDIA'S NO.1 INVESTMENT MAGAZINE SINCE 1980

DALAL STREET NVESTMENTJOURNAL

DEMOCRATIZING WEALTH CREATION

July 17 - 30, 2023 ■ Pages 68 ■ www.DSIJ.in ₹150

Analysis
JBM Auto Ltd.

Acc. NO. J06637

Cover Story

Decoding Growth Expectations in Investments

Special Report

Preserving Value: Exploring MRF's Choice to Avoid Stock Split





Scan to read on app



www.dsii.in/apps.aspx

CONTENTS

30

Cover Story

Decoding Growth Expectations in Investments



Recommendations

9

Choice Scrip

11

Low Priced Scrip

12

Hot Chips

15

Analysis

JBM Auto

A Cautionary Tale in a Bullish Market



 18_{s}

Special Report

Preserving Value: Exploring MRF's Choice to Avoid Stock Split



Inside: TOP 1000 Companies | Financial Review For FY23

INDIA'S NO.1 INVESTMENT MAGAZINE SINCE 1986

DALAL STREET INVESTMENTJOURNAL

DEMOCKATIZING

WEALTH CREATION

Acc. No. 506392

July 03 - 16, 2023 ■ Pages 100 ■ www.DSIJ.in ₹150

Cover Story

Analysis
APL Apollo Tubes Ltd.

How To Make A Robust Portfolio

Special Report

SEBI Cracks Down On Unregistered Investment Advisers



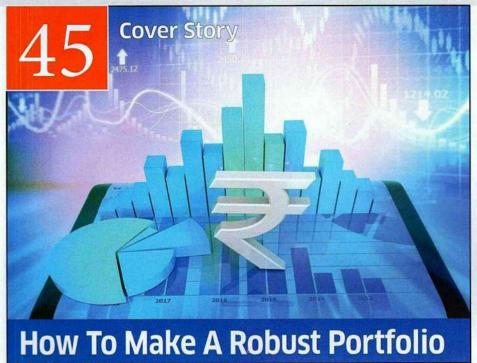
S \$ 10.15 UK E 5.05

CONTENTS

Scan to read on app



Vol. 38. No. 16 • JULY 03 - 16, 2023



Recommendations

10

Choice Scrip

Low Priced Scrip

14

Hot Chips

Analysis

APL APOLLO TUBES

Steely Resolve To Drive It Ahead



Special Report

SEBI Cracks Down On Unregistered Investment Advisers



Special Supplement

Download the complete financial data of

Regulars

- Editor's Keyboard 06
- 07 Company Index
- 08 Market Watch 16 **Technicals**
- 82 Reviews
- 83
- Kerbside

Subscribers can access the complete databank consisting of more than 3500 companies on our website www.DSIJ.in

Communication Feature sections are advertorials provided by the company & carried on "as is" basis.

BREADCRUMBS AT THE BEGINNING. MILESTONES LATER ON p. 20



WHEN A REPUBLIC DAY PADMA HONOUR COMES AFTER A DQ AWARD p. 54



20-JUL-21:3 1:

HOW BIG DATA THE FINANCIAL LANDSCAPE p. 60

₹100

VOL XL No 07 | JULY, 2023

DATAQUES THE BUSINESS OF INFOTECH W CyberMedia

Looking Ahead

#DQ40Years

Looking Back



"We have raced past to embrace revolutionary innovation."

SHIV NADAR

Founder, HCL

"Our mission was to bring people and computers

RS PAWAR

together."

Chairman & Co-Founder,



ERIC SCHMIDT

Chairman of Novell (later Google) in 1997



DATAQUEST 30 DIGITAL LEADERSHIP

- Sanjeev Bikhchandani
 CP Gurnani
- · Ajai Chowdhry · Harish Mehta · Ashank Desai
- · Saurabh Srivastava · Arun Seth · Sanjay Nayak
- Sharad Sharma · V Srinivasa Rao (VSR) · Many more!

GUEST OF HONOR Lt-Gen (Dr) Rajesh Pant



CONIENTS

DQ LEADERSHIP CONCLAVE

- 30 India2047 may see India emerge as a superpower!
- 31 Importance of the Bharat 2047 Vision
- 32 We need to develop higher value-add products
- 33 Next 25 years will see Al do more and more tasks
- 35 Transformers for the world!
- 36 We're looking at digital technologies for exponential growth
- 37 Building petabytes
- 38 Need defined business objective for Cloud
- 39 Getting the true value of data realization
- 41 Need to invest more in Cybersecurity
- 42 Biggest contribution will come from the digital startup ecosystem
- 44 Cyber Security enters the Space Age
- 46 India's long and hopeful journey towards 2047
- 49 Recognizing innovators and visionaries

LOOKING AHEAD #DQ40YEARS LOOKING BACK



"We have raced past to embrace revolutionary innovation."

SHIV NADAR Founder,



"The future is about pointto-point encryption."

ERIC SCHMIDT

Chairman of Novell (later Google) in 1997



"Our mission was to bring people and computers together."

RS PAWAR

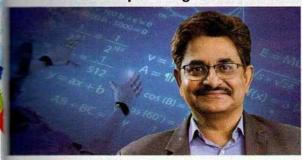
Chairman & Co-Founder, NIIT

#DQ40YEARS

20 Breadcrumbs at the beginning.
Milestones later on.



Not just Companies but Nations – Will AGI Disrupt Enough?



When a Republic day Padma honour comes after a DQ Award

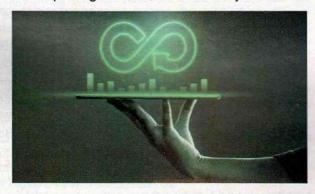
SPECIAL FEATURE

How Big Data is shaping the financial landscape



OPINION

64 Squaring the Circular Economy



TALKING POINT



WE BUILT CAPACITY BY COUPLING DIGITAL WITH PHYSICAL

ARVIND SIVARAMAKRISHNAN
Chief Information Officer, Karkinos Healthcare

CONFERENCE

70 India's FinTech Industry Shines with Innovation and Regulatory Support



74 Building a Strong Compliance Culture: Experts Discuss Strategies for Effective Security and Compliance

REGULAR

06 DQ Team

07 Edit



YOUR TECHNOLOGY NAVIGATOR | WWW.DIGIT.IN | VOL.23 ISSUE 07 | JULY 2023

DO YOU BELIEVE EVERYTHING THEY SAY?

Acc. NO JO6655



TOYS

The Game of Life Goals, Godrej Spacetek Pro

BOO-MAN

Short Tech Tips

EXPERIENCE

Crossbeats Blaze Soundbar

AGENT 001

Battery life myths



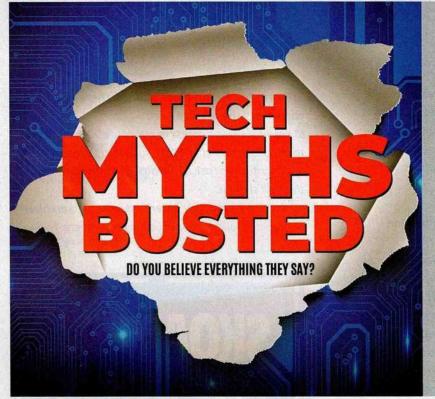
Get a quick look at what you can expect in the magazine this month



Access eDVD at dgit.in/edvd

GONTENTS

JULY 2023 • VOLUME 23 • ISSUE 07



COVER FEATURE

This month, we decided to take the matters into our own hands. We sat down and hunted myths plaguing the world of consumer tech and weeded them out one by one. We did our own research and spoke to industry experts as well!

UPDATE

10 | Hardware

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

12 | Services

What are service providing companies up to?

14 People

It looks like it is a Musky affair of Tesla with India

TEST

15 | Tested

The latest and greatest gadgets

tested and rated for you by our in house category experts

44 | Best Buys

We bring you a list of the three best products in some categories! For more such lists, visit Digit.in!

46 | Experience

Oure revierwers spent some time with the Xiaomi 13 Ultra, Amazon Fire TV Cube 3rd-Gen, 45-inch HP E45C G5, and the Crossbeats Blaze and here's their account of using them

54 Digit Diary

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

..and more

R&D

58 Insight

Interviews with industry experts to help you get you the latest updates of the happeings in the world of processors and professional audio

62 | Feature

We delved into the deep dark world of the interwebs to find and debunk some of the most popular tech myths!

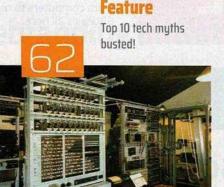
66 Industry Connect

We spoke to experts from TeamViewer and Re-Fit Global about the current happenings in tech!



Experience

Xiaomi 13 Ultra - The best camera phone?





LEARN

70 | Feature

Myth Busting 101 - We bring to you a selection of tips and tricks which you can use to ensure that you are capable of weeding out tech myths on your own!

PLAY

74 Boo-Man

As the team was busy finding myths, and Boo-Man decided to help and what he found did not please him at all!

75 Toys

We talk about our time with the Game of Life Goals and Godrej Spacetek Pro smart lock

SKOAR!

78 What's New?

All the latest news and developments from the world of gaming

80 Pheachur

Some say that Women aren't good at gaming. Well, that is not true at all!

86 Reevu

Council wasted no time to review the latest Formula 1 game, F1 23 when we got a chance to!

92 Kuvah

Unveiling the Veil – Exploring and debunking gaming's enigmatic myths

...and more

digit YOUR HANDY GUIDE TO EVERYDAY TECHNOLOGY

TO

PC MAINTENANCE

- What's More
- Of the SSDs and HDDs
- NAS
- Keyboards
- Mouse
- **Monitors**
- Benchmarking Tools
- Clearing Your Doubts

(PART - 2)

Acc. NO. Jo6655

21 JUL 213

FREE WITH DIGIT JULY 2023

Down To Earth

FORTNIGHTLY ON POLITICS OF DEVELOPMENT, ENVIRONMENT AND HEALTH

Subscriber copy, not for resa

₹80.0

AceNo Job667

WHITHER NEW ANTIBIOTIC \$?

The world has not seen a new class of the wonder drugs in four decades

2 & JUL 24 F

3006

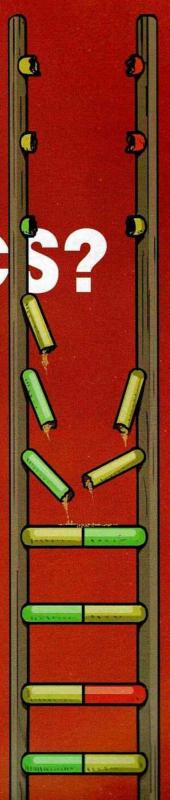


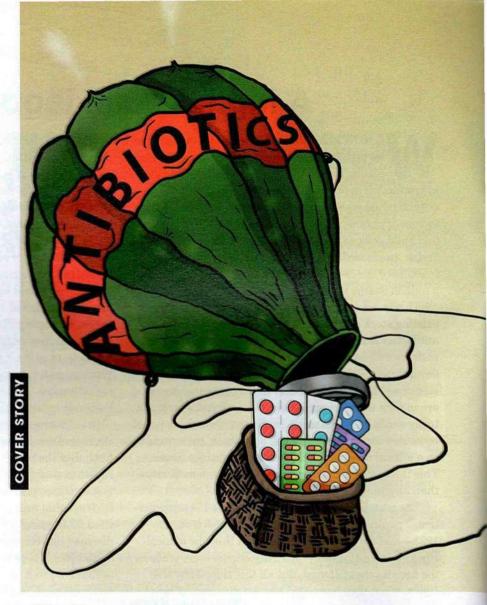
UNEMPLOYMENT
Urban India needs a job
guarantee law
P14

THERMAL COMFORT

Cooling solutions with minimal power consumption

P46





26

The world must continue research and development of new, effective antibiotics to fight rapidly rising antimicrobial resistance

- Digest

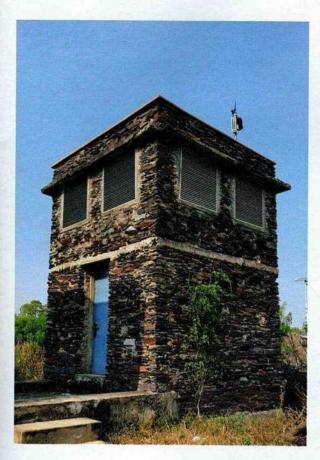
 Mangrove restoration saves Odisha
 village from cyclone impacts
- Guaranteed employment As states roll out schemes for urban dwellers, need for Central law grows
- 20 Ayurveda

 Hurdles in training, practice limit
 potential of the traditional system
- 24 River rejuvenation
 Efforts to revive small rivers show little progress across states



- Patently Absurd
 Will India water down patent laws
 to secure free trade agreements?
- 58 Civil Lines
 Latest data casts doubts on
 India's ODF status, again

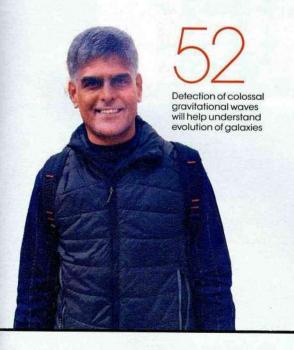
Contents



46

Energy-efficient cooling solutions that cater to different spaces, environment conditions







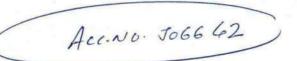
JULY 8, 2023

Vol I VIII No 27

Economic&PoliticalWEEKLY

A SAMEEKSHA TRUST PUBLICATION

www.epw.in





EDITORIAL

Lazy Banking Will Not Help

COMMENT

Sexual Harassment and Its Unyielding Proofs

FROM THE EDITOR'S DESK

Democracy as a Tabula Rasa

ALTERNATIVE STANDPOINT

50 Years of the 'Basic Structure': The Best Compliment to 'We, the People'?

COMMENTARY

- SC Status for Dalit Muslims and Christians
- Karnataka Assembly Elections
- The Ugly Side of Football
- Labour versus Labour
- Ranajit Guha (1923–2023)

BOOK REVIEWS

- Law, Justice and Human Rights in India: Short Reflections
- Streets in Motion: The Making of Infrastructure, Property and Political Culture in Twentieth-century Calcutta
- Becoming Young Men in a New India: Masculinities, Gender Relations and Violence in the Postcolony

SPECIAL ARTICLES

- Is Inequality the Unstated Constraint on India's Growth?
- Towards a Feminist Fiscal Policy in a Post-pandemic Economy
- Seventy-five Years of Uttar Pradesh Economy

CURRENT STATISTICS

Feminist Fiscal Policy

Located within an understanding of the macro-patriarchal fundamentals of the state and its resultant policies, gender-responsive budgeting is an existing public finance tool to remedy the neglect of gender disparities in policymaking. page 49

Dalit Muslims and Christians

Caste among Muslims and Christians has been invisibilised, both in state and policy discourse, and by the religious, political, and intellectual elites who have represented them as minorities. page 14

Inequality and Growth

The savings needed for India's high growth phase have come about by making the distribution of income more adverse as the poor have borne the burden of constraining consumption for higher growth. page 41

Economy of Uttar Pradesh

A critical factor in the underdevelopment of UP has been the slow process of structural change in favour of non-agricultural sectors, and widespread rural poverty is thus closely related to high agrarian density. page 56

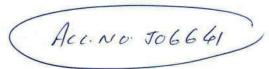
Ranajit Guha (1923-2023)

Guha contributed to forging new ways of historiography by reading the records created by the elites "against the grain" and underscored that the people are the subject of history. page 30

Economic&PoliticalWEEKLY

A SAMEEKSHA TRUST PUBLICATION

www.epw.in





Distribution of Income in Indian States

Given declining real incomes, caste and occupational composition, and risk of persistently deep poverty in the bottom deciles of high inequality states, the most critical concern of economic policy is the design of appropriate sustained income support programmes for the vulnerable populations. page 37

Rural Mechanisation in the Nepal Mid-hills

An examination of the spread of Nepal's agricultural equipment needs to take into account the role of macro policy such as machinery import policies, the growth of a remittance economy, the expansion of local small-scale repair and maintenance industries, and the effects of the external shocks to the economy. page 29

DBT for Agricultural Households in Odisha

The preponderance of marginal and smallholders, falling average size of landholdings to below 1 hectare, and patterns of low earnings from cultivation in Odisha raise concerns about the ability of direct benefit transfer schemes such as KALIA to generate stable and sustainable livelihoods. page 13

Impact of Crop Insurance on Rice Yield

The fact that crop insurance has a positive impact on rice yields means there is no strong evidence of moral hazard, and in the absence of which it may be a good idea to provide a larger subsidy to crop insurance schemes. page 5

Climate Justice

The conflicting perceptions of climate justice between the developed and developing countries are apparently influenced by considerations of their respective domestic self-interests, bargaining power, hegemonic or vulnerable position, and reconciling these opposing perceptions is necessary for effective climate action. page 22

Economic&PoliticalWEEKLY

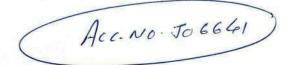
Vol LVIII Nos 25 & 26

A SAMEEKSHA TRUST PUBLICATION

www.epw.in

COMBINED ISSUE WITH 364 PAGE SUPPLEMENT

18 JUL 2 13



EDITORIALS

- Conservative Judicial Activism in the US
- Quality of Higher Education

FROM THE EDITOR'S DESK

Precarity That Encircles Society

COMMENTARY

- Blended Finance in the Health Sector of India
- Tax-to-GDP Ratio: India's Performance in Comparative Perspective
- Locked Abroad: Revisiting the Health and Human Rights of Indians Detained Overseas And more ...

BOOK REVIEWS

- The Idea of a University:
 Possibilities and Contestations
- Scorching Love

REVIEW ARTICLE

- Ideas, Thoughts & Memories: Bengali Literary Essays
- Talking of Power: Early Writings of Bengali Women

PERSPECTIVES

Youth Identities and College Experience

SPECIAL ARTICLES

- Global Fertiliser Crisis and Its Impact on the Indian Fertiliser Sector
- Navigating ESG Disclosure and Ratings' Conundrum
- Tax Efforts of Major North Indian States
 And more ...

POSTSCRIPT

Crisis in the Fertiliser Sector

With a severe shortage of fertiliser products in agriculture, attempts to increase domestic production by hiking the targeted monthly production have failed due to the dependence on imported raw materials. page 50

Experience of Higher Education

Looking at diversity beyond enrolment and paying attention to understand the experiences of discomfort, inadequacy, and exclusion of socio-economically disadvantaged students is essential to counteract the reproduction of social (dis)advantage. page 44

Human-Animal Relationship

A romanticised understanding of the indigenous communities' relationship with nature based on a film like the *Elephant Whisperers* can create massive setbacks to the possible methods that mitigate the human—wildlife conflicts. page 89

History of the Bangla Essay

The task of the modern essay was to immaculately counterpoise individual desires with social demands, the personal being with impersonal experiences. page 39

MGNREGS during the Pandemic

Due to the large-scale pandemic-induced reverse migration, striking differences were noticed in daily wages that led to income fluctuations post-pandemic. page 81

THE CAPITALISTS BHARAT 2.0 RNI NO. HARENG/2011/39608-L-2/FBD/286/18-2 RNI NO. HARENG/2011/39

SUBSCRIBER'S COPY NOT FOR RESALE

SMALL MEDIUM

Www.entrepreneur.com
ACC.NO. J06599 June-July 2023 I ₹250 I INDIA EDITION

FRAUD OR FRAMED?

THE CURIOUS CASE OF ASHNEER GROVER

FORMER MD AND CO-FOUNDER BHARATPE





Contents JUNE-JULY 2023











































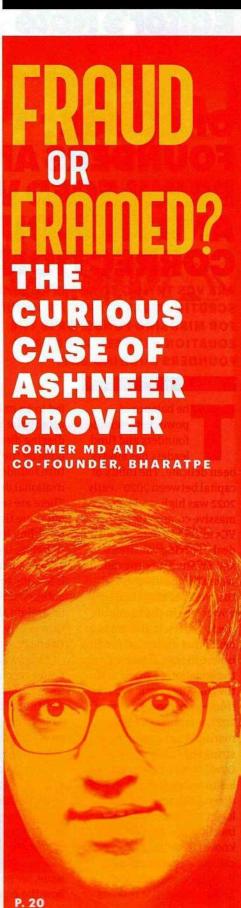














12

Impact Unicorn: The Rightful Indian Legacy for the G20

BY VINEET RAI, FOUNDER AND CHAIRMAN, AAVISHKAAR GROUP



13

How Incubators
Can Keep Themselves
Relevant

BY PROF. SRIVARDHINI K JHA, ASSOCIATE PROFESSOR OF ENTREPRENEURSHIP, NSRCEL, IIMB



14

The Changing Face of Stationery Market in India

BY DEEPAK JALAN, MANAGING DIRECTOR OF LINC LTD



15

How Indian SaaS Industry Can Touch Global Highs

BY NILESH PATEL, CO-FOUNDER & CEO, LEADSQUARED

TRENDS & UPDATES

10 HAPPENINGS

759 MN Indians Active Internet Users, To Reach 900 MN By 2025

STARTUP

OPPORTUNITY

mais Cold Chain Builders

SA COOL IDEA

Start-up is Turning Stubble

Meste into Sustainable Packaging

MUSIC

Startups Disrupting
The Indian Market

GROWTH

SO SME

SMEs Shift Towards
Manboard Exchanges

55 LEGACY

Getting Taste Right Since 60 Years

88 EV

Vision 2030: How India Can Achieve Its EV Target?

112 IN CONVERSATION

Ankit Nagori: The Digital Foodpreneur

MONEY

78 FUNDING

Technology Sector M&A: Key Market Trends In 2022 And Outlook For 2023

80 Angel Networks Who Are Targeting Startups In Smaller Cities

WEALTH

84 INSURANCE

Safeguarding Your Business

TECH

90 AI

Towards A Responsible AI

93 AI TOOLS

6 Al-Powered Tools You Need To Check Out

99 GADGETS

Choose Your Reality

CORPORATE

96 LUXURY BRANDS

Luxury Cars: Need For Speed In Tier II, Tier III Cities

100 AVIATION

Akasha Air: Aiming To Be a Cost Leader

102 Etihad Airways: Targeting Indian Market Beyond Metro Cities

108 TECHNOLOGY

Qualcomm India: Focused On Improving Business Across New Verticals

WEB3

94 GAMING

Unlocking The Potential: Why Metaverse gaming and GameFi should be on investors radar

104 NFT

Unlocking liquidity through NFT lending

106 METAVERSE

Can Al Help Accelerate Metaverse?

INTERNATIONAL

114 Keeping Up With The Customers

122 How To Bring A Moonshot Down To Earth

129 Are You Productive?

130 Why This? Why Now? Why You?

133 What's Your Big Idea?

134 Your Personal Brainstorm

143 What You Don't Learn On Wall Street

ECOSYSTEM

138 FINTECH

Lending A Helping Hand to Fintech Businesses

140 LOGISTICS

What's Fuelling Growth In Logistics Despite Global Slowdown

LIFE

144 APPS

Prajakta Koli's 4 Favorite Apps

145 BOOKS

Nirvaan Birla On His Favourite Books

146 THE OTHER SIDE

Taking The Center Stage



Special Issue: Contemporary Organizational Sustainability: The Symbiotic Relationship between Business and Society

Guest Editors: Alkis Thrassou and Giuseppe Festa

Contents



Editorial

Contemporary Organizational Sustainability: The Symbiotic Relationship Between Business and Society

Alkis Thrassou and Giuseppe Festa

Perspective

Three Perspectives on Changing Gender Stereotypes

K. G. Priyashantha, A. Chamaru De Alwis and I. Welmilla

Case

Gender Discrimination and Retaliation at Pinterest
Srirang K. Jha and Shweta Jha

Review

A Bibliometric Study on Corporate Transparency and Disclosures

Venkata Mrudula Bhimavarapu, Shailesh Rastogi and Preeti Mulay

Research

Assessing Sustainability Governance and Its Dimensions

Mohammad Sirajul Islam and Mohammad Shamsuddoha

Talent Management and Its Impact on Organizational Commitment: An Empirical Investigation of Indian Hospitality Industry

176
P.C. Bahuguna, Deepak Bangwal and Rajeev Kumar

Consumers' Willingness to Pay for Agri-Food Products Delivered with Electric Vehicles in the
Short Supply Chains
Antonino Galati, Giuseppina Migliore, Alkis Thrassou, Giorgio Schifani, Giuseppina Rizzo,
Nino Adamashvili and Maria Crescimanno

Does Organizational Support Moderate the Influence of Family–Work Conflict on Career Progression?

208

Isaac Nyarko Adu, Evelyn Twumasi, Kwame Owusu Boakye and Michael Kyei-Frimpong

VOL XXXVII NO. 2

IUNE 2023

ISSN 0970 - 3772

ARTICLES

LONG RUN AND SHORT RUN RELATION BETWEEN EXCHANGE RATE AND INDIAN STOCK MARKET

MONEY LAUNDERING AND ITS IMPACT ON FINANCIAL INDICATORS

AN EMPIRICAL STUDY OF CUSTOMER COMPLAINTS: NATURE, EXTENT, AND STRATEGIES FOR MITIGATING COMPLAINTS

EMERGING DETERMINANTS AND ANALYTICS OF OFF-BALANCE SHEET ACTIVITIES (OBSA) OF COMMERCIAL BANKS

HERD BEHAVIOR IN INDIAN STOCK MARKET: UPSHOTS OF COVID-19 PANDEMIC

OVERHANG OF NPA PROBLEM IN BANKS IN INDIA AND SAARC COUNTRIES: A SURVEY BASED APPROACH

LONG AND SHORT-RUN EFFECTS OF MODE-WISE TRADE Janani Ravinagarajan & VOLUME ON NIFTY RETURNS: A VECM MODEL APPROACH

EXPORT PERFORMANCE AND FIRMS CHARACTERISTICS: STUDY BASED ON TRANSPORT MANUFACTURIGNG FIRMS IN INDIA

Amit Chaudhary, Rajkumar Sharma & Yamini Agarwal

G. Ilankumaran, V. Darling Selvi & V. Govindaraja

Rajinder K. Uppal & Dharminder Singh

Manish Dadhich, Shalendra Singh Rao, R. Sharma & R. Meena

> Meera Bamba. Komal & Mamta

Richa Verma Bajaj & Dipali Krishnakumar

Sharon Sophia

Rekha Melwani

ABSTRACT OF D. LITT / DOCTORAL DISSERTATIONS

EARNINGS MANAGEMENT IN INDIA DETECTION. DETERMINANTS, PREFERENCE AND IMPLICATIONS

EARL MODEL ADHERENCE OF HUMAN RESOURCE INFORMATION SYSTEM IN MEDIUM SCALE TEXTILE INDUSTRIES WITH REFERENCE TO ANDHRA PRADESH

Ramesh C. Das

C.Y. Sai Krishna

CONFERENCES PAPERS

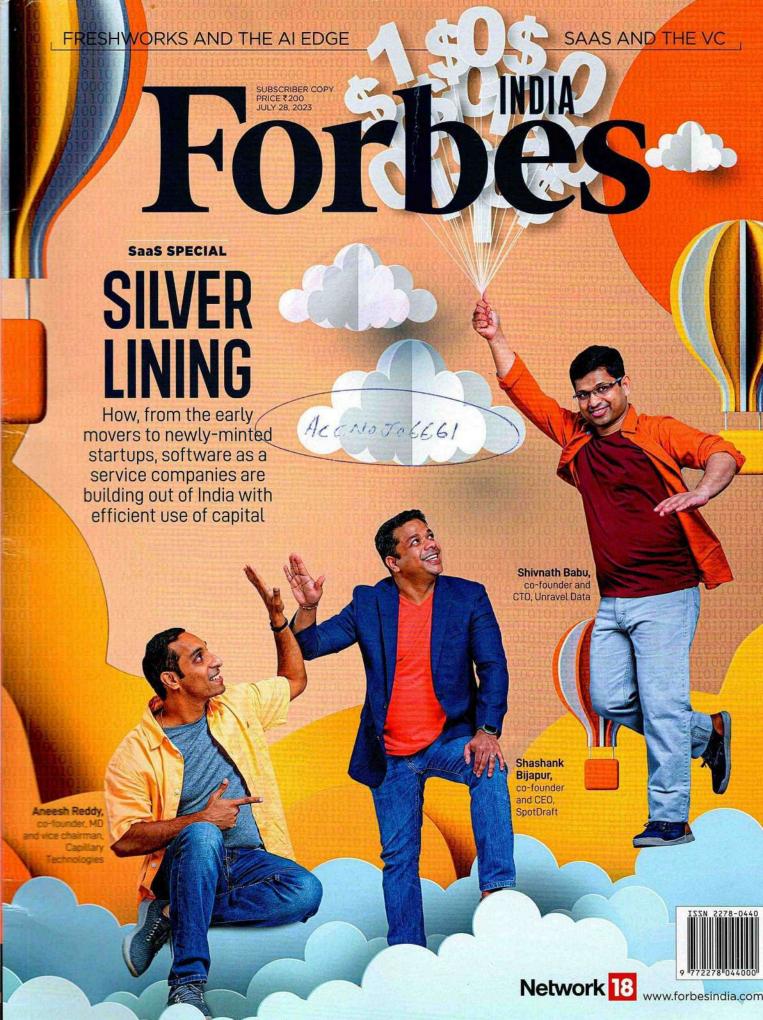
REVENUE POTENTIAL AND TRADING VOLUME IMPACT Sharon C. Tensingh & OF COMMODITY TRANSACTION TAX: EMERGING M. Thenmozhi MARKET CONTEXT

GENERATING PROFITS THROUGH GRAHAM'S VALUE INVESTING USING EXIT STRATEGY: AN EMPIRICAL ANALYSIS

Satinder Kaur, Sidharath Seth & Jaspal Singh

Ace No Job682

The quarterly journal of Indian Institute of Finance



Contents JULY 28, 2023 VOLUME 15 ISSUE 15

Forbes

PG. 22

FROM INDIA, WITH LOVE

Five startups that are building software in the country, for the world

20 • A LUCRATIVE **OPPORTUNITY**

The slowdown is pushing India's SaaS companies to sharpen their focus on cash flows, and perfecting their build-in-India-sell-in-the-US playbook

26 • FRESH GENERATION

Harnessing technologies like GPT and Copilot, Nasdaqlisted Freshworks plans to go after larger customers and ramp up its own growth

30 • CAPILLARY ACTION

Aneesh Reddy's Capillary Technologies is on the cusp of becoming a global vendor of sophisticated software products focussed on customer loyalty management

34 • BIG BACKERS

Five venture capital firms that are investing in India's SaaS story, and giving an early boost to companies innovating across sectors-from technology to health care

36 • 'LARGER **BUSINESSES SEE VALUE** IN ZOHO FOR THEIR **COMPLEX NEEDS'**

Praval Singh, VP for marketing and customer experience at Zoho, speaks about how the company is gaining "upmarket" traction, and priorities over the next 12 to 18 months



From left: Madhav Bhagat, Shashank Bijapur and Rohith Salim. co-founders, SpotDraft



Girish Mathrubootham, founder & CEO, Freshworks



The Capillary Technologies' team began its US push in 2021

INDIAN SAAS COMPANIES-THE STORY SO FAR

Investors remain circumspect about valuation multiples, but founders are digging themselves in, investing in sales and prioritising revenue growth

42 • A WINNING GENERATIVE AI PRODUCT HAS HUMANS AT ITS **FOUNDATION**

Generative AI will become the foundation on which individuals and enterprises will build transformational products and services. And startups are uniquely positioned to capitalise on this

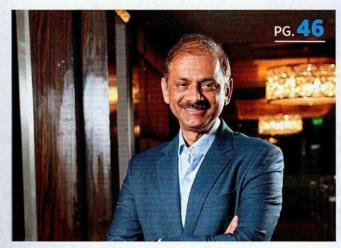
IN FOCUS

46 • IDFC: WELL **BEGUN BUT HALF DONE**

As infrastructure financing company IDFC merges with IDFC First Bank, V Vaidyanathan will have to handhold the entity through what could be a tricky road ahead

50 • TIME TO PERFORM

The government has done enough to assist debtburdened, loss-making telcos BSNL and Vodafone Idea. As both continue with their 4G expansion journeys, the stakeholders are watching



V Vaidyanathan, CEO, IDFC First Bank



Bala Srinivasa (left) and Rahul Chandra, founding managing directors, Arkam Ventures

55 • SPINNY'S FIFTH GEAR

After two flop ventures, and the third hanging by a thread during the early years, Niraj Singh displayed remarkable resilience to stage a comeback with Spinny

60 • RIDERS OF THE NEXT ARK

Arkam Ventures is setting out to raise \$180 million for their second fund to back their next set of founders tackling Middle India's biggest problems

66 • LEAGUES OF THEIR OWN

More than 15 sports leagues have been launched in India, in a movement started by the IPL. What will it take for them to survive and build sustainable brands?

72 • BEEN THERE, DRONE THAT

Buoyed by strong IPO response, ideaForge Technology is eyeing scalable and profitable growth

75 • A BITTER DOSE

Why are e-pharmacies and healthtech platforms bleeding? For offline rivals, though, it's a profitable and healthy story

78 • HOW INCLUSIVE IS YOUR OFFICE?

Some companies are trying to adopt newer ways to implement diversity at workplaces, but LGBTQ+ employees are not satisfied with their implementation

82 • AJAY MARIWALA'S SECRET SAUCE

The F&B founder has been garnishing his second innings with a unique recipe to serve a vast, under-serviced user base

87 • WHAT'S COOKING WITH MANU CHANDRA?

In 2021, in the middle of Covid, the chef had left the Olive group, his workplace of 17 years, to start his own company. How is he looking to navigate the treacherous F&B ecosystem?

FORBESLIFE

92 • 'SOCIAL MEDIA HAS LED TO A FASCINATING PERIOD OF KNOWLEDGE-SHARING IN F&B'

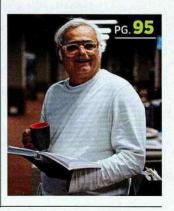
Celebrity chef Gary Mehigan, who shot to fame as a co-host of Masterchef Australia for II seasons, on his love for India and why social media is improving hospitality

95 • 'I DON'T UNDERESTIMATE THE INTELLIGENCE OF MY AUDIENCE'

After the success of Scam 1992, and more recently Netflix's Scoop, director Hansal Mehta reveals his love for the long form and how Shahid was a turning point of his life



The Pro Kabaddi League remains the second-most-watched domestic franchise league after the Indian Premier League



GAURAV SINGH, founder and CEO, Verloop

TATHAGATO RAI -DASTIDAR. founder and CEO, SigTuple

> GOPICHAND ... KATRAGADDA founder and CEO. Myelin Foundry

AI SPECIAL

THE PROMISE IS REAL

Meet the startups that are reimagining artificial intelligence to make it relevant and accessible to consumers and enterprises

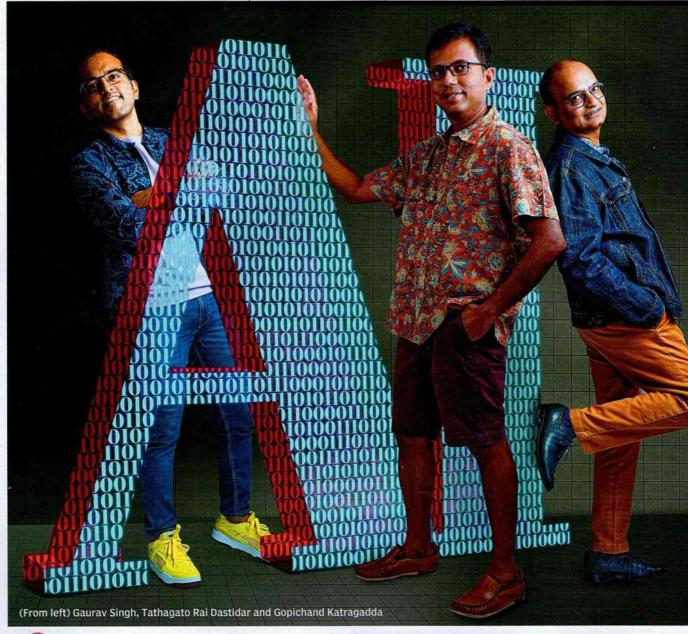
Plus: The Fears around Al

Network 18 www.forbesindia.com

Contents

JULY 14, 2023 VOLUME 15 ISSUE 14







AN EYE FOR AI

Five companies that are using cutting-edge technology across industries to foster innovation and improve user experience

32 • AN AI IN THE SKY

Experts suggest that an extensive number of highquality databases will be required to integrate AI in weather forecasting, and it has the potential to transform the lives of farmers

38 • NEXT LESSON: AI

Colleges and edtech platforms have introduced courses in artificial intelligence, thanks to the advent of ChatGPT and its counterparts. Will this demand sustain?

42 • 'AN ERA FOR THE **RIGHT-BRAINED TO** REIMAGINE THE WORLD'

Infosys's Satish HC on the company releasing all its AI tech, including its generative AI know-how, as a comprehensive suite of services under the brand name Topaz

46 • DON'T FEAR BOTS, JUST DON'T WRITE LIKE THEM

Automated journalism can't replace the human form but only if reporters, writers and editors are able to eschew the baggage that AI tends to carry: Bias, fakes and clichés

50 • 'THE FEAR FROM AI IS NOT NEW'

While artificial intelligence itself is fundamentally neutral, a regulator for it is a step in the right direction

52 • STEERING THE REGULATION WHEEL

AI is not without its risks. The objective of regulation should be to foster democratisation of this dynamic tech

54 • THE AI RISKS WE SHOULD BE WORRIED ABOUT

As AI continues to be used in a legal vacuum, it is important to understand the harms associated with it to ensure effective regulation

56 • 'WE NEED MORE WOMEN IN LEADERSHIP POSITIONS SHAPING POLICY IN AI'

Ivana Bartoletti, global chief privacy officer at Wipro, on why digital privacy is linked to equality

60 • ALL WORK AND SOME PLAY

On the lighter side, AI is recreating John Lennon's voice for a new Beatles record

IN FOCUS

62 • STARTING UP AND FALLING OVER

The low tide of funding has exposed the underbelly of the startup ecosystem in India.

67 • INDIGO VS AIR INDIA GETS REAL

IndiGo's order of 500 aircraft pips Air India's earlier deal, and indicates the growth potential of Indian aviation

70 • TESLA'S NEXT STOP: INDIA

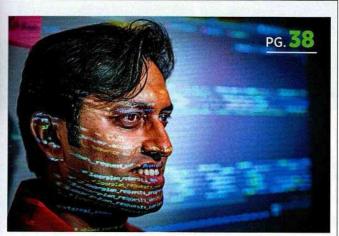
A year after its standoff with the government, Tesla CEO Elon Musk is gung-ho about entering India

74 • HEAT, STEAM AND PERCEPTION

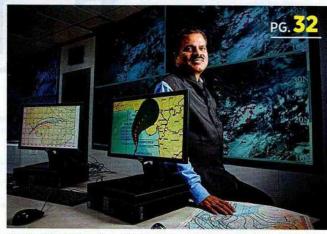
Triveni Turbines has posted its best fiscal performance in over a decade. Can India's biggest steam turbine maker engineer a playbook for a global play?

78 • HOW SAFE IS YOUR PERSONAL DATA?

A possible data breach of the CoWIN portal raises old questions. Even as the government denies a leak, experts call for stringent rules and compliance



Arvind Singh, founder & CEO, Superbolter



Mrutyunjay Mohapatra, director general of meteorology, India, and the India Meteorological Department

81 • OIL'S SLIP-SIDE

Despite forecasts of a looming oil market deficit, prices have remained surprisingly low

84 • TAKING AYURVEDA BEYOND BORDERS

The Ayurveda Experience, an Indian skincare and nutrition D2C brand, has scaled across the US, Europe and Australia. Can it achieve similar results on home turf?

88 • HELPING SMES MANAGE PAYMENTS

BharatNXT has successfully pivoted from being a supply chain financier to a profitable business payments platform for SMEs. It now has bigger plans

92 • WESTLAND AND PRATILIPI: SCRIPTING A NEW PLOT

Since it forged a partnership with Pratilipi to stay alive after being shut down by Amazon, Westland's strategy has been to embrace new, tech-forward ways of working

CROSS BORDER

98 • AMERICA'S MOST SUCCESSFUL BUSINESSWOMEN

Books, biometrics, beauty products—these 100 entrepreneurs, executives and entertainers made their fortunes in every conceivable way

FORBESLIFE

112 • THE THINKING ACTOR

Shahid Kapoor, who completes 20 years in the film industry, on pushing the envelope with diverse choices, staying relevant, and why his best is yet to come





SPECIAL: INDIA'S BEST FINANCIERS

Growing Legacies

Banking's Historic Run The Retail Credit Binge Turnaround At Small Finance Banks



Acc. No. JO6600

SUSTAINABILITY: TIME TO PRESS THE PEDAL ON ESG

MENACE OF THE **FINFLUENCERS**

CANCER, THE NEW CARDIOLOGY FOR HOSPITALS

UDAY KOTAK, FINANCIER OF THE YEAR

INDIAN BAN



SPECIAL ISSUE:

INDIA'S BEST FINANCIERS

Menace Of **Finfluencers**

How self-proclaimed stock market gurus exploit Sebi's limitations and loopholes to attract aullible investors...

BY RAJIV RANJAN SINGH

Return Of Wind

India's wind sector is set for a rebound as Centre tweaks auction policy, plans offshore wind projects and focuses on replacing old mills. BY P.B.JAYAKUMAR & **NEVIN JOHN**

Why Cancer Is The **New Cardiology**

Oncology is competing with cardiology in diagnosis, care and management at leading hospital chains. BY JOE C. MATHEW

Forget The Swiss Alps, Savour The Himalayas! The Fortune India-Grant Thornton Bharat Study on India's best

banks reinforces the adage: The good just get better.

BY V. KESHAVDEV

75

Fintechs Hop On The Licensing Bandwagon

Fintechs are eyeing NBFC licences after RBI directed they must have skin in the game.

BY RAGHU MOHAN

The Retail **Credit Binge**

Heavy concentration of retail loans is adding risk to bank books. Time to move with caution. BY RAGHU MOHAN

NPAs Under Tight Leash

NPAs have dipped, but it's too early to uncork the bubbly. BY APRAJITA SHARMA

Features

Foreword

Epidemic Of Stock Market Finfluencers A host of uncertified selfproclaimed stock market Gurus, because of their social media following, have mushroomed to tap into this investor curiosity. BY RAJEEV DUBEY

The Conversation

Gururaj Deshpande The entrepreneur and venture capitalist on why India's untapped billions need start-ups with a purpose. INTERVIEW BY V. KESHAVDEV



The Brief

BYJU's: Cloud Over IPO, Valuation Auditor resignation brings more bad news for the edtech start-up. BY RUKMINI RAO



FRONTLINE

JULY 14, 2023 • LEADING THE DEBATE SINCE 1984 • WWW.FRONTLINE.THEHINDU.COM • ₹ 125

STATE DIVIDED

All fingers point to Chief Minister Biren Singh and the Centre for deeds they have done or left undone that have driven a wedge deep in the heart of Manipur Banaras waits for a verdict

SPOTLIGHT ► PAGE 38

Stirring the communal pot in Uttarakhand

POLITICS > PAGE 53

Rediscovering Benodebehari through a new-found scroll

ART > PAGE 80

PM IS STILL
SILENT?

FRONTLINE

ACCNO. JO6676

Volume 40 - Number 13 - July 1-14, 2023 - ISSN 0970-1710 - www.frontline.thehindu.com - 116 pages

LIBERARY



COVER STORY

Mayhem in Manipur

10/ Chief Minister Biren Singh and the Central government have a lot to answer for the widening Kuki-Meitei divide that has left Manipur burning for over a month as the two sides are engaged in a battle for rights.

Related Stories

19/ Biren Singh: His toughest test yet

21/ Litigation not a substitute for governance

24/ Interview: Kh. Athouba

27/ Interview: Ch. Ajang Khongsai

30/ Trust deficit

36/ Interview: Pramot Singh

Y

SPOTLIGHT

38/Uttar Pradesh: Banaras waits for a verdict

43/ War over worship

CONTROVERSY

46/ Protesting wrestlers hanging on for justice

48/ The first information reports

POLITICS

49/ West Bengal:

March of violence

53/ Uttarakhand:

Strategic unrest

56/ Selective outrage

57/ Karnataka:

Holding back on repeal of anti-cow slaughter law

60/ Going slow on guarantees

61/ Tamil Nadu:

The arrest of Senthil Balaji

WORLD AFFAIRS

64/ Ukraine:

No end in sight to the war

EDUCATION

68/ A new crisis in teacher education

ART

80/ Benodebehari Mukherjee's *Scenes from Santiniketan*

84/ Interview:

R. Siva Kumar

86/ Interview: Mithu Sen

BOOKS

95/ Interview:

Ashish Rajadhyaksha

99/ In review

.

8/ The Fortnight

PHOTO ESSAY

74/ The ubiquity of UPI

SHORT STORY

108/ Penance

COLUMN

72/Ganesh Devy

92/ Prathyush Parasuraman

107/ On our bookshelf

112/ Staying in

113/ Stepping out

114/ Back page

Cover Photo: From a Manipuri protest at Jantar Mantar in New Delhi on June 19. Shiv Kumar Pushpakar

Cover Design: B. Srinivasan Caricatures: Satish Acharya



"Cutting costs with the singular goal of realizing short-term savings is myopic."

"COST CUTTING THAT MAKES YOU STRONGER," PAGE 42

Contents

35

Spotlight

The Right Way to Cut Costs

36

Investing in Growth Through Uncertainty

Smart leaders embrace opportunities even as they reduce spending. *Ranjay Gulati*

42

Cost Cutting That Makes You Stronger

How the most resilient companies position themselves to grow Vinay Couto, Paul Leinwand, and Sundar Subramanian

48

Don't Eliminate Your Middle Managers

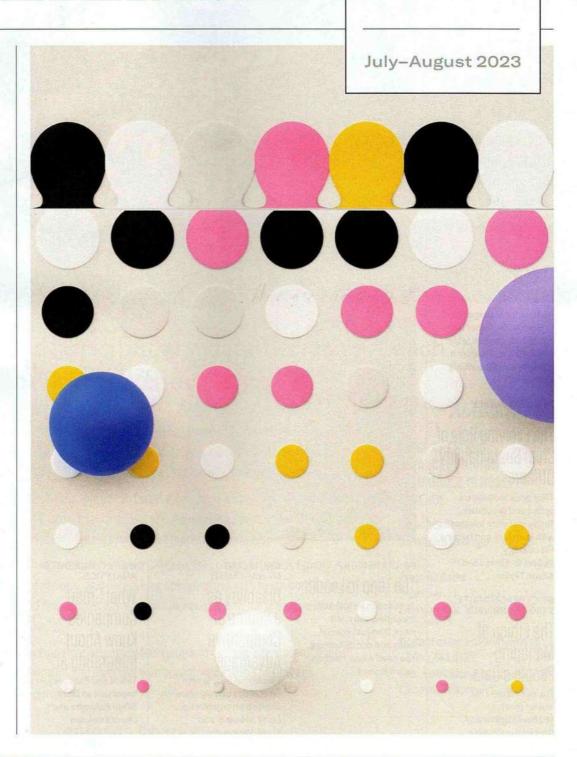
In lean times they can help you thrive—if you reimagine their roles. Emily Field, Bryan Hancock, and Bill Schaninger

COVER PHOTOGRAPH

Yaroslav Danylchenko/ Stocksy

COVER ILLUSTRATION

Brian Stauffer



July-August 2023

55 Features

56 AI & MACHINE LEARNING

How Generative AI Can Augment Human Creativity

Use it to promote divergent thinking. Tojin T. Eapen et al.

66 LABOR

The Labor-Savvy Leader

It's time for management to work with—rather than against—organized labor. Roy E. Bahat, Thomas A. Kochan, and Liba Wenig Rubenstein

76 SUSTAINABLE BUSINESS PRACTICES

The Evolving Role of Chief Sustainability Officers

They once focused on optics and reputation.
Today many are interacting with investors and helping set strategy.
Robert G. Eccles and

86 CYBERSECURITY & DIGITAL PRIVACY

Alison Taylor

The Ethics of Managing People's Data

The five issues that matter most Michael Segalla and Dominique Rouziès



96 LEADERSHIP

The Leap to Leader

To succeed as a senior executive, you need more than just special skills and competencies. You need a new mindset. Adam Bryant

106 TALENT MANAGEMENT

Disability as a Source of Competitive Advantage

Employing people with disabilities can significantly improve an organization. Luisa Alemany and Freek Vermeulen 116 TECHNOLOGY & ANALYTICS

What Smart Companies Know About Integrating Al

Talent and data are just as important as technology. Silvio Palumbo and David Edelman 126 CLIMATE CHANGE

Accounting for Carbon Offsets

Robust reporting principles to improve today's carbon-trading markets Robert S. Kaplan, Karthik Ramanna, and Marc Roston

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.



15

Idea Watch

New Research and Emerging Insights

15 SALES

How to Boost Your Sales Reps' Performance

There's a delicate balance between finding potential customers and signing them up. PLUS Even tiny website slowdowns can be costly, how summertime fuels the gender wage gap, and more

26 DEFEND YOUR RESEARCH

The TV You Watch When You're Young Can Make You More Entrepreneurial

The former East Germany provided a natural experiment.

29 HOW WE DID IT

A Cofounder of Ralabs on Leading a Ukrainian Start-Up Through a Year of War

Early and thorough scenario planning kept the company on track. Roman Rodomansky

139 Experience

Advice and Inspiration

139 MANAGING

Why It's So Hard to Ask for Help

And how to get past what's blocking you Manfred F.R. Kets de Vries

144 CASE STUDY

How Should a Start-Up Cut Its Burn Rate?

A CEO considers a second round of layoffs.

Nitin Nohria et al.

150 SYNTHESIS

The Power of Words

How language connects, differentiates, and enlightens us Lucy Swedberg

156 LIFE'S WORK Chita Rivera



Departments

10 FROM THE EDITOR
11 CONTRIBUTORS
152 EXECUTIVE SUMMARIES

"We've been able to support our people through a frightening, dangerous time."

-ROMAN RODOMANSKY, COO OF RALABS

MAGES ₹100 www.indiaretailing.com

June 2023 VOL.22 NO.5

ACC. NO JO6598

Future of Business



TIVATING FASHION SHOWS, AWARDS CEREMONY, AND DDED FASHION AWARDS CEREMONY, AND VE FASHION FORUM, THE BENGALURU LULU FASHION WEEK '23 COMES TO A CLOSE.



KOCHI I TRIVANDRUM I BENGALURU I LUCKNOW





RETAIL

10.

National Newsmakers

14.

International Newsmakers



18.

Awards

India's Top Retail Leaders Honoured at IMAGES Retail Awards 2023.

62.

What's Hot

Vasavi Group: Hyderabad's New Attractive Retail Investment Destination

Throughout its illustrious 27-year history, the brand has established a reputation in the real estate industry because of a forward-thinking vision and unwavering passion.

64.

In Focus

Reverse Logistics: Why is its Crucial in the Dairy Industry?

Reducing resource wastage is a crucial goal towards creating a greener supply chain. Reverse logistics reduce waste generated throughout the supply chain and promote manufacturing, refurbishing, recycling, and reuse.



LOGIC ERP

36.

Women Retail Icons of India

The felicitation ceremony for the Women Retail Icons of India, powered by Logic ERP, was a celebration of the growing number of women in entrepreneurship and leadership roles in India's retail industry and the remarkable innovation they have brought to the table.

- 38. Apeksha Gupta CEO, John Jacobs
- 40. Biyas Roy
 Director, Arambagh Foodmart!
- 42. Iffat Jahan
 Executive Director, Metto
 SuperMarket
- 44. Jacqueline Kapur Founder & President, Ayesha Accessories
- 46. Manjula Tiwari
 MD & CEO, Cover Story Clothing
- 48. Sangeeta Pendurkar CEO, Pantaloons, ABFRL
- **50.** Shalini Bajaj Vij Director & Curator, Hang Out (A Family Entertainment Center)
- **52.** Shivani Poddar CEO & Founder, High Street Essentials (FabAlley & Indya)
- **54.** Shriti Malhotra CEO, The Body Shop, South Asia
- 56. Suparna Mitra
 CEO of the Watches and
 Wearables Division, Titan
- 58. Udita Bansal Founder, Truebrowns Lifestyle
- 60. Veena Kumaravel Founder & Director, Naturals Salon & Spa



66.

Market Watch

Jewellery Industry Unwavering Strong Growth Trajectory in 2023

The Indian jewellery industry is on a very strong growth trajectory. In the past 2-3 years the value of gold and diamonds has appreciated by 25-30% which has led Indians to spend more on gold and diamond jewellery aided by the robust growth in the economy.

82.

Success Tale

Starting with pickles, how two women are taking Bihari cuisine to the world

How Dharbhanga-based D2C pickle brand JhaJi, went from a single order to 80,000 orders in just 2 years.



84.

Retail Opportunity

How Keventers is Milking Milkshakes Business Opportunity

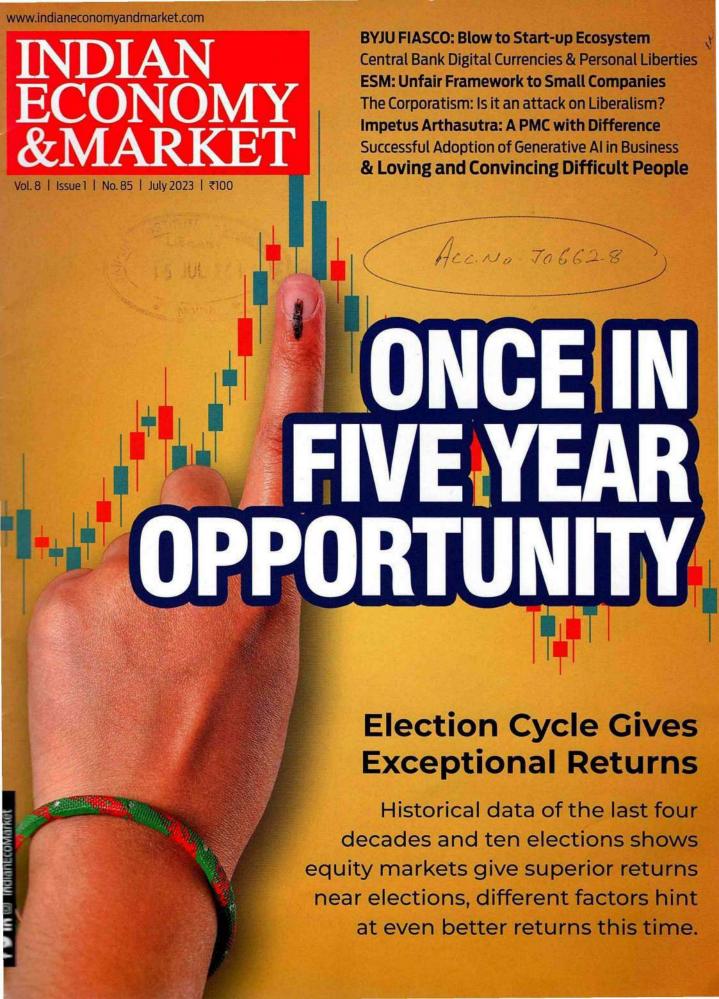
How milkshake brand Keventers reinvented itself to clock a revenue growth of 50% in FY 2022-23.

86.

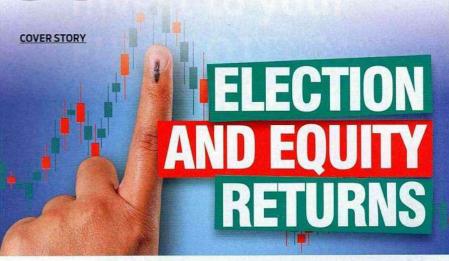
Food & Beverage

Baskin Robbins to Add 80-100 Stores by 2024

Thirty years after the brand entered the Indian market through a master franchise agreement with the Graviss Group, it is available across more than 850 exclusive stores, hotels restaurants and catering (HoReCa) segments, hypermarkets, supermarkets and online.



CONTENTS





08 BIG PICTURE
Central Bank Digital Currencies



38 GLOBAL VIEW Corporatism & Liberalism

13 ECONOMY

· Hard Facts

34 MARKET

- · ESM: Unfair Framework
- Market Buzz



14 ISSUE Byju Fiasco



18 IE&M INITIATIVE
PR Dilip, Managing Director, Impetus Arthasutra

ALL REGULARS

- · Spotlight
- · Bookworm's Bite
- · Book Talk
- · Success Mantras
- · Leaves of a Yogi

JINDAL JOURNAL OF BUSINESS RESEARCH

June 2023

Volume 12 • Number 1

Acc. No. JO6587

ARTICLES

Adequacy Rate of Kisan Credit Card Scheme: An Empirical Study in the Budaun District of Uttar Pradesh (India) Shubham Pratap Singh, Vinitendra Pratap Singh and Ved Prakash

Corporate Social Responsibility and Sustainability of Corporate Performance Kanika Dhingra

The Antecedents of Consumer Satisfaction Toward OTT Platforms During COVID-19 Lockdown in India
Saurabh Verma and Sunil Kumar Yadav

Major Apparel Exporting Countries in Asia: A Study of Technical Efficiency and Its Determinants

Dhwani Gambhir

Understanding the Role of Social Networking Sites in Political Marketing Shelleka Gupta and Vinay Chauhan

Decoding a Doctor's Prescription: A Study Cedric Thomas Silveira

COVID-19 and Coping Strategies: A Study Among the Salaried Employees in Kerala Jisha S. Kumar and J. S. Bhagavathi

From Godown to Warehouse Management: Transformation at eKart, An Illustrative Case Study Anita Kumar and Smriti Asthana





Journal of Creating Value

Volume 9 Issue 1 May 2023



Contents

20 JUL 213

Editorial

ACLNO JO6667

Articles

Customer Journey Value: A Conceptual Framework Linda D. Hollebeek, Sigitas Urbonavicius, Valdimar Sigurdsson, René Arvola and Moira K. Clark

Defining and Measuring Customer Value: Some Reflections and **New Perspectives** Martina G. Gallarza and Raquel Sánchez-Fernández

27

The Impact of Materialism and Well-being on Buycotts Kosuke Mizukoshi

46

An Empirical Analysis of the Dimension of Loyalty to Determine Customer Retention for E-Commerce Sunita Dwivedi

63

Business-to-Business Value Co-creation: Suppliers' Perspective of Essential Information Systems Capabilities Sariseelia Sore, Minna Saunila, Juhani Ukko and Anu Helkkula

81

How Ethnic Minority SME Owners in the UK can Create Value Amid Informal Institutional Voids Tolu Olarewaju and Pawan Tamvada

107

Opinions

Marketing, Value Creation and Values Dynamics: Gazing Out to Asia and Europe from Kitakyushu Ashok Ashta

124

Journal of Emerging Market Finance

Contents

Acc. No. J06583

Original Articles

What Affects Startup Acquisition in Emergin Evidence from India	ng Economy?
Khanindra Ch. Das	
Is the Beta Anomaly Real? A Correction in I	Existing Theories
of Cost of Capital and Asset Pricing	135
Vinod Kumar	
Better to Give than to Receive: A Study of I	BRICS Countries
Stock Markets	164
Pradiptarathi Panda, Wasim Ahmad and M. Ti	niripalraju
Do Values Predict Socially Responsible Inve	stment Decisions?
Measuring the Moderating Effects of Gende	r 189
Rajdeep Kumar Raut and Rohit Kumar	
The state of the s	

Sustainability, Resilience, and Returns During COVID-19: Empirical Evidence from US and Indian Stock Markets



215



JOURNAL OF INFORMATION AND KNOWLEDGE

ACC-NO. JO6658

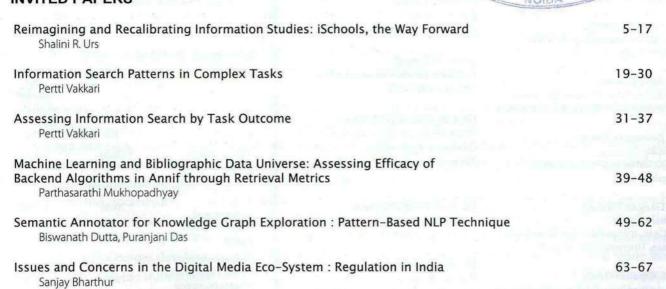
Volume 60, Issue 1, February 2023

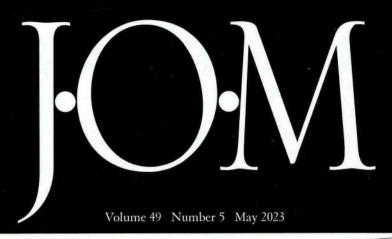
CONTENTS

EDITORIAL

A Note from the Editor K. S. Raghavan

INVITED PAPERS





Journal of MANAGEMENT

Brian L. Connelly, Editor





CONTENTS

Acc. NO. JO6586

Original	Research	
----------	----------	--

Oliginal Research	
Terminating Franchisees: Does It Improve Franchisor Performance?	1503
Stephen K. Kim and Sungwook (Sam) Min	
Employees' Emotional and Behavioral Reactions to Corporate Social Irresponsibility	1533
Corentin Hericher and Flore Bridoux	
Elite Pipelines: How Elite School Ties Are Reflected in Interfirm Employee Migration	1570
Matthew A. Josefy, Joseph S. Harrison, and Michael D. Howard	
The Coevolution of Emotional Job Demands and Work-Based Social Ties and Their Effect on Performance	1601
Andrew Parker, Christian Waldstrøm, and Neha Parikh Shah	
Transactive Memory Systems, Temporary Teams, and Conflict: Innovativeness During a Hackathon	1633
Jay O'Toole, Michael P. Ciuchta, François Neville, and Amrita Lahiri	
How and When Perceptions of Top Management Bottom-Line Mentality Inhibit Supervisors' Servant Leadership Behavior	1662
Mayowa T. Babalola, Samantha L. Jordan, Shuang Ren, Chidiebere Ogbonnaya, Wayne A. Hochwarter, and Gbemisola T. Soetan	
Bundle Up Before You Go: Toward a Bundle Approach to Product Categorization	1695
Jie Yang and Stan Xiao Li	
Within-Firm Variation in the Liability of Foreignness: A Demand-Based Perspective	1738
Mirko H. Benischke, Joost Rietveld, and Arjen Slangen	
Platform Owner Entry Into Complementor Spaces Under Different Governance Modes	1766
Hye Young Kang and Fernando F. Suarez	

JOURNAL of

Marketing

ARTICLES

Learning from Data: An Empirics-First Approach to Relevant Knowledge Generation Peter N. Golder, Marnik G. Dekimpe, Jake T. An, Harald J. van Heerde, Darren S.U. Kim, and Joseph W. Alba	319
Societal Spillovers of TV Advertising: Social Distancing During a Public Health Crisis	. 337
Does Disclosure of Advertising Spending Help Investors and Analysts? Sungkyun Moon, Kapil R. Tuli, and Anirban Mukherjee	. 359
Finding Goldilocks Influencers: How Follower Count Drives Social Media Engagement	383

Simone Wies, Alexander Bleier, and Alexander Edeling

A Meta-Analysis of the Effects of Brands' Owned	
Social Media on Social Media Engagement and Sales	406
Georgia Liadeli, Francesca Sotgiu, and Peeter W.J. Verl	egh

Does Topic Consistency Matter? A Study of Critic	
and User Reviews in the Movie Industry	428
Eunsoo Kim, MengQi (Annie) Ding, Xin (Shane) Wang,	
and Shijia Lu	

"We Earned the Coupon Together": The Missing	
Link of Experience Cocreation in Shared Coupons	45
Eric (Er) Fang, Beibei Dong, Mengzhou Zhuang, and	
Fengyan Cai	

Brand Equity in Good and Bad Times: What	
Distinguishes Winners from Losers in Consumer	
Packaged Goods Industries?	472
Koushyar Rajavi, Tarun Kushwaha, and	







KELPRO BULLETIN

Registration Number: 67733 / 97 ISSN 0975 - 4911 (Print) ISSN 2582-497X (Online) Volume 27 Number 1 June 2023

CONTENTS

		M M M M
	Guest Editorial Data Science, An Emerging Field in LIS: Some Random Thoughts Prof. Dr. B. Ramesh Babu	12 JUL 21
1.	Online Attention to COVID-19 Research: An Altmetric Analysis Sarika C. and Dr. Mohamed Haneefa K.	* NOIDA *
2.	Topics Analysis of Contents in LIS Links Discussion Forum Vinay Anand and Dr. Saptarshi Ghosh	14-26
3.	Web Decay: Analysis of the Websites of the Universities in Kerala using Wayback Machine Dr. P. K. Suresh Kumar	27-36
4.	Research on Migrant Remittance Behavior: A Bibliometric Study based on World Literature Indexed in Scopus during 2001 –2021 Nisha S. and Dr. R. Jayaraman	37-53
5.	Towards Designing a Framework for Migration of Transaction Data of ILMS: Issues and Challenges Vinod Kumar Mishra and Dr. Durga Sankar Rath	54-67
6.	Digitized Rare Cultural Heritage Collections of the Hazrat Pir Mohammed Shah Library and Research Centre, Ahmedabad: An Archival Research Amreen Taj and Dr. Bhakti Gala	68-82
7.	Effective Ways of Handling the Termite Problem in Library and Information Centres: A Case Study of Indian Institute of Management, Kozhikode, Kerala Appasaheb Naikal and Atul Sahu	83-92
8.	Application of Bibliometric laws in Global Limnology Research publications A scientometric Analysis based on Web of Science 1989-2020 S. Gunaseelan and Dr. C. Ranganathan	Harte to the season of the
9.	Impact of COVID-19 on Libraries of NAAC Accredited Colleges in Maharashtra: A Case Study Ramkisan A. More and Dr. Nandkishor R. Motewar	112-120
10.	Content Analysis of Library Websites/Web Pages of Top Twenty NIRF Ranked Pharmacy Institutes in India Madhu S. and Dr. Kannappanavar B.U.	121-134
	Book Review	
	Introduction to Bibliometrics and Scientometrics by Kailash C. Garg; Reviewed by Dr. Bharvi Dutt	135-136

LBS Journal of Management & Research



E = ACC. NO. JO 6594

CONTENTS

Research Papers

The Role of Leader Member Exchange, Emotional Intelligence and Job Autonomy on Affective Commitment: A Study in the Banking Sector of India

Factors Affecting Attitude of Indian Consumers Towards Microfinance

Total Quality Management a Modern Key to Managerial Effectiveness Priyanka Jain

Pankaj Gupta and Neha

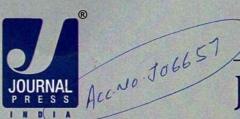
Tryson Yangailo and Morgan Kaunda

LAL BAHADUR SHASTRI INSTITUTE OF MANAGEMENT DELHI



ISSN: 2347-4467 (Print) ISSN: 2395-2598 (Online)

21 111 256



MUDRA JOURNAL OF

FINANCE and ACCOUNTING

January-June 2023

Volume | 10

Issue | 1

Peer-reviewed Journal

RESEARCH PAPERS

Moderating Effect of Demographic Traits on the Influence of Investment Decisions on Financial Behaviour of Working Women

Ritika Maurya and V. Shunmugasundaram

A Study on Impact of Target Costing on Profitability of Selected Automobile Companies in India Harish V. B. and Sadyojathappa S.

Economic Resilience and Rationality: A Study of Indian Stock Investors' Investment Decisions a Performance

Arjun Hans and Farah Choudhary

Forecasting the Sensex and Nifty Indices using ARIMA and GARCH Models Tejesh H. R. and Jeelan Basha V.

Analysis of Post-Merger Operating Performance of Acquiring Firms in India R. L. Hyderabad

Effect of Information Symmetry on Value of Firms Listed in Nairobi Securities Exchange Dennis Nyamasege

REVIEW PAPER

Do Business Models Matter for Start-up Success? A Systematic Literature Review using PRISM Model

Shivani Shivhare and V. Shunmugasundaram

CASE STUDY

An Impact Evaluation of NPA Provisioning on the Net Worth of Public Sector Banks: A Case Stud of State Bank of India

Vinod Kumar Adwani and Mahendra Vishwakarma

Indexed with Index Copernicus International (ICI), Google Scholar, EBSCO, Indian Citation Index, Cross-Ref, Summon (ProQuest), Research Gate, J-Gate, CiteFactor, CNKI Scholar, Scilit.

Mutual Fund Insight

Conquer your retirement ACC.NO. JO6636

fears

Navigate the NPS with our step-by-step guide to a wealthy retirement

Fund Radar 20

Small-cap funds: Time to go big?

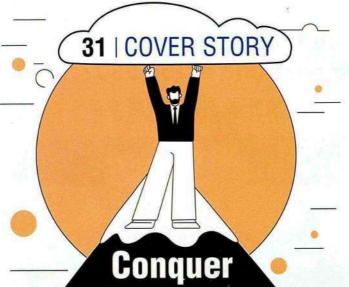
Category Watch 47

Should you invest in ELSS?





Mutual Fund Insight



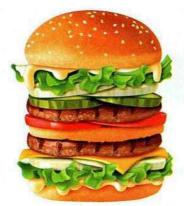
your retirement fears

A practical guide to using the NPS to plan a prosperous retirement

16 I FUND RADAR

Fatty funds: Injurious to wealth?

Evaluating the performances of funds that have too many stocks



22 I SPECIAL REPORT

Equity savings funds: In a sweet spot

Conservative equity exposure and much-celebrated tax efficiency make it ideal for safe investors, especially retirees



9 FIRST PAGE
The hidden gem
Dhirendra Kumar



- 10 | INSIDE FUNDS Funds in action
- 12 | FUND RADAR
 - Are active large-cap funds turning into a big bad wolf?
 - With small-cap funds, it's either feast or famine
- 24 VALUE RESEARCH PREMIUM

 Dealing with all-time highs

 All-time highs are exciting but dangerous. Here's how Value Research Premium can help you deal with them.
- 26 QUICK CHAT
 'New tax regime
 is concerning'
 Rohit Singhania



- 27 | SIP SAHI HAI SIP for your retirement
- 28 | SPOTLIGHT

 'More room to invest in large-caps right now'

 Sohini Andani, Fund Manager, SBI Funds Management



40 | THE PLAN

How to retire at 45

A 32-year-old IT professional wants to retire early at the age of 45. Here is how he can plan for his retirement.

44 | PERSONAL FINANCE INSIGHT

How to increase your life insurance cover There are four options. We suggest the more cost-effective routes.

46 | INVESTORS' JOURNEYS
Waiting for

right time Shyamali Basu



47 | CATEGORY WATCH
ELSS: Criminal injustice

Despite being the best tax-saving option, investors give it a shrug

- 50 | FUND ANALYST'S CHOICE 5 handpicked tax-saving funds
- ASK VALUE RESEARCH
 All your savings and
 investment queries answered
- 60 | SCOREBOARD

 The most comprehensive fund scorecard with key performance numbers and investment details
- 95 | ETF SCOREBOARD | Simplifying your selection process
- *****
 102 | TOP-RATED FUNDS

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

104 SIP RETURNS

₹10,000 monthly SIP's worth across different time periods

NICE Journal of Business

Promoting and Preserving Business Research

ISSN: 0973-449X

A Peer-reviewed Journal

Listed in Cabell's Directory, USA Included in EBSCO's Database, USA Included in Ulrich's Directory of Periodicals, USA Volume 18, Number 1 January - June, 2023

PERSPECTIVE

Digital Lending: A Paradigm Shift in Bank Lending

Shrawan Kumar Singh

RESEARCH PAPERS

Women in Uttarakhand

Influence of Transformational Leadership on Employees' Job Performance: The Mediating Role of Self-efficacy among State Government Officers

Nitin R. Gokarn, Praveen Kumar Mishra and Avinash D. Pathardikar

- Market Efficiency and Volatility Spillovers in Indian Commodity Market
- Influence of Organisational Justice on Perceived Organisational Support: A Study of Teachers in Higher Education Institutions in Uttarakhand
- Investigating the Impact of Financial Inclusion on the Social Status of Rural
- Impact of Insolvency and Bankruptcy Code 2016 on Recovery of Loans, Profits, and Non-Performing Assets in Public-Sector Banks
- Digital Supply Chain in e-Commerce: A Scientometric Assessment of Global Literature during 2000-2023
- Determinants of Employee Engagement in Start-ups in India: A Study in National Capital Region of Delhi

Mehak Arora and Ramesh Chander

Arti Negi and Reena Singh

Ritu Bharti and R. C. Dangwal

Ankita Rajput and Gautam Prasad

Gunjan Marwah, B. M. Gupta and Anurag Saxena

Ikshu Chauhan and Vaishali

COMMUNICATION

What Makes an Organisation Happy

David Ogilvy: Life and Works

Acc. No. Jo6640

V. K. Shrotryia

Komal Nagar

liance Jio bets big with lia's "cheapest" phone

POLITICS & ECONOMY Cambodian election highlights fading dreams of democracy page 32

asia.nikkei.com

IKKEIASIa

ACCNO TOE668

NATO prepares for China ... and Trump

> Keeping U.S. interest may mean the alliance must pivot to Asia too

CONTENTS



14

THE BIG STORY

NATO LOOKS EAST

KEN MORIYASU Vilnius, Lithuania

The alliance is working to boost its Indo-Pacific mission, but is this a step too far?

DATAWATCH

7 Elon Musk dominates orbit with Starlink satellites
KENTARO TAKEDA/AIKO MUNAKATA

OPINION

8

YOSHIMASA HAYASHI
Japan will take forward its
cooperation with ASEAN

- ASEAN needs to get back its old hardheaded realism BILAHARI KAUSIKAN
- 12 Editorial: China should not hesitate on needed economic stimulus

BUSINESS

222 JOO

India's richest man bets on the country's 'cheapest' phone SAYAN CHAKRABORTY Bengaluru

- 25 Sony dives into 'extended reality' with a \$2 billion R&D war chest
 KEIICHI FURUKAWA/
 KENTARO TSUTSUMI Tokyo
- 26 From Bangkok to Manila, metro rail expands rapidly across Southeast Asia

 KOSUKE INOUE/YUICHI SHIGA

 Bangkok/Manila
- 28 Indonesia and South Korea bonds benefit from China turmoil ECHO WONG Hong Kong

THROUGH THE LENS

30 Taxi takeover

ACHEIOLI

POLITICS & ECONOMY

- 32 Cambodian election highlights fading dreams of democracy SHAUN TURTON/BOPHA PHORN Phnom Penh
- 36 Rival Philippine companies team up to fix up Manila's airport YUICHI SHIGA Manila



India's deadly Manipur conflict highlights the impact of internet cuts MAKEPEACE SITLHOU New Delhi

- 40 Germany's first China strategy lists grievances but also seeks cooperation JENS KASTNER Hamburg, Germany
- 41 Vietnam and the Philippines heat up LNG demand in Southeast Asia
 YUJI NITTA/YUICHI SHIGA Jakarta/Manila

LIFE & ARTS

42 Hit Netflix political drama makes waves in Taiwan THOMPSON CHAU Taipei

TEA LEAVES

45 My second skin, made in Thailand TOM VATER

ON THE WEB



TRADE LONDON

Courtesy of U.K. Department for Business and Trade

U.K. formally joins CPTPP to little fanfare and low expectations



CONSTRUCTION

Komatsu unveils midsize electric excavator for quiet digging



ECONOMY

Vietnam's glowing economic statistics raise eyebrows at home Fukushima water feud reveals a shift in Hong Kong Horse racing nears its last lap in Singapore page 22

asia.nikkei.com

NIKKEIASIA



U.S. tech's China entanglement

Despite decoupling, American giants can't shake their China addiction

CONTENTS



14

THE BIG STORY

RIVALS IN NEED

AKITO TANAKA/GRACE LI Singapore/Hong Kong

Most American tech giants remain deeply reliant on the Chinese market despite US attempts at decoupling

5 THINGS TO KNOW

7 China's chip material export curbs CHENG TING-FANG/LAULY LI

OPINION

JIA WANG

Public sentiment among Chinese citizens could help smooth US relations

- 10 The India-Japan-Bangladesh triangle is worth watching
 RAYMOND KWUN-SUN LAU/
 SK. TAWFIQUE M. HAQUE
- 12 Editorial: US and China should continue talks to avoid tit-for-tat measures

BUSINESS

- 22 Land development spells the end of horse racing in Singapore

 DYLAN LOH Singapore
- 25 Daikin and other Asian players lead the US race for heat pumps KENJI ASADA New York

26



China's CATL finds battery research help in a small eastern German town JENS KASTNER Arnstadt, Germany

- 28 Philippine entertainment group
 Viva aims for the big time with
 a possible \$250 million IPO
 CLIFF VENZON Manila
- Fraud allegations mount for Thailand's largest wire and cable maker

 FRANCESCA REGALADO Bangkok

THROUGH THE LENS

30 Deep trouble

POLITICS & ECONOMY

32 Hong Kong becomes China's 'wolf warrior' in the Fukushima water fight KENJI KAWASE/KENSAKU IHARA Hong Kong

Observers warn of growing land mine 36 usage in Myanmar

MARWAAN MACAN-MARKAR Bangkok

38



Outlooks for Singapore and Indonesia downgraded on a weak China **NATSUMI KAWASAKI** Tokyo

Indonesia has high hopes for three 40 upcoming state company IPOs ERWIDA MAULIA/ISMI DAMAYANTI Jakarta

42 At a farm in Uruguay, the legacy of its Japanese founder lives on LUCIEN CHAUVIN La Coronilla, Uruguay

TEA LEAVES

45 The dark side of 'A Tourist's Guide to Love' MARCO FERRARESE

ON THE WEB



MARKET SPOTLIGHT SINGAPORE

Singapore lags rival Hong Kong in race for stock market listings



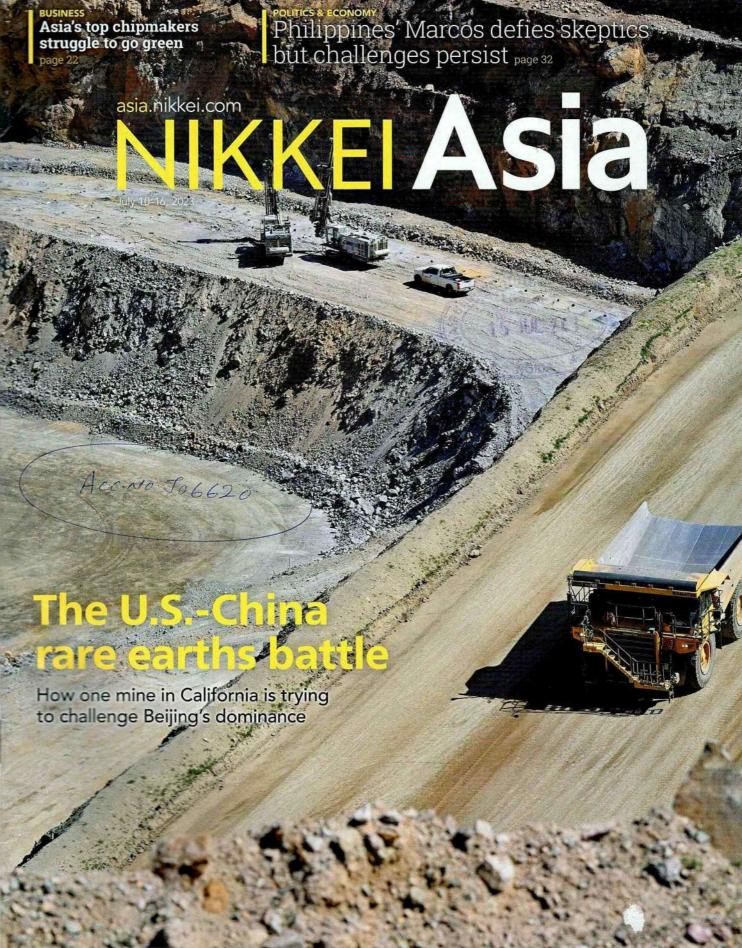
GUANGZHOU, CHINA

Shenzhen, China's 'city of young migrants, at point of inflection



BANGKOK

Thailand's household debt swells amid policy stagnation concerns



CONTENTS



14

THE BIG STORY

STRATEGIC GROUND

YIFAN YU Mountain Pass, U.S.

How one mine in California is challenging Beijing's dominance in rare earths

Q&A



Photo by John Cairns

Interview with former Economist editor Bill Emmott
TOMOHIRO EBUCHI

OPINION

8



MANGANTAR SIMON HUTAGALUNG

A NATO office in Japan would only bring trouble

Joe Tsai can't return Alibaba back to its golden days HENNY SENDER

12 Editorial: Japan and South Korea should expand mutual economic interests

BUSINESS

22 From TSMC to Samsung, Asia's chipmakers struggle to cut carbon emissions

CHENG TING-FANG/LAULY LI/ KIM JAEWON Taipei/Seoul

26



Hong Kong's MTR eyes foreign expansion in the face of potential rivals PEGGY YE Hong Kong

Tesla 20 years on: How a partnership with Toyota sparked the EV leader's rise TAKAFUMI HOTTA New York

THROUGH THE LENS

30 Fields and flooding

Cover photo: A 100-ton haul truck returns to the mine pit for another load to be processed at MP Materials on May 9 in Mountain Pass, California. The mine is the only rare-earth mining and processing facility in the U.S.

ACHICLI

POLITICS & ECONOMY

- 32 Philippines' Marcos defies skeptics but challenges persist
 CLIFF VENZON Manila
- 36 Singaporean senior minister's presidential bid signals a shift in the ruling party

 DYLAN LOH/TSUBASA SURUGA Singapore



Yoon controversially challenges
South Korean exam practices
JUNNOSUKE KOBARA Secul

China is key for blunting
Russia's nuclear threat,
says former British PM Blair
HIROYUKI AKITA/RHYANNON BARTLETTIMADEGAWA London

LIFE & ARTS

42 Osaka is Japan's 'soul kitchen'
STEPHEN MANSFIELD Osaka

TEA LEAVES

45 Can Europe's 'flight shaming movement work in Asia?

ANDREW BENFIELD

ON THE WEB



ENERGY

China positions
Pakistan as nuclear
power export springboard



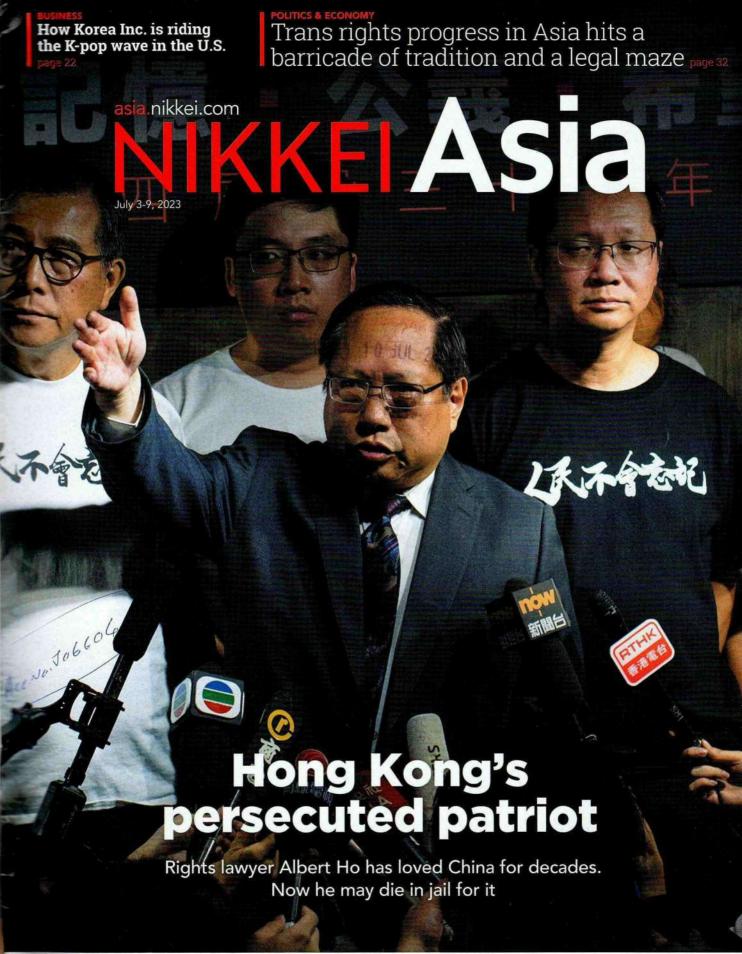
AUTOMOBILES Courtesy of Mitsubishi Motors

Japan's EV market sees Mitsubishi team up with top electronics store



TRANSPORTATION HONG KONG

Cathay Pacific short of 1,400 senior pilots: union



CONTENTS



14

THE BIG STORY

HONG KONG'S CONSCIENCE

PAK YIU Hong Kong

Human rights lawyer
Albert Ho continues the
fight against Beijing's
national security law
from behind bars

DATAWATCH

A wave of empty offices hits the global market YOSHIKAZU IMAHORI

OPINION



Sequoia will still stand tall in China after the VC firm's breakup

- 10 India's infrastructure and logistics transformation is for real

 MALAVIKA MYSORE/GOPAL NADADUR
- 12 Editorial: Turkey must keep working to restore market trust

BUSINESS

- How K-pop drove Korea Inc. to boost investment in the US MARRIAN ZHOU/YIFAN YU
 - New York/Palo Alto, U.S.
- 26 JPMorgan, DBS and Temasek bet big on Asia's blockchain race TSUBASA SURUGA/DYLAN LOH Singapore



ASML says decoupling the chip supply chain is practically impossible

CHENG TING-FANG Veldhoven, Netherlands

POLITICS & ECONOMY

Trans rights progress in Asia hits a barricade of tradition and a legal maze

TALA TASMILI/FRANCESCA REGALADO/
ALICE FRENCH Tehran, Iran/Bangkok/Tokyo

36



Southeast Asia braces for droughts and fires from El Nino

ERWIDA MAULIA/APORNRATH PHOONPHONGPHIPHAT/LIEN HOANG

Jakarta/Bangkok/Ho Chi Minh City

39 South Korean instant noodle price spat comes to a boil STEVEN BOROWIEC Seoul

Bangladesh, India and Nepal near 'milestone' electricity trade deal

LIFE & ARTS

42 Cambodian 'food archaeologist' saves one dish at a time
MARKUS BELL Phnom Penh

TEA LEAVES

45 For Japan's department stores, the game is nearly over STEPHEN GIVENS

ON THE WEB



CHINA UP CLOSE

Source photo by Reuters

Analysis: After a decade, Xi floats 'G2' world with U.S. again



TRAVEL & LEISURE

Tokyo Disney ticket prices cross new milestone



RETAIL BANGKOK

Weak U.S. demand hits Southeast Asia's garment exporters SUBSCRIPER

NOT FOR RESULE COON IS INFORM

Sale and purchase of this Coon is Inform

Using The Apache RewriteRule For Clean And Flexible Multilingual URLs

Mastering Processes In Linux: A Comprehensive Tutorial

₹120 ISSN-2456-4885

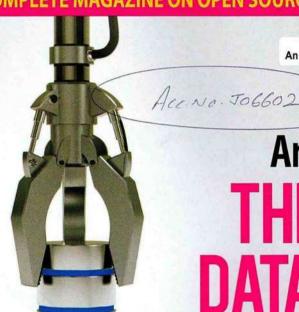
Volume: 11 | Issue: 09 | Pages: 100 | July 2023

Out of the Complete MAGAZINE ON OPEN SOURCE FOR YOUR FOR YOUR

An **EFYGROUP** Publication

Using Vector Databases For High Dimensional Data

Is Your Database Meeting Your Needs?



Are You Using THE RIGHT DATABASE?



Choosing Between PostgreSQL, MariaDB And SQLite

loT: Opt For The Right Open Source Database

LocalStack: Local AWS Development Made Easy Data Lakes: Concept Architecture And Benefits

CONTENTS

JULY 2023

ISSN-2456-4885

FOCUS____

- Exploring the Firebird Database
- IoT: Opt for the Right Open Source Database
- Choosing Between PostgreSQL, MariaDB, and SQLite
- The Way to Handle Large Data Sets
- MongoDB: The Popular Database for the Internet of Things
- Vector Databases You can Choose From

DEVELOPERS_

Using the Apache RewriteRule for Clean and Flexible Multilingual URLs

ADMIN____

- Integration of Network Function Virtualization with the DevOps Pipeline: DevOps Methodology
- Data Lakes: Concept, Architecture and Benefits
- LocalStack: Local AWS **Development Made Easy**
- Simplifying OpenStack Deployment with Tacker

OPEN GURU ___

ONNX Empowers Underwater Plastic Waste Detection



Delivery Bot at Your Doorstep



Hyper-Real Platforms: Making the Metaverse More Real



How Open Source Databases can Streamline Baggage Management



The Art of Database Management and Optimisation

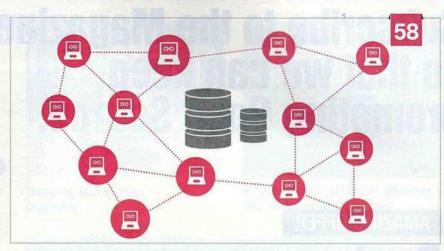


Picking the Right **Database**

REGULAR FEATURES

FossBytes

CONTENTS



Databases for Decentralised Blockchain Applications



Is Your Database Meeting Your Needs?



Using Vector Databases for High-Dimensional Data



Apache SINGA: The Deep Learning Model Trainer



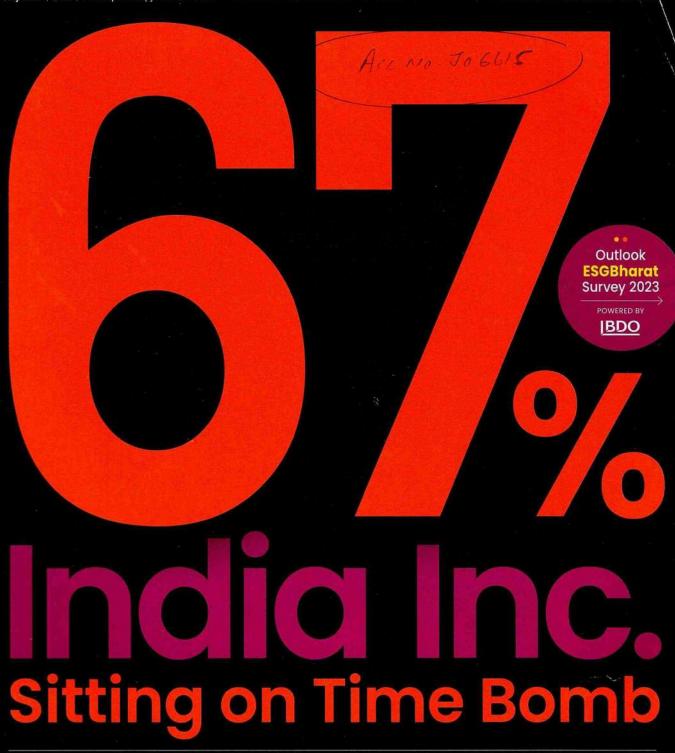
Mastering Processes in Linux: A Comprehensive Tutorial

+ Behind Sequoia's Rebranding Gamble

OUTLOOK BUSINESS

July 2023 | ₹100 | Subscription Copy Not For Resale | THINK BEYOND. STAY AHEAD.

WWW.OUTLOOKBUSINESS.COM





India's Mega Chip Hiccup Pg.116

Mukund Rajan Writes on India's ESG Moment Pg.48

Contents

VOLUME 18, ISSUE 7, JULY 2023

PUBLISHED ON JULY 1, 2023

Outlook ESGBharat Survey 2023 POWERED BY



10

HOW ESG-READY IS INDIA?

There is willingness for the integration of ESG parameters into business, but the challenges cannot be ignored. Over 100 business leaders open up about their perceptions in the Outlook ESGBharat Survey 2023



48

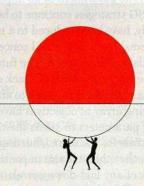
WOMEN IN CLIMATE ACTION

The most important voice in the discourse on climate change is that of women, feels ESG investment expert Mukund Rajan. He wants them to have a say in the collective effort to deal with climate change while chasing economic growth goals

38

CORPORATES IN INDIA'S ESG PLANS

Adapting to climate change as well as mitigating its impact are part of corporate responsibility, insists ESG expert Shailesh Haribhakti, as he calls for embedding climate goals in the corporate strategies



Contents



62

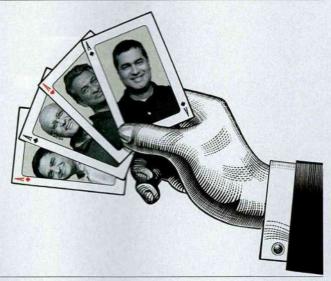
WHO MAKES SENSE OF ESG DATA?

Realising the business logic that ESG integration makes in the long term, companies are voluntarily opting for ESG disclosures. Helping them achieve their goals are young, homegrown data management platforms

103

SEQUOIA'S NEW CARDS ON THE TABLE

Sequoia is now Peak XV in India and is optimistic about its future. But, grandiosity of the new name apart, developing a new brand, delinked from the parent company's rich legacy, will not be easy



116

IS IT TECHNOLOGY OR POLITICS?

The semiconductor manufacturing industry is important to India's *aatmanirbharta* plans, but has no technology to claim its own. Despite tall government promises, things are not taking off from the ground

NO.1 PERSONAL FINANCE MAGAZINE

ACLNO JO6605

SUBSCRIBER COPY NOT FOR RESALE

WWW.OUTLOOKMONEY.COM

JULY 2023, ₹70

A comprehensive mutual funds ratings list to empower you

RNI NO. DELENG/2002/08292





Contents

JULY 2023 VOLUME 22 ISSUE 7



Our *India's Best Funds 2023* issue aims to empower you with valuable insights and analysis, so that you are able to take well-informed decisions on the funds you already own or the ones you plan to invest into

5-STAR FUNDS

EOUITY

Large Cap

- ICICI Pru Bluechip
- HDFC Top 100
- SBI BlueChip

Large-And-Mid-Cap

- HDFC Large And Mid Cap
- ICICI Pru Large & Mid Cap
- SBI Large & Mid Cap

Mid Cap

- PGIM India Midcap Opp
- Ouant Mid Cap
- SBI Magnum Midcap

Small Cap

Ouant Small Cap

Flexi Cap

HDFC Flexi Cap

- Parag Parikh Flexi Cap
- Ouant Flexi Cap

Multi Cap

Ouant Active

ELSS

- Bandhan Tax Advantage
- Parag Parikh Tax Saver
- Ouant Tax Plan

Focused

- HDFC Focused 30
- Nippon India Focused Equity

Value

- Bandhan Sterling Value
- ICICI Pru Value Discovery
- Templeton India Value

HYBRID

Balanced Advantage

- HDFC Balanced Advantage
- ICICI Pru Balanced Advantage

Debt-Oriented Hybrid

BOI Conservative Hybrid

Equity-Oriented Hybrid

- BOI Mid & Small Cap Equity & Debt
- ICICI Pru Equity & Debt
- Ouant Absolute

DEBT

Bond Short Term

UTI Short Term Income

Medium- To Long-Term

UTI Bond



SPECIAL STORY

DID YOU SIGN UP FOR THAT DEBT RECOVERY CALL?

If you opt to be a loan guarantor, lenders can recover the dues from you if the primary borrower defaults. But if you didn't sign up and still got that call, here's what may have gone wrong and what you can do about it

54 COLUMN

CREDIT SCORE TALES OF HITS 'N' MISSES

Maintaining a good credit score is important. BankBazaar CEO Adhil Shetty tells eight tales related to credit scores, with intrinsic messages on how these scores play out in different circumstances

HERE'S HOW...

TO FILE YOUR ITR

The last date of filing income tax return (ITR) is round the corner. It's important to file your ITR within the due date and with the correct form to avoid penalties and make the most of tax benefits available to you

64

COLUMN

WILL MARS MEAN THE MOON TO RETIREES?

The pension regulator's MARS, which envisages delivering minimum assured returns, could give a new fillip to NPS by drawing more conservative investors into the scheme, writes Nilanian Day

66

EXPLAINER

STATE DEVELOPMENT LOANS

States raise funds from the market through the Reserve Bank of India by issuing bonds known as state development loans. We tell you what these are and if they work for you

Impact factor (SJIF): 8.603

ISSN: 0974-438X



Pacific Business Review (International)

Volume 15 issue 11 May 2023

A Refereed Monthly Journal Available online at: www.pbr.co.in

Research Papers:

Forecasting of UPI Payment Services Demand in India Using Machine Learning Techniques	•	1
Antecedents of Online Adoption Process for Indian Super Markets: A Case of University Students in Jaipur City	•	11
A Literature Review on Work from Home and Job Satisfaction Under the Mediating Effects of Work-Life Balance		21
The Relationship of Emotional Intelligence with Emotional Labour and Emotional Burnout: A Research on Teachers and Bankers	•	28
Differential Effects of Demographics on Employees' Perception towards CSR: Empirical Evidences from Indian Banking Sector	•	45
Exploratory Study of Production and Managerial Causes of Industrial Sickness of Paper Mills		58
Empirically Testing the Causal Relationship among NPA's and Financial Ratios of Indian Commercial Banks		66
Application of Robotic Process Automation in Service Sector	:	77
Impact of Various Demographic Factors on Professional Commitment amongst School Teachers	:	84
The Nexus between Green Finance and Environmental Quality in China	٠.	92
The Impact of CEO Characteristics and Blockholder on Capital Structure Decisions	:	103
Psychological Changes in the Perception towards Health Insurance Policies Post Covid-19	:	109

Acc. No. J06626

INDEX

Forecasting of UPI Payment Services Demand in India Using Machine Learning Techniques Dr. Vengalarao Pachava, Dr. Siva Krishna Golla, Prof. Kavitha A Karkera, Dr. Abhilash Ponnam	1
Antecedents of Online Adoption Process for Indian Super Markets: A Case of University Students in Jaipur City	11
Dr. Smita Sharma, Dr. Roopashree Rao, Utkarsh Pandey	
A Literature Review on Work from Home and Job Satisfaction Under the Mediating Effects of Work-Life Balance	21
Amit Kumar, Shloka Singh	
The Relationship of Emotional Intelligence with Emotional Labour and Emotional Burnout: A Research on Teachers and Bankers	28
Meral Erdirençelebi, Ayşen Yıldız, Ebru Ertürk	
Differential Effects of Demographics on Employees' Perception towards CSR: Empirical Evidences from Indian Banking Sector	45
Dr. Deepali Soni, Dr. Pooja Mehta	
Exploratory Study of Production and Managerial Causes of Industrial Sickness of Paper Mills Porag Pachoni, Prof. Ashit Saha	58
Empirically Testing the Causal Relationship among NPA's and Financial Ratios of Indian Commercial Banks	66
Bishnupriya Behera, Dr. Vishal Sood	
Application of Dahatia Durana Antonotion in Couries Section	
Application of Robotic Process Automation in Service Sector Sunita Kumar, Dr. R. K. Tailor	77
Impact of Various Demographic Factors on Professional Commitment amongst School Teachers Manisha Shinde-Pawar, Alok Shah, Prashant Surgonda Patil, Anita Maruti Patil-Nikam, Vikas Vilasrao Patil	84
The Nexus between Green Finance and Environmental Quality in China	92
Isbat Alam, Lu Shichang, Sadaf Razzaq, Muhammad Zia ur Rehman	
The Impact of CEO Characteristics and Blockholder on Capital Structure Decisions Dr. Le Thuy Dung, Dr. Nguyen Xuan Tho, MSc. Ngo Thi Thuong Huyen	103
Psychological Changes in the Perception towards Health Insurance Policies Post Covid-19	109
Dr. Suryajeet H Pawar, Dr. Deepali Shahane, Dr. Prasad Pathak, Dr. Ayesha Riyajuddin Mujawar	
Economic Update	
Global & India	121
Stats Window Challet State Window	125
Global Financial overview	

Impact factor (SJIF): 8.603

ISSN: 0974-438X

143



Pacific Business Review (International)

Volume 15 issue 10 April 2023

A Refereed Monthly Journal Available online at: www.pbr.co.in

Research Papers:

Rural Tourism Development in Rajasthan: An Empirical Study of Factors Affecting Tourist Satisfaction in Rural Rajasthan	•	1
How much is a Facebook Like or Post really Worth? The Effects of Word-of-Mouth on Box Office Revenue		17
Global Journey of FinTech Industry alongside Cyber Attacks	:	29
Identifying Factors Affecting Food Inflation in India: A Review of Literature	:	38
Application of Blockchain and Internet of Things (IoT) in the Food and Beverage Industry	:	50
Customer Awareness and Preferences towards A2 Ghee in Udaipur	:	60
Applicability studies of Mintzberg's Models of Strategic Decision Making in the Development of the Nepalese Automobile Market: An Investigation with Reference to Industry 5.0		67
Measuring the function of Household Consumer Spending; An Evidence from Baghdad City	:	79
Work-Life Balance Associated Well-Being: Moderating the Relationship through Organizational and Individual Intervention		88
Sustainable Tourism and Innovation: Bibliometric Review and Future Research Agenda	:	100
Measuring Variables of Trust of Consumer's in E-Commerce	:	110
Occupational Stress and Work-Life Balance among Jurisdiction Professionals: A PLS-SEM Approach	:	117
Impacts of Inventory Management Practices on SCM Performance in Auto Sector in India		126

Acc. No. Jo6625

Peer-to-Peer Lending Platform: A Fully Digitalized Green Financial Platform

INDEX

Rural Tourism Development in Rajasthan: An Empirical Study of Factors Affecting Tourist Satisfaction in Rural Rajasthan Priyanka Bhaskar	1
How much is a Facebook Like or Post really Worth? The Effects of Word-of-Mouth on Box Office	17
Revenue	
Wen-JhanJane, Chia-ChiLin, Pei-An Liao	
Global Journey of Fin Tech Industry alongside Cyber Attacks Prof. Krishn A. Goyal, Teena Mertiya, Sudha Bishnoi	29
Identifying Factors Affecting Food Inflation in India: A Review of Literature Annu Kumari	38
Application of Blockchain and Internet of Things (IoT) in the Food and Beverage Industry Kusuma Kumari B M, Meena Arora, Ahmad Ali AlZubi, Adorn Verma, Studzinski Andrzej	50
Customer Awareness and Preferences towards A2 Ghee in Udaipur Shloka Agarwal, Dr. Divya Hiran, Prof. Hemant Kothari	60
Applicability studies of Mintzberg's Models of Strategic Decision Making in the Development of the Nepalese Automobile Market: An Investigation with Reference to Industry 5.0 Meen Bahadur Karki, Dr. Indrajit Ghosal	67
Measuring the function of Household Consumer Spending; An Evidence from Baghdad City Prof. Dr. Salam Alshamy	79
Work-Life Balance Associated Well-Being: Moderating the Relationship through Organizational and	88
Individual Intervention	00
Shilpa Sharma, Dr. Neeru Rathore	
Sustainable Tourism and Innovation: Bibliometric Review and Future Research Agenda Manish Kumar, Dr. Nilesh Arora, Dr. Prashant Kumar Gautam	100
Measuring Variables of Trust of Consumer's in E-Commerce Shweta Saroopria, Dr Shanker Chaudhary	-110
Occupational Stress and Work-Life Balance among Jurisdiction Professionals: A PLS-SEM Approach Dr. Chand P Saini, Nisha Gaur, Dr.Ritu Yadav	117
Impacts of Inventory Management Practices on SCM Performance in Auto Sector in India Dr. Jagdeep Singh, Dr. Mamta Kumari, Dr. Shivoham Singh	126
Peer-to-Peer Lending Platform: A Fully Digitalized Green Financial Platform Riya Gupta, Dr Tina Shivnani	143
Economic Update Global & India	155
Stats Window Global Foreign Direct Investment: An Overview	160

Tech advancements shaping the future of the Metaverse p18



Safeguarding virtual ecosystems in the Metaverse



The Future of Gaming: Exploring technological advancements and ethical considerations

VOL. 36 | ISSUE 7 | July 2023



Has Tech matured to make a difference for **Persons with Disabiliti** and the Geriatric?

₹125 CyberMedia **TECH TODAY & TOMORROW**

No. THE METAVERSE is not dead yet

Acc.No Job6 5





EXPLORE



COVER STORY: METAVERSE

The next frontier in human interaction

CORPORATE OFFICE: Cyber House, B-35, Sec-32, Gurugram (NCR Delhi) 122001. India email us pcquest@cybermedia.co.in call us +91-124-482-2222, fax us +91-124-238-0694

OUR OFFICES

BENGALURU: Address: 205-207, Sree Complex (Opp. RBANMS Ground), # 73, St John's Road, Bangaluru - 560 042. Tel: +91 (80) 4341 2000, Fax: +91 (80) 2350 7971

MUMBAI: Address: 404 Trade Square, Mehra Industries Compound Safed Pool,, Sakinaka, Andheri East, Mumbai – 400072, Mobile: 9969424024

DELHI: Address: Cyber House, B-35, Sec 32, Gurugram, NCR Delhi-122001.

Tel: 0124-4822222, Fax: 2380694

Logitech MXKEYS combo for business Gen2

p73

METAVERSE

p14

Addressing challenges and shaping the future of the Metaverse

p28

The role of blockchain and mitigating data challenges

p34

Addressing key cybersecurity challenges and best practices

p46

Unlock the full potential of the Metaverse

p50

Paving the way for a new digital frontier

p18

Tech advancements shaping the future of the Metaverse

p30

Apple's Vision Pro and its potential impact

p24

Exploring key technologies for immersive experiences

p32

The Apple Vision Pro AR headset and the ongoing relevance of the Metaverse

p40

Safeguarding virtual ecosystems in the Metaverse

p52

40 AR/VR and **Metaverse** devices

ASSISTIVE TECHNOLOGY

p56

Has Tech matured to make a difference for **Persons with Disabilities** and the Geriatric?

p60

The Future of Gaming: **Exploring technological** advancements and ethical considerations

p64

Strategies to Strengthen Cyber Risk

ARTIFICIAL INTELLIGENCE

The curious collaboration between humanity and technology - the present and the future!

TECH & TRENDS

Projection Mapping: Transforming Spaces with Captivating Visual Displays

WHERE EXCELLENCE GUIDES THE SUCCESS



◆ PM Modi's First Official State Visit to the US ◆ PM Modi Gets Highest State Honour of Egypt

CSE, 2022 (41st Rank)

- ◆ National Working Plan Code-2023 Releases for Forest Management
- ◆ Deadliest Train Accident in Odisha ◆ Combodian King on Maiden State Visit to India
- ◆ Cyclone 'Biparjoy' Originates from Arabian Sea ◆ FDI Equity Inflow Contracts 22% to \$ 46 Billion in FY 2
- ◆ CAG Girish Murmu Re-elected as External Auditor of WHO for 4 Year Term
- ◆ 'Meri LiFE, Mera Swachh Shehar' Campaign
- ◆ Union Cabinet Approves MSP for Kharif Crops for Marketing Season 2023
- ◆ Global Gender Gap Report 2023 : India at 127th Place in 146 Countries
- ◆ French Open 2023 ◆ 4th Squash World Cup 2023 Held in Chennai

Solved Papers • Civil Services (Pre.), 25 • UP P.C.S. (Pre.), 2

Readers

Digest

Acc. NO. JO6631

LIDHARY



YOUR STEP-BY-STEP GUIDE

HOW TO MAKE (AND KEEP) FRIENDS

PAGE 62

Conquer Everyday Aches and Pains

PAGE 76

INSPIRATION

The Dreamers Bringing Healthcare to Rural India

PAGE 92

A WORLD OF GOOD

Turning E-Waste into Eco-Art

PAGE

SUBSCRIBER COPY NOT FOR RESALE

readersdigest.ir

Acc. No. 506631/

CONTENTS

Features

62

COVER STORY

LET'S BE FRIENDS

How to make lasting connections that lift you up.

BY CAITLIN WALSH MILLER

BACK TO THE POKER TABLE

A tribute to the male friendships that stand the test of time.

BY DON GILLMOR

76

Rise Above Pain

Remedies and strategies to help you enjoy life again. BY LISA BENDALL 86

PHOTO FEATURE

Local Colour

Be it plains, mountains, rivers or sky, our planet never ceases to amaze.

BY NICOLE LEWEN

92

INSPIRATION

A Dream of Health For All

Innovative civil-society initiatives that have enabled healthcare to reach the last mile.

BY SYEDA SAIVIDAIN HAMEED.

102

HEART

Talking to Siri

How my son found his soulmate.

BY OLIVIA STREN

106

DRAMA IN REAL LIFE

"I Have No Idea How to Fly this Plane!"

A passenger gets an emergency flying lesson when his pilot passes out.

BY ROBERT KIENER

118

MY STORY

My Lucky Bamboo

If the plant could thrive, maybe I could too, even with cancer.

BY DAVID MEYERS

BY DAVID MEYER

122

CRIME

The Swiss Miss Marple

Frauds, con men, cheats—
it's all in a day's work for
this private detective.

BY IULIANE SCHIEMENZ

92

COVER ILLUSTRATION:

(THIS PAGE) PHOTO COURTEST ... NES





Departments

10 Over to You

A WORLD OF GOOD

17 E-Waste to Eco-Art

EVERYDAY HEROES

18 Rachel's Winning Ticket BY CLAIRE SIBONNEY

SMILE

20 The Dog-Park **Trading Post** BY RICHARD GLOVER

GOOD NEWS

22 Blind Women Who Can Detect Cancer. A Rescue Service for City Birds and More

QUOTABLE QUOTES

24 Tina Turner, Amartya Sen, Aruna Roy and More

IT HAPPENS **ONLY IN INDIA**

140 A Neat Heist, **Walking Dead** and A Quick Snippet BY NAOREM ANUJA

TRUSTED FRIEND

148 Friendship in Nature by **Benoit Tardif**

Better Living

LIFE LESSONS

26 Pass It On BY KAREN STILLER

HEALTH

30 Cold Water Cure BY MELISSA GREER

NEWS FROM THE WORLD OF MEDICINE

34 Wake Up Without Coffee, Help for Hot Flashes, The **Exercise that** Reduces Cancer Risk and More BY SAMANTHA RIDEOUT

ASK AN EXPERT

36 Are We Looking at Addiction all Wrong?

BY PRIYA PATHIYAN





Culturescape

RD RECOMMENDS

134 Films, Watchlist, and Books

STUDIO

137 B. Prabha's

Sunrise

BY PRIYA PATHIYAN

REVIEW: SONIA BHATNAGAR'S IN YOUR BLOOD I RUN

138 Finding Freedom BY JAI ARJUN SINGH

142 Brain Teasers

144 Sudoku

145 Word Power

147 Trivia

Humour

16 Humour in Uniform

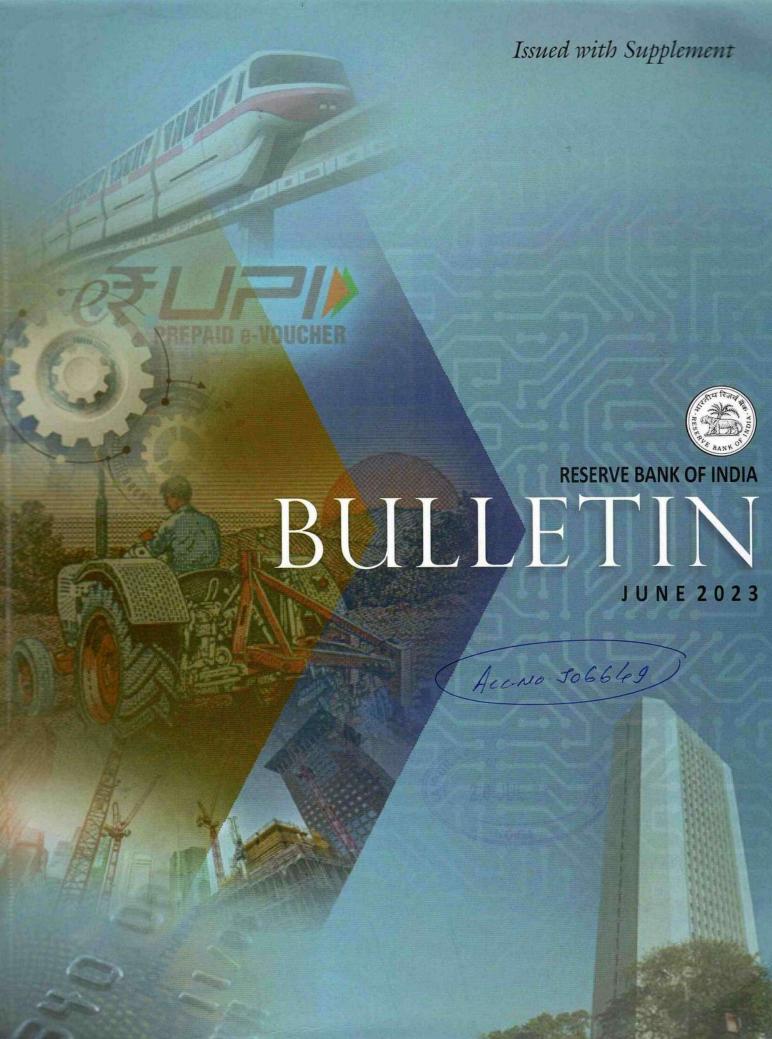
> 32 Life's Like That

61 As Kids See it

74 All in a Day's Work

130 Laughter, The Best Medicine





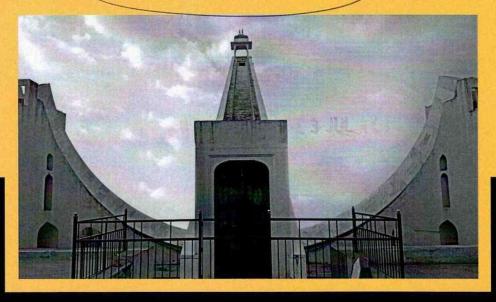
CONTENTS

Governor's Statement	
Governor's Statement	1
Monetary Policy Statement for 2023-24	
Monetary Policy Statement, 2023-24 Resolution of the	
Monetary Policy Committee (MPC) June 6-8, 2023	7
Statement on Developmental and Regulatory Policies	
Statement on Developmental and Regulatory Policies	11
Speeches	
Central Banking in Uncertain Times: The Indian Experience Shaktikanta Das	13
Governance in Banks: Driving Sustainable Growth and Stability Shaktikanta Das	19
Some perspectives on Banking Supervision M K Jain	25
Cyber Security for a safer Financial System M K Jain	29
Governance in Banks: Driving Sustainable Growth and Stability M K Jain	33
Productivity: The Promise of Progress Michael Debabrata Patra	37
Governance in Banks: Driving Sustainable Growth and Stability M. Rajeshwar Rao	43
Articles	
State of the Economy	47
Weather Events and their Impact on Growth and Inflation in India	89
OPEC Oil Supply Announcements: An Assessment of Impact on the Indian Economy	107
Financial Literacy in India: Insights from a Field Survey	119
Retail Credit Trends - A Snapshot	135
Current Statistics	147
Recent Publications	200

Science, Technology and Society

An International Journal

Acc. No. JO6585



Volume 28 ► Number 2 ► June 2023

CONTENTS

(3 JUL 2:1)

Articles

(Acc. NO. JO6585

The Signal of Post Catch-up in Open Innovation Dynamics	151
JINHYO JOSEPH YUN, XIAOFEI ZHAO, EUISEUB JEONG,	
SANGWOO KIM, KYUNGHUN KIM and SUNG DEUK HAHM	
Success Factors for Innovation: A Bayesian Network Approach	171
SEUNG WON YU and JAESEONG KIM	
Cultivating Regional Innovation Ecosystems in the Digital Age:	
Case Studies of Four Cites in China	191
CHAONAN YI, LEI MA, ZHENG LIU, KAITONG LIANG and XIAOJING HUANG	
Patent Value Promotion Based on the Technology Proximity Network: An	
Empirical Analysis of Artificial Intelligence for Healthcare	213
BEN ZHANG and CHENXU MING	
The Optimal Open Innovation Strategy with Science-based Partners for	
Venture Firm's Innovation Capabilities: Focusing on	
Innovation Modes	235
CHEONGHO NA, CHANGJUN LEE and EUNGDO KIM	
The Network Structures and Characteristics of Global Hubs of STI in	
Big Data Analysis and Mining Technology	257
PENG HE, XU BAI, DI CAO and JINXI WU	
General Articles	
University-Industry Linkages in Agriculture: The Case of Palestine	278
WASIM SULTAN, SUHAIL SULTAN, MEINE PIETER VAN DIJK and JO RITZEN	210
Brazilian Company for Industrial Research and Innovation: A New Generation	
of STI Policy Mechanisms for the Modernisation of the	
Productive Sector	297
SONIA K. GUIMARAES and REGIS L.G. BARCELOS	
The Impact of R&D Subsidies and Non-R&D Subsidies on Innovation	
Output of Biopharmaceutical Firms	319
OING LL OINGOING LILL and HE DI	

Vol. 178: Issue 2: July 16 - July 31, 2023

SEBI AND
CORPORATE
LAVS

AN INSOLVENCY & COMPANY LAWS FORTNIGHTLY

HIGHLIGHTS

Acc. No. Jo6643

- Section 327(7) of Companies Act, 2013 which provides that sections 326 and 327 of Act, 2013 shall not be applicable in event of liquidation under IBC cannot be said to be arbitrary and/or violative of Article 21 of Constitution of India (SC) 229
- Where operating agency had accepted solitary bid of appellant in respect of assets of sick company, BIFR was justified in not confirming solitary bid as procedure adopted by operating agency for public auction of sick company's assets was defective and solitary bidder had not complied with guidelines of Assets Sale Committee (SC) 168
- Jurisdiction of civil court is barred in respect of matters which a DRT or DRAT is empowered to determine in respect of any action taken 'or to be taken in pursuance of any power conferred under SARFAESI Act' (SC) 181
- Where appellant lent money to third party and not to corporate debtor, creation of pledge of shares by corporate debtor would not bring it within meaning of financial debt but appellant would be treated as secured creditor who would be entitled to retain security interest in pledged shares in terms of sections 52 and 53 of IBC (SC) 150
- Where DRT had passed an interim order that auction of borrower's assets be held but confirmation of sale was to be kept in abeyance and await further orders of DRT, non-disclosure of said material fact to bidders entitled them to get refund of amount deposited pursuant to auction proceedings (SC) 191
- Determination of relevant market is not a mandatory pre-condition for making assessment of alleged violation of section 3 of Competition Act, 2002 (Gujarat) 270

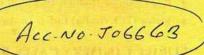
PLUS & Fortnightly Browser

STATUTES [29-40]

REPORTS [149-308]

MAGAZINE [17-28]

Price : ₹ 600



20 JUL 253

CONTENTS

STATUTES

CIRCULAR

 Section 143 of the Companies Act, 2013 - Powers and duties of auditors and auditing standards - Statutory auditors' responsibilities in relation to fraud in a company - CIRCULAR NO. NF-25013/2/2023, DATED 26-6-2023 29

NOTIFICATION

 Section 30 of the Securities and Exchange Board of India Act, 1992, read with Regulation 1 of the Securities and Exchange Board of India (Stock Brokers) Regulations, 1992 - Power to make regulations - Notified date of enforcement of certain provisions of said regulations
 NOTIFICATION NO. SEBI/LAD-NRO/GN/2023/133, DATED 19-6-2023 31

RULES/AMENDMENT RULES

- Securities and Exchange Board of India (Mutual Funds) (Amendment) Regulations, 2023 Amendment in Regulations 2, 7, 14, 16, 18, 21, 25, 31B, 43, 48, 49, 53, 56, 57 & 59A, and First Schedule, Seventh Schedule, Eighth Schedule and Eleventh Schedule; Insertion of Regulations 7C, 25A & 43A; Substitution of Regulations 31A & 47; Omission of Regulations 38 and 46 NOTIFICATION NO. SEBI/LAD-NRO/GN/2023/134, DATED 26-6-2023 32
- Securities and Exchange Board of India (Ombudsman) (Repeal) Regulations, 2023 - NOTIFICATION NO. SEBI/ LAD-NRO/GN/2023/138. DATED 3-7-2023 40

REPORTS: TABLE OF CASES

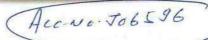
- ◆ Farmax India Ltd. v. SEBI (SC) 213
- J.K. Paper Ltd. v. Competition Commission of India (Guj.)
 270
- JUD Cements Ltd. v. Asset Reconstruction Company (India) Ltd. (ARCIL) (SC) 209
- Mohd, Shariq v. Punjab National Bank (SC) 191

Vol. 178: Issue 1: July 1 - July 15, 2023

SEBI AND
CORPORATE
LAVS

AN INSOLVENCY & COMPANY LAWS FORTNIGHTLY

HIGHLIGHTS



- Development rights created in favour of Corporate Debtor constitute 'property' within meaning of expression under section 3(27) and would constitute 'asset' within meaning of section 18(f) and section 25(2)(a) of IBC (SC) 37
- Exclusion of assets owned by a third-party, but in possession of corporate debtor held under contractual arrangements, from definition of expression 'assets', is limited to section 18; in other words, Explanation under section 18 does not extend to section 25 of IBC (SC) 37
- Once resolution plan stands approved, no alterations/modifications are permissible; resolution plan is either to be approved or disapproved, but any modification after approval of resolution plan by CoC, based on its commercial wisdom, is not open for judicial review unless it is found to be not in conformity with mandate of IBC Code (SC) 72
- Stock broker not only has to obtain a certificate of registration from SEBI for each of stock exchange where he operates, at same time, has to pay ad valorem fee prescribed in terms of Part III annexed to regulation 10 of SEBI (Stock Brokers) Regulations, 1992 in reference to each certificate of registration from SEBI (SC) 101
- For the purposes of prosecution, intimation of director's resignation to RoC is effective even if Co. failed to notify RoC (Calcutta) 116
- Where Adjudicating Authority allowed application of lessor for recovery of lease rent and premium due from corporate debtor during moratorium, but right under Explanation appended to section 14(1)(d) of IBC cannot be read as lease premium amount or lease rent, said order was patently illegal and deserved to be set aside (NCLAT - New Delhi) 138
- Companies (Accounts) Second Amendment Rules, 2023 (St.) 1
- Limited Liability Partnership (Amendment) Rules, 2023 (St.) 1
- Securities and Exchange Board of India (Alternative Investment Funds) (Second Amendment) Regulations, 2023 (St.) 21
- Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) (Second Amendment) Regulations, 2023 (St.) 9

PLUS Fortnightly Browser

STATUTES [1-28]

REPORTS [1-148]

MAGAZINE [1-16]

Price : ₹ 600



STATUTES

NOTIFICATIONS

 Section 14 of the Insolvency and Bankruptcy Code, 2016 - Moratorium - Specified transactions, arrangements and agreements of corporate debtor against which order of moratorium shall not be passed - NOTIFICATION S.O. 2660(E) [F. NO. INSOL-30/1/2023-INSOLVENCY-MCA], DATED 14-6-2023 8

RULES/AMENDMENT RULES

- Companies (Accounts) Second Amendment Rules, 2023
 Amendment in rule 12 NOTIFICATION NO. G.S.R. 408(E)
 [F. NO. 1/19/2013-CL-V-PART III], DATED 31-5-2023
- Limited Liability Partnership (Amendment) Rules, 2023 -Substitution of LLP Form No. 3 - NOTIFICATION NO. G.S.R. 411(E) [F. NO. 01/03/2021-CL-V (PT. IV)], DATED 2-6-2023 1
- Securities and Exchange Board of India (Alternative Investment Funds) (Second Amendment) Regulations, 2023 - Amendment in regulations 2, 3, 4, 10, 13, 15, 20, 23, 29 and First and Second Schedule; insertion of regulations 19N, 19-O, 19P, 19Q, 19R, 19-S, 19T, 19U and 29A-NOTIFICATION NO. SEBI/LAD-NRO/GN/2023/132, DATED 15-6-2023 21
- ◆ Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) (Second Amendment) Regulations, 2023 Amendment in regulations 2, 6, 15, 17, 27, 30, 33, 34, 46, Schedule III and Schedule V, Insertion of regulations 26A, 30A, 31B and 37A; Substitution of regulation 57 NOTIFICATION NO. SEBI/LAD-NRO/GN/2023/131, DATED 14-6-2023 9

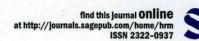
REPORTS: TABLE OF CASES

- ◆ Anil v. Tata Capital Financial Services Ltd. (SC) 1
- ◆ GPSK Capital (P.) Ltd. v. SEBI (SC) 101
- Modi Rubber Ltd. v. Continental Carbon India Ltd. (SC)
 4
- Nil Kamal Ghosh v. Dipak Commercial Shrijit International (Cal.) 133

South Asian Journal of Human Resources Management

June 2023 Volume 10 | Issue 1

Acc. NO. JO6586.



Contents

Acc. No. Jo 6586

Research Articles

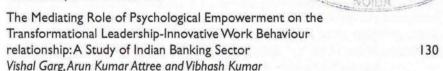
Choose to be Optimistic, it Feels Better! The Role of
Career Decision-making Self-efficacy on the Relationship
between Boundaryless Career Orientation and Career Optimism
9
Bilal Ahmad and Nadia Nasir

How Ambidextrous Human Resource System Affect
Employee Creativity? A Study in the Pakistani Context
Aiza Yasmeen, Muhammad Majid Khan and Wajid Shakeel Ahmed

Levelling Up Organisational Learning Through Gamification:
Based on Evidence from Public Sector Organisations in India
64
Sridevi Nair, Jain Mathew and Ravikumar T

Lost in the Perilous Boulevards of Gig Economy: Making of Human Drones Rajesh Gupta and Rajneesh Gupta

Striving for Inclusion of Diverse Employees: How Important is the Context? Zunaira Saqib and Maria Khan



Practitioner Perspectives

Towards Compassionate Total Rewards: COVID-19's Clarion Call for a Paradigmatic Shift Subhra Pattnaik and Mousumi Padhi 85

SE SOUTHERN E CONOMIST

28 JUL 281

www.southerneconomist.in

62nd Year of Publication

Acc No Jo6680

Volume 62 Number 6 ₹ 85

- **BURNING PROBLEMS & ITS SOLVING IDEOLOGY**
- **PM'S US VISIT: CONVERGENCE OF INTERESTS & VALUES**
- **SOME IMPLICATIONS OF WITHDRAWAL OF CASH BY BEARER CHEQUE**
 - **WE URBANIZATION SIGNS OF RURAL INDIA, INCLUSION & EQUALITY**
 - **® INDIA US AGREE TO END SIX WTO DISPUTES**
 - **ECONOMIC AND FINANCIAL DATA**

E C O N O M I S T

www.southerneconomist.in

62nd Year of Publication

Volume 62 Number 5 ₹ 8

ACC.NO. JO66 79

28 JUL 21/3

- **THE RBI AND DIVIDEND PAYOUT**
- **TUTURE-PROOFING THE INDIAN FINANCIAL SYSTEM**
- *** PM DEDICATES NEW PARLIAMENT HOUSE TO THE NATION**
 - **SECOND STABILITY AND DEVELOPMENT COUNCIL**
 - **® ROAD TO ADVANCED INDIAN ECONOMY**
 - **SECONOMIC AND FINANCIAL DATA**

JULY 2023 A JOURNAL OF POLITICS AND CULTURE

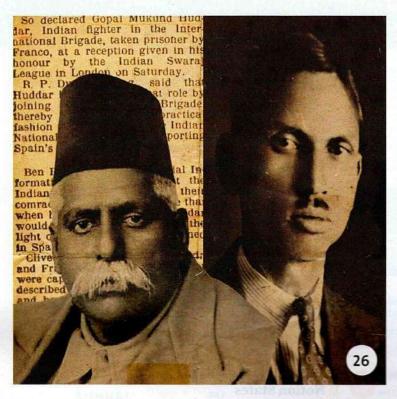
India's economic and Police culpability in the moral crisis p. 78 / Thoothukudi massacre p. 48



Acc. No Jo6621

HEDGEWAR'S GREAT BETRAYAL

Founder: Vishva Nath (1917-2002) Editor-in-Chief, Publisher & Printer: Paresh Nath VOLUME 15 • ISSUE 7 JULY 2023





Acc. No. Jo6621

COVER STORY / HISTORY

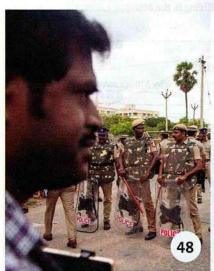
26

The Great Betrayal

How Hedgewar spurned Bose and his own protégé's call to join the freedom struggle

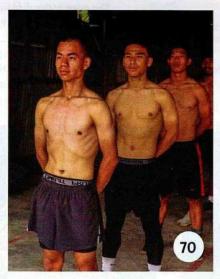
DHIRENDRA K JHA

The Rashtriya Swayamsevak Sangh has been aggressively trying to peddle a flimsy tale: that it played an important role in the struggle for India's freedom. This idea helps disguise the Sangh's work towards establishing a Hindu Rashtra as patriotism and nationalism. A claim to these virtues also helps its political wing, the Bharatiya Janata Party, retain electoral power. But details of a 1939 meeting between Keshav Baliram Hedgewar and his old associate Gopal Mukund Huddar expose both the RSS and its first chief. In it, as Huddar recounts, Hedgewar turned down an offer to meet Subhas Chandra Bose-a move, which, at that time, was akin to betraying the freedom struggle itself. Charting Hedgewar and Huddar's journeys from 1924 to the 1939 meeting also shows how the RSS got on the trajectory it currently inhabits and how it has always illustrated an aversion to fighting for any cause other than Hindu supremacy.





How the officers responsible for shooting 13 innocents in Thoothukudi got away scot-free SUJATHA SIVAGNANAM



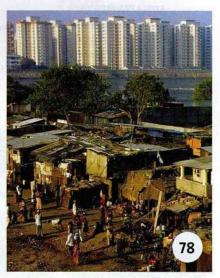
5 JUL 2 %



70 In The Trenches

How the Agnipath scheme has muddled Gurkha recruitment in the Indian Army

NARESH GYAWALI

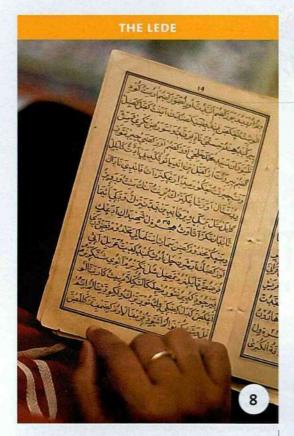




78 Moral Failures

There are no magic bullets for India's economic crisis

ASHOKA MODY





COMMUNITIES

8 Talk of the Trade

How Kayalpatnam is saving a waning language of the Indian Ocean SUMAIYA MUSTAFA



COMMUNITIES

10 In Harmony

A bi-communal choir sings to unite Greek and Turkish Cypriots

DARIO ANTONELLI



THE BOOKSHELF EDITOR'S PICK 96 98

PERSPECTIVES





CONFLICT

12 Notion States

The many nationalisms colliding in the Manipur violence SAMRAT CHOUDHURY



RELIGION

18 Hollowed Ground

Tamil Nadu's Saivite history shows why Modi's sengol bid will fail ${f ABHAY\ REGI}$

BOOKS





EXCERP

88 A New Threshold of Cruelty

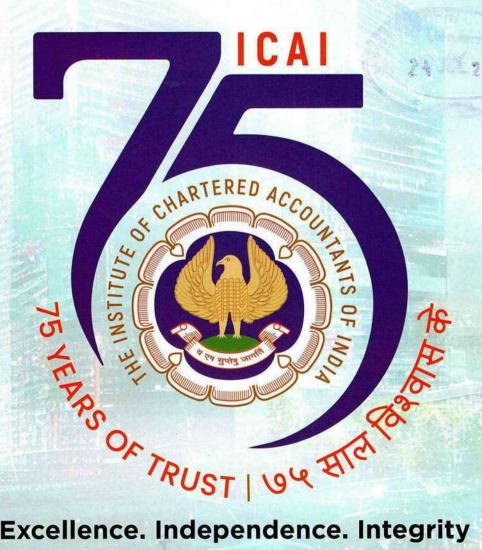
How judges let off killers in the Kilvenmani atrocity MANOJ MITTA

NOTE TO READERS: THE MARKETING INITIATIVE ON PAGES 44–47 IS PAID ADVERTISING CONTENT.



HE CHARTER

ACC.NO. JO6664

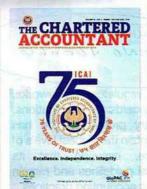


Excellence. Independence. Integrity











JULY 2023

IN THIS ISSUE...

VOICE

3 **Editorial**

-75 Years of Empowering Trust; Enabling Excellence

From the President

10 **Photographs**

145 Classifieds

UPDATES

138 **Legal Update**

Circulars and Notifications

LEADERSPEAK

14 Smt. Droupadi Murmu, President of India

15 Shri Om Birla, Hon'ble Speaker of the Lok Sabha

16 Shri Amit Shah, Hon'ble Minister of Home Affairs & Cooperation

17 Shri Piyush Goyal, Hon'ble Minister of Commerce & Industry, Consumer Affairs, Food & Public Distribution and Textiles

18 Smt. Smriti Zubin Irani. Hon'ble Minister of Women & Child Development and Minority **Affairs**

19 Lt Gen K T Parnaik, Hon'ble Governor of Arunachal Pradesh

20 Shri Biswabhusan Harichandan, Hon'ble Governor of Chhattisgarh

21 Shri P. S. Sreedharan Pillai, Hon'ble Governor of Goa

22 Shri La. Ganesan, Hon'ble Governor of Nagaland

23 Dr. Tamilisai Soundararajan, Hon'ble Lieutenant Governor of Puducherry

24 Shri Kalraj Mishra, Hon'ble Governor of Raiasthan

25 Dr. C. V. Ananda Bose, Hon'ble Governor of West Bengal

26 Dr. Pramod Sawant, Hon'ble Chief Minister of Goa

27 Shri Bhupendra Patel, Hon'ble Chief Minister of Guiarat

28 Shri Sukhvinder Singh Sukhu, Hon'ble Chief Minister of Himachal Pradesh

29 Shri Pinaravi Viiavan, Hon'ble Chief Minister of

30 Shri Girish Chandra Murmu, Hon'ble Comptroller and Auditor General of India

31 Shri Parshottam Rupala, Hon'ble Minister for Fisheries, Animal Husbandry & Dairying

32 Dr. Ajay Bhushan Pandey, Chairperson of the National Financial Reporting Authority

SPECIAL WRITE-UP

34 India's Rise to Global Leadership - Agenda for Growth

- Amitabh Kant

38 Riding the Indian Tiger: How India's Economy is Outpacing the World against all Odds!

- CA. Nilesh Shah

42 **Driving Digital India Forward**

- CA. Ravi Pandit, CA. Samit Saraf

47 Ensuring Public Trust in Sustainability Reporting - The Ethics Cornerstone

- Gabriela Figueiredo Dias

51 The Dancing Elephant: A New India

- CA. Sunil Singhania

55 Journey of Excellence - Past, Present and Future - CA. Y M Kale

59 Indian Economy & Accountancy Profession - Global Perspective

- CA. T. S. Vishwanath

Future of the Accountancy Profession

63 - CA. T. N. Manoharan

67 Audit and Assurance in the New Economic Order

- CA. (Dr.) Amariit Chopra, CA. Tanui Chugh

IN CONVERSATION

72 Chartered Accountants (CAs) are vital for corporate governance and compliance. They assess a company's financial performance and competitiveness

- Smt. Ravneet Kaur

ISION FOR NEW INDIA & PROFESSION

75 Chartered Accountants: Shaping the Financial and Economic future of New India

- CA. (Dr.) Niranjan Hiranandani

76



8.0	- CA. Zarin Daruwala
78	The 50-50 Vision - CA. Vishakha RM
80	CA Profession in the New India - CA. Nilanjan Roy
83	Vision for New India & the Profession: A Technological Perspective - CA. Samir Seksaria
86	Youth, Innovation, and Entrepreneurship: Shaping the Future of Chartered Accountancy

- CA. Raiesh Magow

and Value Creation

A Vision for a New India

- 88 What's next for the Capital Market Ecosystem
 Nithin Kamath
- 90 Profession in the new era of Technology & Disruptions
- CA. Sandip Kumar Gupta

 92 CA and Entrepreneurship Propelling Growth
- CA. Aman Gupta

 94 Vision for a New India from the Youth
 Perspective: Embracing the FinTech Revolution
 CA. Rachana Ranade

DOWN THE MEMORY LANE

- 95 Reflections on a Glorious Indian Accountancy Profession: A Photo Journey
- 112 ICAI Stamps
- 127 Against Discrimination: Struggle for the Designation of 'Chartered'
- 133 Journey of Excellence Important Milestones
- 137 Speech of Dr. Rajendra Prasad, President of India, 1954

IN OUOTES

113 Through the Eyes of the Luminaries

TRACING THE ROOTS

122 Icons of the ICAI

ICAI NEWS

145 Announcement

ICAI IN MEDIA

146 Glimpses of May - June - 2023
- Public Relations Committee of ICAI

The **Economist**

What if China and India make up?

The science of heatwaves

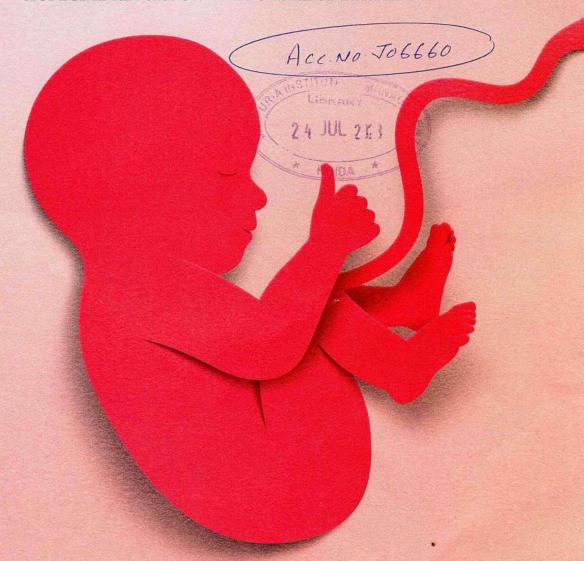
Will America escape recession?

Barbie v Oppenheimer

JULY 22ND-28TH 2023

MAKING BABYMAKING BETTER

A SPECIAL REPORT ON THE FUTURE OF FERTILITY





On the cover

IVF is failing most women today. New research holds out hope for the future: leader, page 7, and Technology Quarterly, after page 40. "The Retrievals", a tale of agony and addiction, makes listeners squirm, page 76

What if China and India make up? Western strategists are unprepared for a possible detente between the world's most populous countries: leader, page 9, and analysis, page 49

Will America escape recession? Falling inflation is good news. But it is too early to hail a "soft landing": leader, page 8. Can America escape the longpredicted recession? Briefing, page 14

The science of heatwaves

As the northern hemisphere swelters, is climate change speeding up? Page 69. Cities need to respond rapidly and plan carefully to minimise the damage done by heatwaves: leader, page 8. The sizzling Sunbelt, page 27. Extreme temperatures separate "the cool and the damned", page 74

Barbie v Oppenheimer What two Hollywood blockbusters reveal about our times, page 73

→ The digital element of your subscription means that you can search our archive, read all of our daily journalism and listen to audio versions of our stories. Visit economist.com

The world this week

5 A summary of political and business news

Leaders DOOWN

- 7 Fertility technology How to improve IVF
- 8 Extreme temperatures Too darn hot
- 8 The world economy Still in danger
- 9 China and India A budding detente
- 10 El Salvador A model for despots
- 11 Russia's frozen assets Should they be seized?

Letters

12 On deep-sea mining, water regulation in Britain, the Italian left, working from home

Briefing

14 America's economy Turning a corner

Technology Quarterly: In vitro fertilisation

The most personal technology After page 40



Next week We will publish a summer double issue with 48 pages of features from 1843, our sister publication that specialises in narrative journalism. Look out for a profile of Larry Fink and the wild story of the biggest bank heist ever, among other treats.



Asia

- 17 Asia's EV supply chain
- 18 Singapore makes meat
- 19 Americans in North Korea
- 20 Banyan Violent Bengalis



China

- 21 Challenges for Western universities in China
- 22 The covid-19 death toll
- 22 Germany's China strategy
- 23 Controlling the media
- 24 Chaguan The missing foreign minister



United States

- 27 Adapting to heat
- 28 Contraceptive pills
- 29 The DeSantis campaign
- 29 Bike sharing
- 30 Invading Mexico
- 31 Lexington No Labels



The Americas

- 33 El Salvador's rock-star dictator
- 36 Eroding democratic norms



Middle East & Africa

- 37 Africa's energy boom
- 39 Constitutional chaos in Israel
- 40 Piano smuggling



Acc. NO. JO6660

Europe

- 41 Murky Moscow
- 42 Nuclear safety in Ukraine
- 43 France's Zeitenwende
- 43 Seizing Russian assets
- 44 Ukrainians in Poland
- 45 Charlemagne An American y Paris



Britain

- 46 Funding universities
- **48 Bagehot** End the whingeocracy



International

49 China-India relations



Business

- 51 Tesla's surprising swerve
- 53 Bartleby Our office agony uncle
- 54 The Czech bet on Casino
- 54 The "Call of Duty" shoot-out
- 55 Dairy disrupters
- 55 India's rickshaw wars
- 56 Schumpeter Stars v suits



5011hA

ica's energy boom

Finance & economics

- 63 AI diffusion
- 65 China's economy
- 66 Buttonwood The dollar
- 67 Big tech investing
- 67 Bank results
- 68 Instant payments



Science & technology

- 69 Is climate change accelerating?
- 71 Scrapyard kings
- 72 When mammals attack



Culture

- 73 Oppenheimer v Barbie
- 74 Extreme heat
- 75 A novel about the art world
- 76 A history of spying
- 76 The podcast du jour
- 77 Johnson Voice cloning



Economic & financial indicators

78 Statistics on 42 economies

Graphic detail

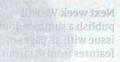
79 The flames of war in Sudan, revealed by satellite data

Obituary

80 Milan Kundera, explorer of opposites and only of 529 6519 mA







The **Economist**

Asia's digital geography

The global manufacturing delusion

Superforecasters and the apocalypse

Our summer reads

JULY 15TH-21ST 2023

PREPARING THE WAY

The alarming plans for Trump's second term





On the cover

MAGA Republicans think they know how to make a second Trump term focused and effective: leader, page 9, and briefing, page 14. On the left and right economic philosophy is not just changing-it is converging, page 25. How Europe would respond to the return of Donald Trump, page 47

Asia's digital geography Demand for data is growing; so are barriers to its free flow. page 17

NATO after Vilnius With imminent NATO membership off the cards, Ukraine needs better security guarantees: leader, page 10. Volodymyr Zelensky did not get everything he wanted. But he got quite a lot, page 39

Superforecasters and the apocalypse Professional seers are more optimistic about the future than experts in risky sectors from AI to nuclear weapons, page 63. How the Anthropocene might end: leader, page 12

Summer reads Our writers recommend the finest books, old and new, in their areas of interest, page 67

→ The digital element of your subscription means that you can search our archive, read all of our daily journalism and listen to audio versions of our stories. Visit economist.com

The world this week

7 A summary of political and business news

Leaders

- 9 Trump's second term Preparing the way
- 10 The West and Ukraine Work in progress
- 10 Antitrust in America The big distraction
- 11 Manufacturing The grand delusion 10 28
- 12 Geology The Anthropocene

Letters

13 On aboriginal rights in Australia, artificial intelligence, designing

Briefing I named well of

14 Trump's plans for office Chaos meets preparation

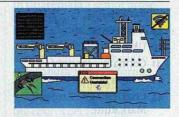


Schumpeter The last, unfulfilled dream of Jamie Dimon, page 54



Asia

- 17 Curbing Asia's data flow
- 18 Vietnam bans "Barbie"
- 19 Cambodia's election
- 19 The Taliban and heritage
- 20 Banyan Fukushima's wastewater



China

- 21 How farmers are coping with climate change
- 22 Long work weeks
- 23 Street stalls are back
- 24 Chaguan Rule by law, Chinese style



United States

- 25 Where left meets right
- 26 Pushy Midwestern Dems
- 27 New York's mediums
- 28 The judge shortage
- 28 Military appointments
- 29 Age verification and porn
- 30 Lexington Joe Biden v the Ivy League



The Americas

31 A new oil boom



Middle East & Africa

- 35 Cape Town beats Johannesburg
- 36 War crimes in Tigray
- 37 Syria's non-Muslims
- 38 Libya's election woes
- 38 Cryptocurrency and Islam



Europe

- 39 The NATO summit
- 40 Ukraine's brave sappers
- 41 Germany's far right
- 42 Spain's general election
- 43 Charlemagne Farewell Mark Rutte



Britain

- 44 Mutiny in Metroland
- 46 Bagehot England's schools



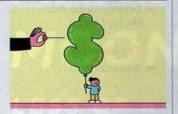
International

47 Donald Trump looms over Europe



Business

- 49 How bad is bigness?
- 51 Britain's trustbuster
- 51 The WFH showdown
- 52 AI conquers pharma
- 53 Bartleby CEO whisperers
- 54 Schumpeter Dimon dreams



Finance & economics

- 55 Manufacturing delusion
- 58 Death metals
- 59 America's labour market
- 59 China and the truth
- 60 Buttonwood Gold
- 61 Free exchange How to understand climate risk



Science & technology

- 63 Forecasting Armageddon
- 65 Granite on the Moon
- 65 Marking the Anthropocene
- 66 Arthritic sabre-tooths



Culture

- 67 Our summer reading list
- 69 Avant-garde ice cream
- 70 New Syrian fiction
- 70 The women of drug gangs
- 71 Back Story Bruce Springsteen's magic



Economic & financial indicators

72 Statistics on 42 economies

Graphic detail

73 How many Russian soldiers have died?

Obituary

74 Victoria Amelina, a hunter for truth in Ukraine

The Economist

Twitter v Meta

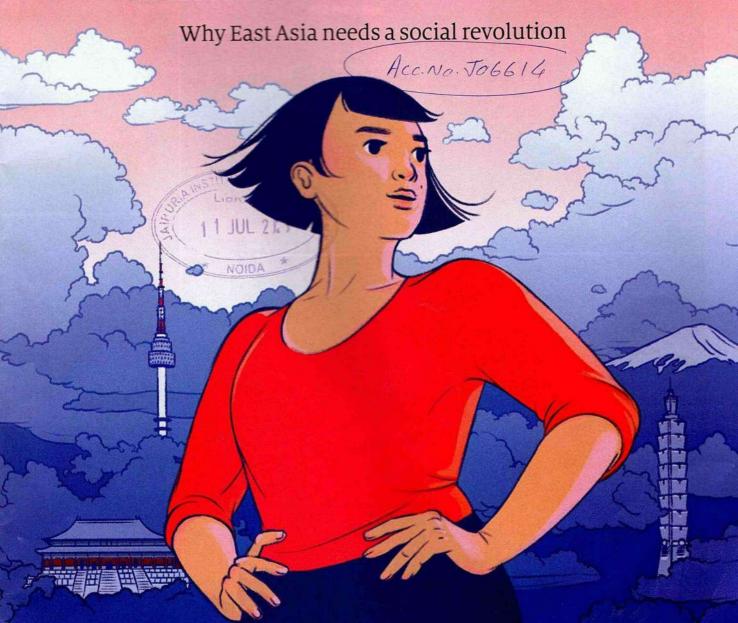
The future of war: a special report

Don't blame greedflation

Achilles goes to the office

JULY 8TH-14TH 2023

FAMILIES AND FREEDOM





On the cover

Chinese, Japanese, South Koreans and Taiwanese increasingly reject the Confucian family. Their leaders are being left behind: leader, page 9. The traditional family is fading, page 19. Chinese influencers challenge the stigma of being a single mother, page 25

Twitter v Meta As Elon Musk stumbles, Mark Zuckerberg prepares to pounce, page 51

The future of war: a special report A new era of high-tech war has begun. Democracies must prepare: leader, page 10. Technology has changed the battlefield in Ukraine, but mass still counts, argues Shashank Joshi, after page 38. NATO's new defence plans, page 48. Ukraine calls for cluster bombs, page 44

Don't blame greedflation

Corporate avarice is not the cause of the world's inflation problems: leader, page 11, and analysis, page 58

Achilles goes to the office How white-collar warriors prepare for battle: Bartleby, page 55

→ The digital element of your subscription means that you can search our archive, read all of our daily journalism and listen to audio versions of our stories. Visit economist.com

The world this week

7 A summary of political and business news

Leaders Sand 199900

- 9 East Asia Families and freedom
- 10 Battlefield lessons The future of war
- 11 Economic fallacies Don't blame greedflation
- 11 Privatised utilities Britain's water mess
- 12 Affirmative action It had to go
- 13 Deep-sea mining Give nodules the nod

Letters

14 On Denmark's Social Democrats, vaping taxes, the Indian diaspora, Daniel Ellsberg, the multiverse, Douglas Adams

Briefing

16 China and its region Neighbourhood watch

> Special report: Warfare after Ukraine

Battlefield lessons After page 38



Chaguan China tells developing countries that "universal values" are a form of racism, page 26



Asia

- 19 The East Asian family
- 21 India's internet blackouts
- 22 Banvan Sri Lanka unreconciled



China

- 23 Business and the Communist Party
- 24 Bounties in Hong Kong
- 25 Defiant single mums
- 26 Chaguan China's message to the global south



United States

- 27 End of term at scorus
- 28 Major League...Cricket
- 29 Meet Moms for Liberty
- 30 The quantum of Chicago
- 30 Remembering Dick Ravitch
- 31 After affirmative action
- 32 The lab monkey shortage

The Americas

- 33 Dumping the tropical Trump
- 34 El Niño slams Peru
- 35 Cuba taps the diaspora



Britain

- 36 The water utilities mess
- 37 Labour's education policy
- 38 Bagehot Borat's Britain



Middle East & Africa

- 39 MBS, Israel and America
- 40 Violence in the West Bank
- 41 Nigeria's busy president
- 41 Senegal's president backs down
- 42 Darfur and genocide



Europe

- 43 Putin's useful idiots
- 44 Ukraine wants cluster bombs
- 45 Twitchy in Tallinn
- 46 Sweden's rocky economy
- 47 Charlemagne France's riots



International

48 NATO'S new plans



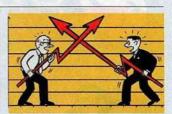
Business

- 51 Musk v Zuck
- 52 China's chip-war salvo
- 53 The hydrogen shakeout
- 55 Bartleby The office Achilles
- **56 Schumpeter** AI, the Lego way



Finance & economics

- 58 Inflation wars
- 59 Hikelandia
- 60 Copper prices
- 61 Chinese communists
- 61 Wall Street job losses
- **62 Buttonwood** The everything bubble
- 63 Free exchange Erdoganomics spreads



Science & technology

- 64 Mining the seabed
- 65 Indonesia's nickel hopes
- 66 The highest mountains
- 67 Woolly-mammoth burgers



Culture

- 68 Culture and prosperity
- 69 The trial of Philippe Pétain
- 70 A pioneering fibre artist
- 71 Home Entertainment Iranian poetry



Economic & financial indicators

72 Statistics on 42 economies

Graphic detail

73 Rules over obesity drugs seem unfair to minorities

Obituary

74 Donald Triplett, autism's "Case 1"



What next for Vladimir Putin?

Our new Al-adoption index

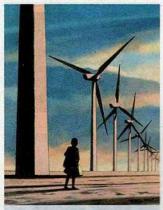
Why WFH hits GDP

Raising the standard of flags

JULY 1ST-7TH 2023

HAKD TRUTHS ABOUT GREEN GROWTH Acano. Jo6597

RAJUL 251



On the cover

When environmentalism risks harming the world's poor: leader, page 9. To adapt to climate change, people will migrate. The results will not be all bad: briefing, page 14. Which is worse, a poorer today or a hotter tomorrow? Page 54

What next for Vladimir Putin?

The Wagner mutiny exposes the Russian tyrant's growing weakness. But don't count him out yet: leader, page 10, and analysis, page 39. Can Ukraine's army capitalise on the chaos in Russia? Page 41. How China sees it: Chaguan, page 24

Our new Al-adoption index

We track how corporate America is investing in AI, page 48, and leader, page 11. So far, lawmakers are taking cautious, bipartisan steps toward regulating it:
Lexington, page 30

Why WFH hits GDP Working from home is bad for productivity, after all: Free exchange, page 61. It changes patterns of weekly spending: Graphic detail, page 73

Raising the standard of flags

How to avoid having an embarrassing emblem: leader, page 12. In America cities and states have been trying to replace them, page 29

→ The digital element of your subscription means that you can search our archive, read all of our daily journalism and listen to audio versions of our stories. Visit economist.com

The world this week

7 A summary of political and business news

Leaders

- 9 Green growth Hard truths
- 10 Russia Putin exposed
- 11 AI and productivity Not so fast
- 11 Education in India It doesn't add up
- 12 Flags
 Raising the standard

Letters

13 On Turkey's economy, Microsoft, jargon, Botswana, older workers, Harry Potter

Briefing

14 Climate migrants
Out of the frying pan



Schumpeter Meet the world's most flirtatious sovereign-wealth fund, *page* 53



Asia

- 17 India's failing schools
- 18 Education in Vietnam
- 19 India's troubled north-east
- 20 Banyan Australia's indigenous Voice



China

- 21 Salvaging shipwrecks in the South China Sea
- 22 Xi Jinping's language
- 23 Reality TV and propaganda
- 24 Chaguan How China views Russia's woes



United States

- 25 Going nuclear
- 26 Guns in Massachusetts
- 27 Student entrepreneurs
- 28 Heartbreak lawsuits
- 28 Democracy defended
- 29 Replacing bad flags
- 30 Lexington Regulating AI



The Americas

- 31 Mexico's parsimonious populist
- 33 Hope in Guatemala
- 34 Venezuela's would-be Maggie Thatcher



Middle East & Africa

- 35 Wagner in Africa
- 37 Sierra Leone's fishy vote
- 37 Settler vigilantes in Israel
- 38 Indebted Arab states and the IMF



Acceno 506597)

Europe

- 39 Russia in turmoil
- 41 A chance for Ukraine
- 42 Greece's decisive election
- 42 Kosovo rumbles again
- 43 Spain's search for stability
- 44 Charlemagne
 Impenetrable Europolitics



Britain

- 45 Broken prisons
- 47 Brexit regret

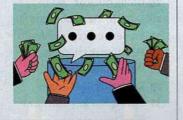


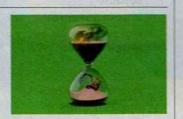
Business

- 48 Our AI-adoption index
- 50 Asia's sagging super-apps
- 50 Foreign investors v South Korea
- 51 Bartleby Middle managers
- 52 Indiana Jones's hat
- 52 Siemens Energy's struggles
- 53 Schumpeter Saudi Arabia's futurist fund



- 54 Development v climate
- 57 Debt restructuring
- 57 Taiwan crisis
- 58 Chinese property
- 59 Buttonwood Patriotism
- 60 Diesel sanctions
- 61 Free exchange WFH





Science & technology

- 62 Gravity-based astronomy
- 63 Diagnosing concussions
- 64 A new TB vaccine
- 64 Investigating consciousness



Culture

- 66 Tolstoy in a time of war
- 68 Tingling Sichuan peppers
- 68 German history
- 69 An art thief extraordinaire
- 70 Back Story Indiana Jones, adieu!



Economic & financial indicators

72 Statistics on 42 economies

Graphic detail

73 How covid-19 changed people's spending

Obituary

74 Glenda Jackson, actress and politician

Registered with Registrar of Newspapers under RNI No. MAHBIL/2013/51592. Postal Registration No. MCS/087/2021-23. Published on 4th of every month. Posted at Patrika Channel Sorting Office, Mumbai-400001. Posting date: 6th of every month.

ISSN 2349-7483

The Indian BANKER

THE MONTHLY JOURNAL PUBLISHED BY THE INDIAN BANKS' ASSOCIATION

English & Hindi Monthly

Volume X Issue 12

Mumbai

July 2023

Pages: 68

Price: ₹ 60

दि इंडियन बैंकर

21 JUL 263

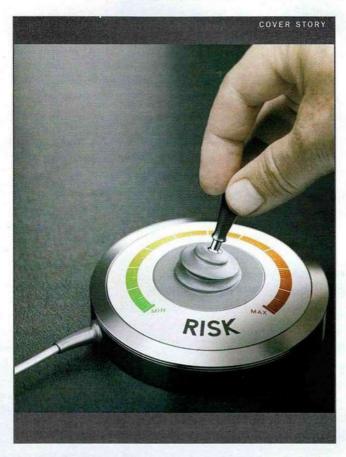
Acc. No. Jo6654

Evolving Risk Management Systems in Banks

RISK

RISK





COVER STORY

Evolving Risk Management Systems in Banks

- Dr K Srinivasa Rao

ARTICLE

Insolvency and Bankruptcy 18 Code, 2016

A Real Game-Changer

Treat dame changer

- Dr Lakshmi Prasad Padhy

Contents

NEWSROOM

- Deepak Narang

Be Vigil to Blow Whistle

ARTICLE

- Sutapa Sinha

- Ganga Dutt Pant



	1	
LEGAL		
Forfeiture of the Bid Money		25
Under SARFAESIA, 2002		
- K S Hareesh Kumar		
LEGAL		
Natural Justice: Audi Alteram P	artem	30

8

34

58

62



ARTICLE Developing Digital Mindset in PSBs 40 - Deepak Nagar ARTICLE MSME Competitive (LEAN) Scheme



लेख डेटा सुस्पष्टता का बैंकिंग क्षेत्र में महत्व 52 - दीपिका रमनानी

लेख डिजिटल ऋण जोखिम एवं विनियामक आवश्यकताएं - संजय कुमार सुदृढ़ एवं सशक्त भारत की नींव

Vol X No. 12 - July 2023 The Indian Banker

नई विदेश व्यापार नीति २०२३

- प्रवीण कुमार

The First Monthly Journal on Insurance in India in Service Since 1981





VOL. XXXXIII - NO. 07 - July 2023-ISSN-0971-4480

In this issue

An Important Tool to Detect Integrity Violations in Government Health Insurance Programmes

Environment, Social and Governance challenges of the Insurance industry in the Post Pandemic Environment

Wearable Tech and Insurance: Transforming Personalized Insurance Solutions

Crop Insurance - A journey witnessed

How life insurers can leverage digital field underwriting

Measure to prevent Insurance Fraud

Usage-Based or Telematics Car Insurance in India

Risk Management and Insurance – The Future career scope



Certificate Course on Risk Management
Visit www.smartonlinecourse.co.in





With the introduction of telematics solutions, the insurance industry in India is going to witness a transformation in motor insurance."

H. O. Suri MD & CEO IFFCO Tokio General Ins.

"Insight from new pattern of frauds observed are utilized to run analytics on the portfolio with action bias. At ICICI Lombard we have leveraged the new age technologies in fraud risk mitigation effectively."

Gopal Balachandran CFO & CRO ICICI Lombard GIC Ltd



"Wearable tech devices have become indispensable tools, empowering individuals to make informed choices about their lifestyle and health."

Rohit Boda Group Managing Director J. B. Boda Group

"The risk management occupation, and especially the RM&I industry, ensure persons and businesses' economic success by effectively & efficiently managing their risks."

Dr C. Madhavi Prasad Associate Professor OB & HR Areas, IIRM



Contents

News

General Insurance News	07
Insurance Regulator Update	10
Health Insurance News	13
Life Insurance News	15
International News	19



Articles



How life insurers can leverage digital field underwriting

An Important Tool to Detect Integrity Violations in Government Health

Features

From the Editors Desk	05
Train crashes in India fewer today, yet far higher than most nations: A look into the menace	40
New Product Launches	44
Legal Update	48
Insurance Caselaws	
IRDAI Corner	51
Statistics - Non Life Insurance	53
Statistics - Life Incurance	54

Insurance Programmes

Vinav Verma & Dr Vaishali Pradhan



IJAF®

The IUP Journal of

APPLIED FINANCE

Vol. 29 No. 2 (Quarterly)

Hyderabad, April 2023

Acc.NO. TOES81

Hedging Foreign Exchange Risk for Exporters: Evidence from India

Sangeeta D Misra

Sovereign Debt Crisis in Sri Lanka and Bangladesh: A Comparative Study

Paritosh Chandra Sinha

Performance of IPOs During Covid-19 Pandemic and Factors Affecting Investors' Perception

Nupur Veshne and Jyoti Jamnani



IUP Publications (A Division of The ICFAI Society) www.iupindia.in $IJBS^{\circ}$

The IUP Journal of

Business Strategy

Vol. 20 No. 1 (Quarterly)

Hyderabad, March 2023

Enhancing HR Efficiency and Effectiveness with Blockchain Deployment

5

Pankaj Madhani

ACCNO. 706580

How Corporate Governance Impacts the Financial Health of Companies: Evidence from Indian Listed Companies

23

Diwakar Kumar and Sudesh Kumar Sahu

Case Study

Can Philip Morris Sustain the Big Shift in the Global Smoking Landscape?

KBS Kumar

37



IUP Publications (A Division of The ICFAI Society) www.iupindia.in JOURNAI

The Journal of ENTREPRENEURSHIP

Vol. 31 No. 1 March 2022

ENTREPRENEURSHIP

Acc. No. Jo5272

find this journal Online at journals.sagepub.com/home/joe ISSN 0971-3557





Acc. No. Jo 5272

Contents

Articles

NOID	La.
Effects of Entrepreneurial Competence and Planning Guidance on the Relation Between University Students' Attitude and Entrepreneurial Intention Aleciane da Silva Moreira Ferreira, Elisabeth Loiola, Sônia Maria Guedes Gondim and Cícero Roberto Pereira	7
Gender Differentials in Entrepreneurship: Insights from a Multi-method Study Vanita Yadav, Jeemol Unni, Ravikiran Naik and Swati Dutta	30
Factors Influencing to Choose Social Entrepreneurship as a Career: A Study on Social Entrepreneurship Students from India Sasmita Swain and Sri Krishna Sudheer Patoju	65
Constituents and Drivers of Mission Engagement for Social Enterprise Sustainability: A Systematic Review Reeti Kulshrestha, Arunaditya Sahay, and Subhanjan Sengupta	90
A 'Dark Side' of Humane Entrepreneurship? Unveiling the Side Effects of Humane Entrepreneurship on Work–Life Balance Rocco Palumbo	121
Entrepreneurial Self-efficacy and Financial and Calculation Skills Can Shape Different Profiles of Venture Intentions Flischet Ruiz-Dates and Josep Lladés-Masllorens	153

Experiencing Live Action of Business: Reflections on an Immersive Course in Entrepreneurship Neharika Vohra, Supriya Sharma and Nobin Thomas

184

Book Review

Prabhat Kumar, Public Service Ethics—A Quest for Naitik Bharat Reviewed by Baishali Mitra 220

The Journal of World Economic Review

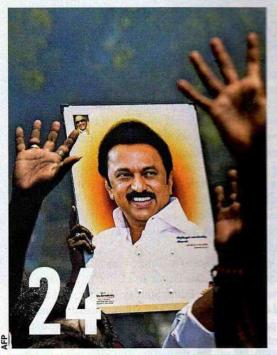
Vol. 18 No. 1 January-June 2023 ACC. NO. J06624 Contents Fiscal Policy In A Stochastic Temporary Stabilization Model: 1 - 20Undiversifiable Devaluation Risk Francisco Venegas-Martínez Growth in East Java: Convergence or Divergence? 21-38 Rumayya, Wirya Wardaya & Erlangga Agustino Landiyanto How Useful Is Monetary Econometrics in Low-Income Countries? 39-58 The Case of Money Demand and the Multipliers in Rwanda David Hauner & Gabriel Di Bella Revisiting the Inflation-Repression Relationship 59-77 · Rangan Gupta Analysis of Output Fluctuations in Italy and Policy Implications 79-88 · Yu Hsing Capital Destruction, Optimal Defense and Economic Growth 89-107 · Daniel Mejía & Carlos Esteban Posada The Exchange Rate Regime, Government Quality and 109-122 External Liability Dollarization

Adam Honig



contents

FOR THE WEEK JULY 17 - JULY 23



COVER STORY

CHAMPIONING UNITY

Tamil Nadu Chief Minister M.K. Stalin has been batting for a united opposition against the BJP for long. He reiterated the importance of a united front in his exhaustive interview with THE WEEK, and how India would not remain the same if the BIP came to power once again

- The government-governor tussle has raised questions about constitutional propriety
- Local differences are a roadblock to opposition unity
- Opposition yet to start alliance talks in Uttar Pradesh



SRI LANKA

Chinese investment fuels large-scale sea cucumber farming, threatening environment and raising strategic concerns



Kyiv-based Mridula Ghosh on Zelensky's 10-point peace plan

42 G20 DIPLOMACY

The idea of the G20 summit meetings is to project brand India, Modi style

18 CURRENT EVENTS

Why the violence in Manipur has serious implications for India

38 GUEST COLUMN

Congress's win in Karnataka has broken myths, writes Captain G.R. Gopinath

40 CONTROVERSY

Decoding the chats between 'honeytrapped' DRDO scientist and Pak agent

46 PAKISTAN

People want Imran Khan to lead: Raoof Hasan, Khan's information secretary

60 EVENT

THE WEEK honours doctor-entrepreneurs for their work during Covid-19

63 @LEISURE

Rahul Mishra took his craft and craftsmen, too, to his 20th fashion show in Paris

COLUMNS

- **POWERDRIVE** R. Prasannan
- 22 MANI-FESTO Mani Shankar Aiyar
- 71 CHIC MAGNET Namrata Zakaria
- 74 LAST WORD Amitabh Kant

49 BITTER CHOCOLATE



How do I protect an unborn child from a world that seems hell-bent on encouraging the basest and most evil of human

-Swara Bhasker

COVER PHOTO: PTI COVER IMAGING: RINESH SPEEDHARAN

Printed at Malayala Manorama Press, Kottayam, M P Printers, Noida, and Raihans Enterprises, Bengaluru, and published from Manorama Buildings, Panampilly Nagar, Kochi-682 036, by Jacob Mathew, on behalf of the Malayala Manorama Company Private Ltd., Kottayam-686 001. Editor Philip

Mathew

· Focus/Infocus features are paid marketing/PR initiatives

THEWEEK

JULY 23, 2023

S

Liberater

18 JUL 27.3

NOID

INSPIRING LEADERS

Tejal Pimpley

Mr. Ramji Subramaniam

Dr. Basant Goel

Brajesh Palsaniya

Sachin Upadhyay

GROUND REPORT FROM MANIPUR WHEN ETHNIC STRIFE TURNS INTO A BRUTAL WAR

JOURNALISM WITH A HUMAN TOUCH | www.theweek.in | 1 TheWeekMag 4 1 TheWeekLive |

₹60

AJIT PAWAR HIS AMBITIONS FUEL **ANOTHER FLIGHT OF POSSIBILITIES**

BRAHMOS CEO WHY OUR MISSILE IS UNSTOPPABLE

HOW PUTIN PLAYED

Russian president outwits Prigozhin, but challenges remain

PLUS

REPORT FROM RUSSIA

An intimate profile of the man who dared Kremlin

The Week RNI No.36122/1982, Registered No. KL/EKM/756/2021-23, Licence No. KL/CR/EKM/WPP-1/2021-23. Licensed to Post Without Prepayment. Published on Friday 7th July 2023 Total Pages: 76-10-55 doi: 10.0000/j.com/section.com/section/sect

VOL. 41 NO. 29 THE WEEK JULY 161 2023

contents

FOR THE WEEK JULY 10 - JULY 16



SHAKEN, NOT STIRRED

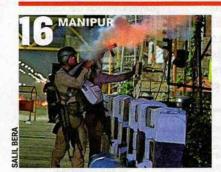
The Wagner group rebellion in Russia was short-lived, and, ironically, it enhanced President Vladimir Putin's image. Some observers even suggested that the mutiny and the response appeared to be the possible launch of Putin's 2024 presidential campaign. However, despite quelling the protest, the veneer of invincibility which Putin has worked hard to project for nearly a quarter century appears diminished.



Report from Russia: An in-depth look at the life of Yevgeny Prigozhin Mridula Ghosh, from Kyiv, writes on what the Wagner imbroglio means for Ukraine

JUL 2123

The Wagner group's international operations



- Ground report from a state where strife has become war and distrust, pervasive
- Congress general secretary K.C. Venugopal on Rahul Gandhi's visit to Manipur



The days ahead will witness political battles being played out at various levels in the state. The most interesting being the fight between the Pawars

Acc-NO . JO6616

COLUMNS

Many in the BJP believe Modi might do it ("one India, one election")... The statutory case for simultaneous polls has administrative merit, but little political merit.

10 POWERDRIVE

R. Prasannan

55 SOUND BITE Anita Pratap

[Zeenat Aman], our "Babushka", stands tall in the pride month as a proud ally and icon of the LBGTQ+ community.

69 DETOUR Shobhaa De

70 CHIC MAGNET Namrata Zakaria

74 LAST WORD Navtej Sarna

56 CYBER SECURITY

The India-UAE-Israel cyber security partnership aims at building a secure cyberspace

60 DEFENCE

Interview: Atul Dinkar Rane, CEO and MD, BrahMos Aerospace, says there is no equivalent to the airlaunched BrahMos



63 @LEISURE

A one-of-a-kind project is linking generations and rescuing Kerala's forgotten stories from oblivion

COVER PHOTO REUTERS COVER IMAGING BINESH SREEDHARAN

Printed at Malayala Manorama Press, Kottayam, M P Printers, Noida, and Rajhans Enterprises, Bengaluru, and published from Manorama Buildings, Panampilly Nagar, Kochi-682 036, by Jacob Mathew, on behalf of the Malayala Manorama Company Private Ltd., Kottayam-686 001. Editor Philip Mathew

 Focus/Infocus features are paid marketing/ PR initiatives

THE SUBMERSIBLE TRAGEDY WHEN THE WEEK SPOKE WITH DOOMED ADVENTURER HAMISH HARDING

JOURNALISM WITH A HUMAN TOUCH

www.theweek.in |

TheWeekMag |

TheWeekLive



ADULTS' DIABETES NOW

TELANGANA CM WOOS DALITS WITH ₹10 LAKH EACH







Incomparable Edge



Acc NO JO6591

FASTER ACCELERATION

SMOOTHER DRIVES

REDUCED EMISSIONS





contents

FOR THE WEEK JULY 3 - JULY 9



DIPLOMACY

Modi's US visit has helped bilateral ties scale new heights in the strategic realm



@LEISURE

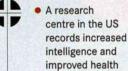
The success of South Asian artistes is quietly changing American theatre

Understanding the cure

Yoga has become a valuable tool in the practice of mind-body medicine. Researchers say yoga can help patients with heart disorders, diabetes, blood pressure and episodic migraine.

The epicentre of research into yoga's therapeutic effects is the All India Institute of Medical Sciences, Delhi, where practitioners of modern medicine collaborate with practitioners of yoga and ayurveda. Taking keen interest are scientists worldwide.

 President Droupadi Murmu: Yoga is one of India's greatest gifts to the world



transcendental meditation

 We see enormous opportunity for expanding yoga-related 'Made in India' products: Sarbananda Sonowal, minister of Ayush

CURRENT EVENTS

Those onboard the Titan submersible were not rash adventurers who did not calculate the risks involved



COLUMNS O

...

POWERDRIVE R. Prasannan

77

Our Agnipath scheme will churn out thousands in their prime of youth into the civil street.... The Wagner warning in Russia should act as a wake-up call.

R. Prasannan

MANI-FESTO Mani Shankar Aiyar



BITTER CHOCOLATE
Swara Bhasker



CHIC MAGNET Namrata Zakaria



LAST WORD Barkha Dutt

TELANGANA

The Dalit Bandhu scheme may tilt the community's votes in KCR's favour

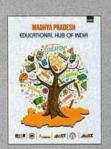
in practitioners of

POLITICS

Opposition parties are seeking flexibility to work out a joint strategy to defeat the BJP

RUSSIA

Yevgeny Prigozhin's revolt turned out to be a dud; but the problems facing the Russian army continue to trouble Putin



FOCUS

Madhya Pradesh, an educational hub of India, is conquering new frontiers in world-class education

COVER PHOTO SALIL BERA
COVER DESIGN BINESH SREEDHARAN

Printed at Malayala Manorama Press, Kottayam, M P Printers, Noida, and Rajhans Enterprises, Bengaluru, and published from Manorama Buildings, Panampilly Nagar, Kochi-682 036, by Jacob Mathew, on behalf of the Malayala Manorama Company Private Ltd., Kottayam-686 001. Editor Philip Mathew

· Focus/Infocus features are paid marketing/PR initiatives

CANCER CARE

EYE HEALTH

BIOTECH EXPERT SAM SANTHOSH CANCER CARE
NEEDS A DIGITAL ROADMAP
REDUCE YOUR SCREEN TIME

JULY 9, 2023



SUGAR HIGH...



India is seeing a steady rise in type 2 diabetes in children

Accaro J06591





A Weekly Journal of Higher Education

Association of Indian Universities

Vol. 61 • No. 26 • June 26 - July 02, 2023

Acc. No. Jo6613

10 JUL 241

K Radhakrishna Murty

Social Sciences in India, Yesterday, Today and Tomorrow: An Emic's Critical Appraisal

Prateek Chaurasia

Navigating the Era of Artificial Intelligence

Indu Bala, Manisha Rani and Anand Sahu

Green Education for Sustainability of Planet Earth in the Context of G20

Biswabhusan Harichandan

Transformation through Tech-education

- Convocation Address



A Weekly Journal of Higher Education

Association of Indian Universities

Vol. 61 • No. 25 • June 19-25, 2023

Acc. NO. JOGG12



Nageshwar Rao and Oum Prakash Sharma

Innovation Experiments at Indira Gandhi National Open University and National Education Policy—2020 Implementation

Srinivas K Saidapur

National Education Policy—2020: Philosophy of Curriculum Development

Basave Gowda

Postgraduate Education in Seed Science and Technology and its Career Opportunities

Gauray Srivastava

The Tribal Journey: Significant for Liberal Arts Programme Students

Anish Shah

Career Making is Doing What We Love for a Living

- Convocation Address



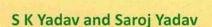
A Weekly Journal of Higher Education

Association of Indian Universities

Vol. 61 • No. 24 • June 12-18, 2023

0 JUL 75

Acc. No. J06611



Enhancing Resilience among Teaching Fraternity through Teacher Education

Vivek Nath Tripathi

Time to Take Care of Some 'ism's in Indian Higher Education

Reetu Gupta and Sushila Sheel

Innovative Online Teaching in Chemistry: A Study on the Perception Capacity and Learning Ability of Students

V S Chauhan

True Dimension of Education: A Balanced Combination of Secular and Spiritual Training

- Convocation Address

Vikas Sharma and Parul

Implementation Challenges of National Education Policy—2020 with Reference to Higher Education: Some Suggestions

- Student Column

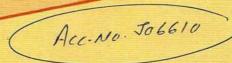




A Weekly Journal of Higher Education

Association of Indian Universities

Vol. 61 • No. 23 • June 05-11, 2023





Saroj Sharma and Sunita Joshi Kathuria

Early Childhood and Learning for Creating a Base for Strong Higher Education: With Special Reference to National Curriculum Framework for Foundational Stage—2022

Karunesh Saxena and Seema Sharma

Chat GPT: A Game Changer in Higher Education

K Chellamani and Thamizhiniyan K

Educational Neuroscience: Implications for the Future

Yukti Khajanchi and Aamir Munshi

Podcasting: Understanding the Industry and Its Applications in Business Education and Personal Branding

Droupadi Murmu

Teachings: Practical and Real

- Convocation Address

The Journal of Business Perspective



PERSPECTIVE

Revitalizing Infrastructure Sector to Accelerate Economic Recovery in India Ram Krishna and Jaydeen Mukheriee

REVIEW ARTICLE

Systematic Literature Review on Importance of Limited Resource Model in Health-oriented Behaviours Astha Gupta, Kirti Sharma and Ritu Srivastava

RESEARCH ARTICLES

Emotional intelligence, Personality Variables and Career Adaptability: A Systematic Review and Meta-analysis

Sakshi Vashisht, Poonam Kaushal and Ravi Vashisht

Impact of Equity Investment Intention Towards Behaviour: An Empirical Analysis Shelly Stivestaya and Suprive Roy

Default Risk and Stock Returns: Evidence from Indian Corporate Sector

Determinants of Energy Intensity Trends in Indian Metallic Industry: A Firm-level Analysis

Online Retail Service Quality: Scale Development and Validation

Effect of Real Earnings Management on Firm Performance: Evidence from India Manish Kumar, Madhu Vij and Rishabh Goswami

Governance and Management of a Savings and Credit Cooperative: The Successful Example of a Haitian SACCO

Nabil Messabia, Edouich Beauvoir and Chokri Kool

MANAGEMENT CASE

McDonald's India: Pains of Partnering with a Delinquent Partner

CASE ANALYSES



JULY 2023

A DEVELOPMENT MONTHLY



LEAD ARTICLE

Sahakar se Samriddhi From Planning To Realisation

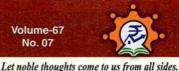
AMIT SHAH

Strategic Diversification of Cooperatives and Business Competitiveness

Dr Manisha Paliwal

SPECIAL

Empowering Agriculture Credit Cooperatives through Digitisation Anshu Singh



) I A N

IN THIS ISSUE

Rig Veda

LEAD ARTICLE

SAHAKAR SE SAMRIDDHI FROM PLANNING TO REALISATION

AMIT SHAH



FOCUS

STRATEGIC DIVERSIFICATION OF COOPERATIVES AND **BUSINESS COMPETITIVENESS**

Dr Manisha Paliwal



SPECIAL ARTICLE

EMPOWERING AGRICULTURE CREDIT COOPERATIVES THROUGH DIGITISATION

Anshu Singh

DEVELOPMENT PATHWAYS FOR **NON-CREDIT COOPERATIVES**

Dr Ishita G Tripathy Nitisha Mann

COOPERATIVE ENTREPRENEURSHIPS FOR ECONOMIC DEVELOPMENT

Sagar Kisan Wadkar

- ATMANIRBHAR BHARAT THROUGH COOPERATIVES Dina Nath Thakur
- INNOVATION AND TECHNOLOGY FOR **FUTURE-READY COOPERATIVES** Prof Harekrishna Misra
- **FISHERY COOPERATIVES** A BLUE OCEAN FOR ECONOMIC DEVELOPMENT B K Mishra
- ONE PACS ONE DRONE TRANSFORMING COOPERATIVE SECTOR THROUGH TECHNOLOGY Sachin Kumar
- REGENERATIVE AGRI-SUPPLY CHAIN MANAGEMENT Sneha Kumari



REGULARS

DO YOU KNOW?

COOPERATIVES BASICS: FAOS

DEVELOPMENT ROADMAP

WORLD'S LARGEST GRAIN STORAGE PLAN

