



## LRC TOC VOLUME UPDATE

October 2022 | Issue - 10

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

# CONTENT

<u>Name of the Journal</u>	<u>Month &amp; Year</u>	<u>Vol./ Issue</u>	<u>Page No.</u>
Academy of Management Journal	June 2022	65/ 3	6
ANVESHAK: International Journal of Management	January 2022	11/ 1	7
Asian Journal of Management Cases	September 2022	19/ 2	8
Banking Finance	October 2022	XXXV/ 10	9 – 10
Business Perspectives and Research	September 2022	10/ 3	11
Business Today	17 – 30 October 2022	31/ 22	12 – 14
Business Today	03 – 16 October 2022	31/ 21	15 – 17
Corporate Professionals Today	22 – 28 October 2022	55/ 8	18 – 20
Corporate Professionals Today	15 – 21 October 2022	55/ 7	21 – 23
Corporate Professionals Today	08 – 10 October 2022	55/ 6	24 – 26
Corporate Professionals Today	01 – 07 October 2022	55/ 5	27 – 29
Dataquest	October 2022	XXXIX/ 10	30 – 32
Digit	October 2022	22/ 10	33 – 35
Down to Earth	16 – 31 October 2022	31/ 11	36 – 38
Down to Earth	01 – 15 October 2022	31/ 10	39 – 41

Economic & Political Weekly	15 October 2022	LVII/ 42	42
Economic & Political Weekly	08 October 2022	LVII/ 41	43
Economic & Political Weekly	01 October 2022	LVII/ 40	44
Emerging Economy Studies	November 2022	7/ 2	45
FIIB Business Review	September 2022	11/ 3	46 – 47
Forbes Asia	September 2022	18/ 6	48 – 50
Forbes India	04 November 2022	14/ 22	51 – 53
Forbes India	21 October 2022	14/ 21	54 – 56
Foreign Trade Review	November 2022	57/ 4	57 – 59
Fortune Asia	Oct. – Nov. 2022	186/ 2	60 – 62
Fortune India	October 2022	12/ 12	63 – 65
Global Business Review	October 2022	23/ 5	66 – 67
Global Business Review	August 2022	23/ 4	68 – 69
Global Journal of Emerging Market Economies	September 2022	14/ 3	70 – 71
Higher Education for the Future	July 2022	9/ 2	72 – 73
IBA 3D Journal of Management & Leadership	January – June 2022	13 / 2	74 – 75
Images Retail: Future of Business	September 2022	21/ 9	76
Indian Journal of Economics and Development	September 2022	18 / 3	77 - 78

Indian Journal of Training and Development	July – September 2022	51/ 3	79
International Journal of Cross Cultural Management	August 2022	22/ 2	80 – 81
JIM QUEST: Journal of Management and Technology	July - December 2022	17/ 2	82
Journal of Emerging Market Finance	September 2022	21/ 3	83 – 84
Journal of Emerging Technologies and Business Management	January – June 2021	10/ 1	85
Journal of Health Management	September 2022	24/ 3	86 – 87
Journal of Human Values	September 2022	28/ 3	88 – 89
Journal of Operations and Strategic Planning	June 2022	5/ 1	90 – 91
Mutual Fund Insight	November 2022	20/ 2	92 – 97
Nikkei Asia	10 – 16 October 2022	0/ 448	98 – 100
Nikkei Asia	03 – 09 October 2022	0/ 447	101 – 103
Open Source for You	October 2022	10/ 12	104 – 106
OPSEARCH: Journal of the Operational Research Society of India	July – September 2022	59/ 3	107 – 109
Outlook Business: Think Beyond Stay Ahead	October 2022	17/ 10	110 – 113
Outlook Money	October 2022	21/ 10	114 – 115
Pacific Business Review International	July 2022	15/ 1	116
Pacific Business Review International	June 2022	14/ 12	117
PC Quest	October 2022	35/ 10	118 – 120



<b>PRABANDHAN: Indian Journal of Management</b>	<b>September 2022</b>	<b>15/ 9</b>	<b>121</b>
<b>PRAJNAN: Journal of Social and Management Sciences</b>	<b>Apr. – Jun. 2022</b>	<b>LI/ 1</b>	<b>122</b>
<b>Pratiyogita Darpan (English)</b>	<b>November 2022</b>	<b>17/ 194</b>	<b>123</b>
<b>Reserve Bank of India Bulletin</b>	<b>October 2022</b>	<b>LXXVI/ 9</b>	<b>124 – 125</b>
<b>SEDME: Small Enterprise Development and Management Extension</b>	<b>September 2022</b>	<b>49/ 3</b>	<b>126 – 127</b>
<b>SRELS Journal of Information Management</b>	<b>August 2022</b>	<b>59 / 4</b>	<b>128</b>
<b>The Caravan</b>	<b>October 2022</b>	<b>14/ 10</b>	<b>129 – 131</b>
<b>The Chartered Accountant</b>	<b>October 2022</b>	<b>71/ 4</b>	<b>132 – 134</b>
<b>The Indian Banker</b>	<b>October 2022</b>	<b>10/ 3</b>	<b>135 – 137</b>
<b>The Insurance Times</b>	<b>October 2022</b>	<b>42/ 10</b>	<b>138 – 139</b>
<b>The Management Accountant</b>	<b>September 2022</b>	<b>57/ 9</b>	<b>140 – 142</b>
<b>Vinimaya</b>	<b>April – June 2022</b>	<b>1XLIII/ 1</b>	<b>143</b>
<b>VISION: The Journal of Business Perspective</b>	<b>September 2022</b>	<b>26/ 3</b>	<b>144</b>
<b>Yojana (English)</b>	<b>October 2022</b>	<b>66/ 10</b>	<b>145 – 146</b>



# Academy of Management JOURNAL

Acc.No. Jo5792

## CONTENTS

Volume 65, Number 3, June 2022

### Special Research Forum:

#### Joining Conversations in the Society on Management and Organizations

From the Editors—Joining Societal Conversations on Management and Organizations

*Laszlo Tihanyi, Jennifer Howard-Grenville, and Katherine A. DeCelles* ..... 711

“Am I Next?” The Spillover Effects of Mega-Threats on Avoidant Behaviors at Work

*Angelica Leigh and Shimul Melwani* ..... 720

From Sheltered to Included: The Emancipation of Disabled Workers from Benevolent Marginalization

*Patricia Hein and Shaz Ansari* ..... 749

“Invisible” Discrimination: Divergent Outcomes for the Nonprototypicality of Black Women

*Rebecca Ponce de Leon and Ashleigh Shelby Rosette* ..... 784

Upward Mobility, the Cleft Habitus, and Speaking Up: How Class Transitions Relate to Individual and Organizational Antecedents of Voice

*Sean R. Martin and Spencer H. Harrison* ..... 813

The Policy–People Gap: Decision-Makers Choose Policies That Favor Different Applicants than They Select When Making Individual Decisions

*David M. Munguia Gomez and Emma E. Levine* ..... 842

To Catch a Predator: The Lived Experience of Extreme Practices

*Mark de Rond, Jaco Lok, and Adrian Morrison* ..... 870

Prosocial Occupations, Work Autonomy, and the Origins of the Social Class Pay Gap

*Ray Tsai Fang and András Tilcsik* ..... 903

Investing In Communities: Forging New Ground in Corporate Community Codevelopment through Relational and Psychological Pathways

*Cristina B. Gibson* ..... 930

Remaking Capitalism: The Strength of Weak Legislation in Mobilizing B Corporation Certification

*David S. Lucas, Matthew G. Grimes, and Joel Gehman* ..... 958

The Impostor Phenomenon Revisited: Examining the Relationship between Workplace Impostor Thoughts and Interpersonal Effectiveness at Work

*Basima A. Tewfik* ..... 988

When Conscientious Employees Meet Intelligent Machines: An Integrative Approach Inspired by Complementarity Theory and Role Theory

*Pok Man Tang, Joel Koopman, Shawn T. McClean, Jack H. Zhang, Chi Hon Li, David De Cremer, Yizhen Lu, and Chin Tung Stewart Ng* ..... 1019

Living Up to the Hype: How New Ventures Manage the Resource and Liability of Future-Oriented Visions within the Nascent Market of Impact Investing

*Danielle Logue and Matthew Grimes* ..... 1055



# ANVESHAK

A Double Blind, Peer Reviewed, Bi-annual Refereed Journal

Volume 11

No. 1

January 2022

ISSN: 2278-8913 (Print)

**SJIF Impact Factor SJIF 2018 = 5.899**

ISSN: 2350-0794 (Online)

Covid-19 Pandemic: Assessment of its Impact and Insurability of Pandemic Risks in the Nigerian Insurance Business <i>Omotayo Johnally Abere and Abdul Rasheed Kola Ojikutu</i>	9
Opportunities and Challenges faced by Education Sector as a Consequence of COVID-19 Pandemic - A Review <i>Maninder Kaur</i>	31
The Relationship between MSMEs and Job Quality: Evidence from Granger's Causality Test <i>M. Sundaram and Dr. N. T. Neelakanta</i>	42
Pandemic and Global Food Insecurity: Experience from Developing Countries <i>Monishankar Sarkar and Kishore G. Kulkarni</i>	56
Relationship Between Delay in Housing Projects and its Impact on Customer Satisfaction: An Empirical Study in Delhi-NCR <i>Ameet Sao, Reema Bali, Saumya Shirina and Nitesh Rohilla</i>	89
Role of Customer Satisfaction in Brand Loyalty and Brand Switching: Evidence from Banking Sector in Delhi-NCR <i>Ameet Sao, Amit Kumar and Shamsher Singh</i>	116
<b>AUTHOR INDEX</b>	146

Acc. No. J05805



Published by

**Indira Institute of Management**

(An autonomous Institute approved by UGC and affiliated to SPPU)

85/5-A, "TAPASYA", New Pune Mumbai Highway  
Tathawade, Pune-411033, Maharashtra, India

## Contents

### Editorial

91

### Cases

Delhivery: Fulfilling E-commerce Delivery  
*Nakul Parameswar and Sanjay Dhir*

93

The Build or Buy Decision of Operations and Maintenance Services at  
Quaid-e-Azam Solar Power Limited  
*Zehra Waheed and Arif I. Rana*

106

Leading and Governing the 'Room for Imagination' of the UAE Provider  
of Integrated Ceramics Solutions  
*Virginia Bodolica, Martin Spraggon and Hamda Abdulkarim*

129

ICU Pharma Pakistan: Growth Crossroads  
*Sami Ullah Bajwa, Adeel S. Shaikh, Muhammad Umer Azeem, Khuram Shahzad  
and Naveda Kitchlew*

141

Learnings from Kolkata East–West Metro Corridor Project  
*Milind T. Phadtare, T. K. Ganguli and Tamal Biswas*

152

At-Tahur's IPO: Creating Pakistan's First Public Company in Pasteurized  
Dairy Segment  
*Sana Tauseef*

164

Acc. No. J05772





A leading monthly journal on Banking & Finance

₹85/-



# Banking Finance

Acc. No. 505755

VOL. XXXV - NO. 10 - October 2022 - ISSN-0917-4498

## In this issue

- Mergers in Indian Banking Industry
- Fisheries and Aquaculture Infrastructure Development Fund (FIDF)
- New way to increase lending to Priority Sector through Co-Lending Model
- Stock Markets Up, Investors' Wealth Down
- "Credit Monitoring Arrangement"- A tool for effective credit assessment
- Pre-Packaged Insolvency Resolution Process For the MSMEs
- Is ATM losing its sheen?



## Join RMAI Online

Certificate Course on Risk Management

Visit [www.smartonlinecourse.co.in](http://www.smartonlinecourse.co.in)



"Our home loan portfolio is increasing at a pace of nearly 20% year-on-year. The bank is also well-placed to disburse over 8,000 two-wheeler loans per month during this fiscal from 3,000 earlier."

**Chandra Sekhar Ghosh**  
MD & CEO  
Bandhan Bank



"There is no definite timeline for setting up of the fraud registry. At present, we are talking to different stakeholders, including different departments like payments & settlement and supervision of the RBI."

**Anil Kumar Sharma**  
Executive Director  
Reserve Bank of India



# Contents

## News

- 05 Banking
- 08 RBI
- 11 Industry
- 15 Mutual Fund
- 18 Co-Operative Bank
- 19 Legal
- 21 Press Release

03 Editorial

## Features

- 38 Forthcoming Events
- 51 Why UPI should remain a freebie
- 53 RBI Circular
- 55 Statistics

## Articles

- 23 Mergers in Indian Banking Industry  
Dr Pacha Malyadri & Dr S.Sirisha
- 28 Fisheries and Aquaculture Infrastructure Development Fund (FIDF)  
Pravindra Kumar
- 32 New way to increase lending to Priority Sector through Co-Lending Model  
D. Surendranath
- 36 Stock Markets Up, Investors' Wealth Down  
Raj Kumar Sharma
- 39 "Credit Monitoring Arrangement"- A tool for effective credit assessment  
Arvind Mareedu
- 43 Pre-Packaged Insolvency Resolution Process For the MSMEs  
Upender Uppalanchi
- 48 Is ATM losing its sheen?  
Neha Gaur

# Business Perspectives and Research

Volume 10 Number 3 September 2022

## Contents

Acc. No. J05775

### Editorial

315

### Articles

- Marketization of Public Universities: Lessons from a Developing Economy 316  
*Andy Fred Wali, Atswenbuma AGYO, Emmanuel A. Amangala and Obabuike Ikeni Nkpurukwe*
- Effect of Social Media Marketing and eWOM on Willingness to Pay in the Etailing: Mediating Role of Brand Equity and Brand Identity 327  
*Milad Farzin, Marzie Sadeghi, Majid Fattahi and Mohammad Reza Eghbal*
- Can Workplace Fun Moderate Organizational Identification and Job Satisfaction Relationship 344  
*Solomon Ozemoyah Ugheoke, Munir Shehu Mashi and Mohd Faizal Mohd Isa*
- Examining Asset Pricing Anomalies: Evidence from Europe 362  
*Asheesh Pandey and Rajni Joshi*
- Impact of Goods and Services Tax on Supply Chain Management 379  
*Kuldeep Dhar and Utkal Khandelwal*
- Story of Milk Mantra: Growth and Sustenance in a Complex Emerging Market 396  
*Kalpna Sahoo and Lalatendu Kesari Jena*



business today.in

# Business Today

October 30, 2022 ₹150

On Stands | Online | On Air

bt

INDIA  
TODAY  
GROUP

## FOREIGN BANKS

Finding a Niche

PG. 34



## TRUECALLER

Difficult Times Ahead

PG. 42



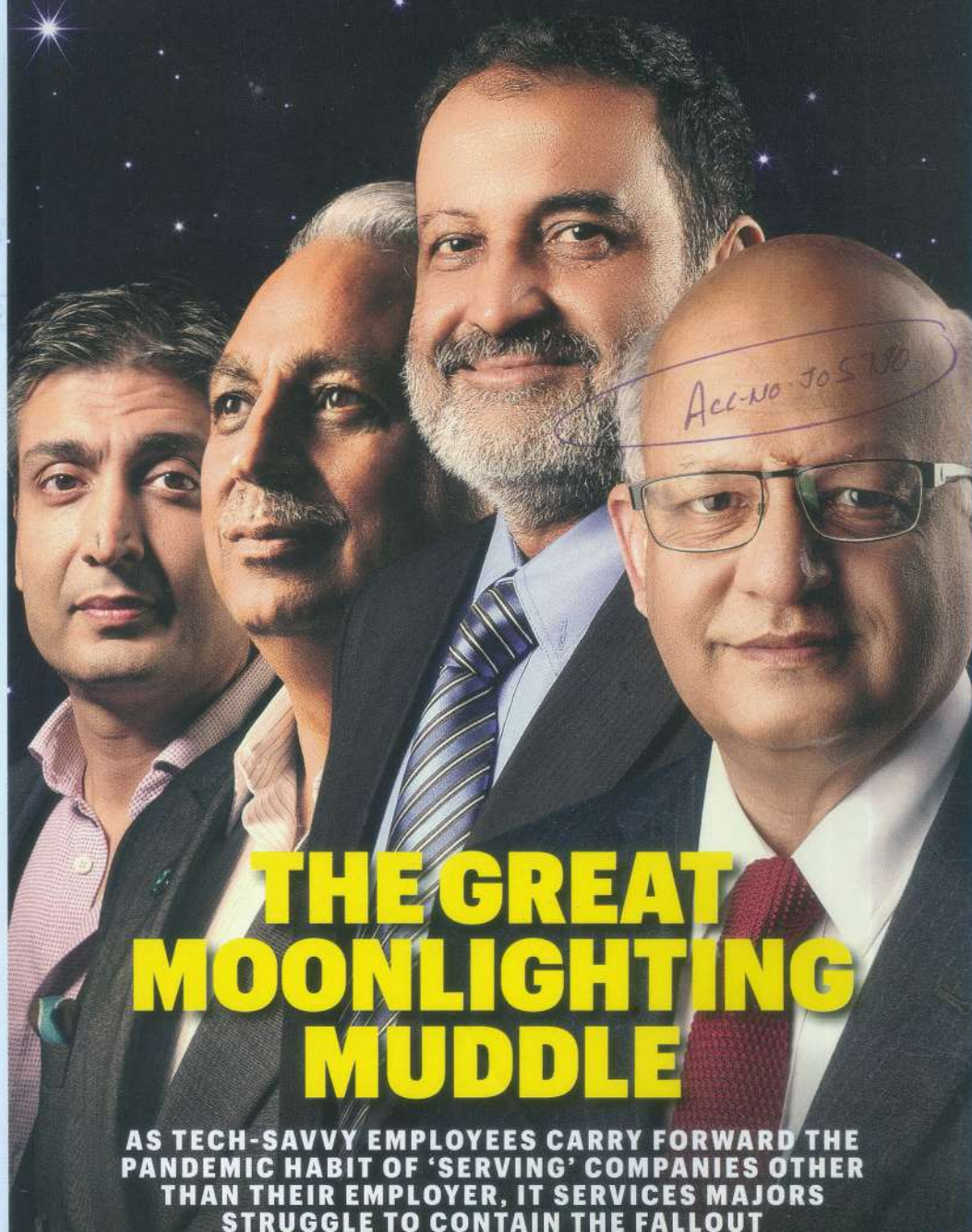
## MARUTI SUZUKI

40 Years Strong

PG. 62



9 1770974 365009



# THE GREAT MOONLIGHTING MUDDLE

AS TECH-SAVVY EMPLOYEES CARRY FORWARD THE PANDEMIC HABIT OF 'SERVING' COMPANIES OTHER THAN THEIR EMPLOYER, IT SERVICES MAJORS STRUGGLE TO CONTAIN THE FALLOUT

Rishad Premji, Executive Chairman, Wipro; C.P. Gurnani, MD & CEO, Tech Mahindra; T.V. Mohandas Pai, former CFO and Board Member, Infosys; N. Ganapathy Subramaniam, COO, TCS



# CONTENTS

October 30, 2022 | Volume 31 | Number 22

## 8 | THE BUZZ: PHOTOGRAPHIK

### Sweet Upturn

After a two-year lull, the sweets & snacks market might see robust demand this festive season

## 10 | THE BUZZ: POINT

### Chipping Away

The recent global chip shortage has compelled India to focus on becoming self-reliant in its manufacturing

## 12 | THE BUZZ: BRIEFINGS

### In the Slow Lane

The amount raised via IPOs in H1FY23 is 32 per cent lower than a year ago. And more...

### COVER STORY

# 24



## THE GREAT MOONLIGHTING MUDDLE

AS TECH-SAVVY EMPLOYEES CARRY FORWARD THE PANDEMIC HABIT OF 'SERVING' COMPANIES OTHER THAN THEIR EMPLOYER, IT SERVICES MAJORS STRUGGLE TO CONTAIN THE FALLOUT

COVER BY NILANJAN DAS

RISHAD PREMJI PHOTO BY BANDEEP SINGH; C.P. GURNANI PHOTO BY REUBEN SINGH;  
T.V. MOHANDAS PAI PHOTO BY SHEKHAR GHOSH;  
N. GANAPATHY SUBRAMANIAM PHOTO BY HARDIK CHHABRA



## 14 | THE BUZZ: SPOTLIGHT

### Man of the Hour

Ashwini Vaishnaw was the driving force behind the timely launch of 5G in India. And more...

## 16 | UPDATE

### No Deal

The cancellation of the PayU-BillDesk deal is a loss not just for its investors, but has broader lessons too



BFSI **34** |

## Fresh Vistas

The share of foreign banks in India's banking space is on the decline. To remain relevant and continue growing, they are now playing to their strengths



TELECOM **42** |

## Shaky Call

Truecaller's over-dependence on India might come back to bite it, especially with increased scrutiny of its data gathering practices amid India's upcoming data protection law



THE INTERVIEW **50** |

## 'An independent director is not an investigator'

Naina Lal Kidwai on being an independent director, handling work pressure and women in the BFSI space



AVIATION **56** |

## Staying Ahead

With a new CEO at the helm, India's largest airline IndiGo is leveraging its 'ecosystem' and a go-global strategy to retain its leadership position



COLUMN **62** |

## Maruti: 40 Years Strong

As Maruti completes 40 years, Chairman R.C. Bhargava takes a trip down memory lane and talks about the road ahead for the auto industry



HEALTHCARE **72** |

## Back to the Lab

Falling margins and rising competition have forced organised diagnostics players to go back to the drawing board in their search for growth

**66** |  
PHARMACEUTICALS

## A New Prescription

Pharma companies have started looking beyond Covid-19 drugs for new areas of investment and growth

**78** |  
MONEY TODAY

## How to Plan Your Succession

A careful and logical succession plan—either through a Trust, a Will or a gift—is a must to avoid split heirs



**82** |  
THE GOOD LIFE:  
TRENDS

## Luxe for Kids

From diaper bags to strollers, your kids can be surrounded with high fashion from the moment they are born

**86** |  
TECH TODAY

## The Digital Diwali Hamper

Pamper yourself with these latest gadgets this festive season for a better quality of life

## FOCUS / An IMPACT Feature

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.



business today.in

# Business Today

October 16, 2022 ₹150

Acc. No. JT 5738

INDIA  
TODAY  
GROUP

**BVLGARI'S**  
INDIAN  
AFFAIR

**INDIAN**  
FASHION  
HOUSES 2.0

Jean-Christophe  
Babin (right),  
Group CEO, Bvlgari,  
with Global Brand  
Ambassador  
Priyanka  
Chopra Jonas



**THE LUXURY ISSUE**

# A THING FOR BLING

**DRIVEN BY THE STOCK MARKET AND START-UP  
BOOMS, BOTH THE TRADITIONAL WEALTHY  
AND THE NOUVEAU RICHE ARE DRIVING THE  
LUXURY MARKET TO NEWER HEIGHTS**



# CONTENTS

October 16, 2022 | Volume 31 | Number 21

## THE LUXURY ISSUE

# *A Thing for Bling*

DRIVEN BY THE STOCK MARKET AND START-UP BOOMS, BOTH THE TRADITIONAL WEALTHY AND THE NOUVEAU RICHE ARE DRIVING THE LUXURY MARKET TO NEWER HEIGHTS

Opening Essay | 40; Bvlgari's Indian Affair | 44; Indian Fashion Houses 2.0 | 54; Luxe for Pets | 64; Opulence Goes Online | 68; The Most Exclusive Watches | 74; Luxury Hotels | 80; Q&A with IHCL's Puneet Chhatwal | 92; Five Bucket-list Restaurants Around the World | 94; Demand for Charter Flights Soars | 98; Exotic Holidays | 104; Dream Wheels | 108; Luxe Sneakers | 114; Luxury Homes | 120; Ultimate Movie-watching Experiences | 124; The Grande Dame of Indian High Fashion | 128; Photo Essay | 134





14 |

THE BUZZ:  
PHOTOGRAPHIK**In the Rough**

India, the world's top exporter of cut and polished diamonds, may lose out amid falling demand

16 |

THE BUZZ: POINT

**It's a Rich Man's World**

The rising number of UHNIs is expected to add bling to the expanding luxury segment in India

18 |

THE BUZZ:  
BRIEFINGS**Five Lakh Crore Smiles for SBI**

SBI has become the third lender to cross ₹5 lakh crore in m-cap after HDFC Bank and ICICI Bank. And more...



22 |

THE BUZZ:  
SPOTLIGHT**Looking for Musk**

Industrialist Gautam Adani only trails Elon Musk on the Bloomberg Billionaires Index. And more...



UPDATE 26 |

**In the Eye of the Storm**

With losses widening, BYJU'S, which has been facing criticism due to a delay in reporting its results, is shifting the focus to profitability from growth at any cost



FMCG 144 |

**Biting into Tech**

From sourcing to manufacturing to supply chain to consumer insights, faster digitalisation is transforming the way FMCG majors do business



TECH TONIC 155 |

**A Cut Above the Rest**

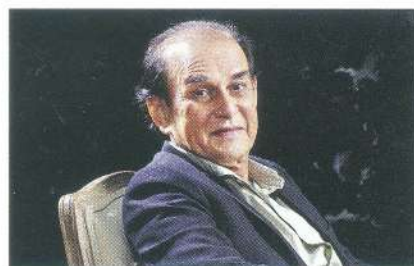
The iPhone 14 Pro Max from Apple doesn't deviate too much from its predecessor. Yet, it has enough smarts to keep you interested



ANIMAL SPIRITS 36 |

**Home and the World**

Having done well economically compared to the developed nations, India has to build on its strong base to create a truly world-class society



THE INTERVIEW 150 |

**'Marico is not just my company'**

Harsh Mariwala says he doesn't think of himself as the owner of Marico and describes his entrepreneurial journey



THE BEST ADVICE 156 |

**'A good leader steps up when the need arises'**

Prabhjeet Singh, President of Uber India and South Asia, talks about overcoming the challenges thrown up by Covid-19

**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.



# CORPORATE PROFESSIONALS TODAY

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

ISSN 0975-9948

Acc-No. JS5800

**Benefit or Perquisite:**  
A perspective  
and another  
side of the coin!

**"Cosmetic"**  
jungle of  
**"medicinal"**  
classification..!!

## ALSO INCORPORATING

- ▶ Financial Leases getting a new lease of life
- ▶ Can ITC balance in credit ledger be used for paying Pre-deposit amount for filing a GST appeal?
- ▶ Can RoC initiate action against Co. when a letter sent to registered address is returned with a 'No such address remark'?
- ▶ Lord Denning – A great benefactor of the Company Secretaries' profession
- ▶ Maintenance of security cover for secured debt made transparent by SEBI
- ▶ Ind AS/IAS 36 - Impairment of assets – Value in use

# Contents

Volume 55 | Issue 8 | October 22 To October 28, 2022

## Direct Tax Laws

- 395 Benefit or Perquisite: A Perspective and Another Side of the Coin! - SUMEET KHURANA
- 402 Financial Leases Getting a New Lease of Life - KANAKPRABHA JETHANI

## GST

- 399 "Cosmetic" Jungle of "Medicinal" classification...!! - ABHISHEK RAJA RAM
- 407 Can ITC Balance in Credit Ledger be used for Paying Pre-Deposit Amount for Filing a GST Appeal? - POONAM HARJANI, SUNIL KUMAR, KARISHMA MALHAN

## Corporate Laws

- 411 Can RoC Initiate Action Against Co. When a Letter Sent to Registered Address is Returned with a 'No Such Address Remark'? - PROF. R. BALAKRISHNAN
- 418 Lord Denning - A Great Benefactor of the Company Secretaries' Profession - Dr. SUDHEENDHRA PUTTY
- 423 Maintenance of Security Cover for Secured Debt Made Transparent by SEBI - VINITA NAIR



## Accounts & Audit

---

- 429 Ind AS/IAS 36 - Impairment of Assets – Value in use  
- RAHUL BANSAL, SHREYANSH SHAH

## Weekly Review

---

- 436 Goods and Services Tax
- 439 Income-tax
- 442 Corporate Laws

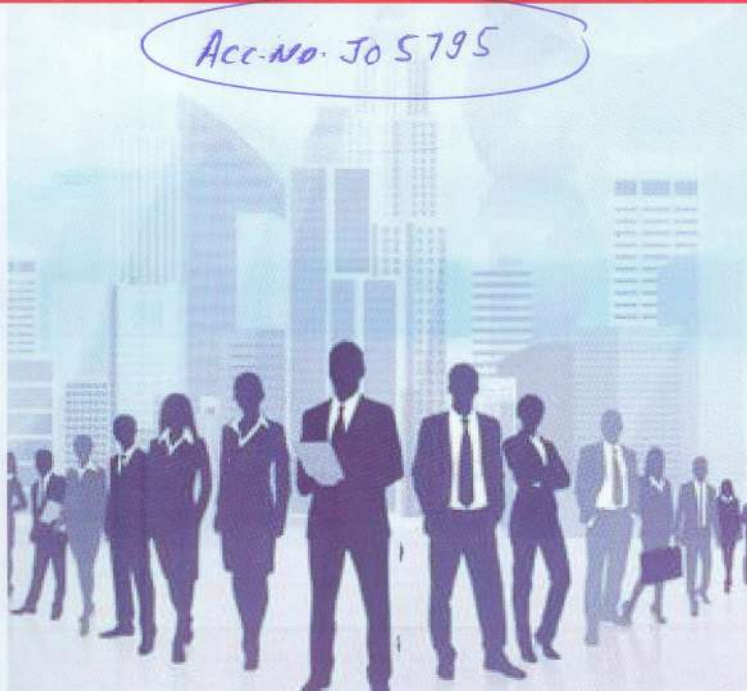
TAXMANN®'S

# CORPORATE PROFESSIONALS TODAY

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

ISSN 0975-9948

Acc. No. Jo 5795



## Non-resident domestic company: A mystery to be solved?

### ALSO INCORPORATING

- ▶ Retiring Partner and Partnership Firm – Certain GST Issues
- ▶ Case study on non-compliance of CSR provisions under the Companies Act 2013
- ▶ Eligibility of ITC on CSR Expenses under GST Regime
- ▶ Learning from observations by NFRA from the Audit Quality Review Report of the Statutory Audit of IL&FS

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

www.taxmann.com

VOLUME 55 ■ ISSUE 7 ■ OCTOBER 15, 2022 TO OCTOBER 21, 2022

PRICE : ₹ 200

TOTAL NO. OF PAGES 68

Acc-no- J05795

# Contents

Volume 55 | Issue 7 | October 15 To October 21, 2022

## Direct Tax Laws

- 339 Non-Resident Domestic Company : A Mystery to be Solved? - ROHITH K RANGAN

## GST

- 344 Retiring Partner and Partnership Firm – Certain GST Issues - CA SRI HARSHA
- 355 Eligibility of ITC on CSR Expenses under GST Regime - S.S. GUPTA, VAIBHAV SHAH, ARCHIT AGARWAL

## Corporate Laws

- 350 Case Study on Non-Compliance of CSR Provisions under the Companies Act 2013 - PROF. R. BALAKRISHNAN

## Accounts & Audit

- 359 Learning from Observations by NFRA from the Audit Quality Review Report of the Statutory Audit of IL & FS - CA. CHINTAN N. PATEL

## Weekly Review

---

375 Goods and Services Tax

379 Income-tax

387 Corporate Laws



# CORPORATE PROFESSIONALS TODAY

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

ISSN 0975-9948

## Applicability of IGCR Rules, 2022 for Specified End Use

**GST on** *Acc.No. 5057 49*  
**washout  
charges or  
liquidated  
damages**

### ALSO INCORPORATING

- ▶ New vistas from two significant recent decisions of Apex Court
- ▶ Consequences of non-mentioning of CIN and registered office address on company's letter head
- ▶ Reassessment of Income Escaping Assessment – The Saga Continues and Excruciatingly Endures
- ▶ Governance of online bond trading platform: A shift towards efficient trading and robust investor protection norms



Acc-no. J05749

# Contents

Volume 55 | Issue 6 | October 8 To October 14, 2022

## Direct Tax Laws

- 283 Reassessment of Income Escaping Assessment – The Saga Continues and Excruciatingly Endures - SANJEEVA NARAYAN
- 293 New Vistas from two Significant Recent Decisions of Apex Court - V.K. SUBRAMANI

## GST

- 286 GST on Washout Charges or Liquidated Damages - M.S. VENU GOPAL
- 309 Applicability of IGCR Rules, 2022 for Specified End Use - SHWETA JAIN GUPTA

## Corporate Laws

- 303 Consequences of Non-Mentioning of CIN and Registered Office Address on Company's Letter Head - PROF. R. BALAKRISHNAN
- 312 Governance of online bond Trading Platform: A Shift Towards Efficient trading and Robust Investor Protection Norms - AMIT KUMAR KASHYAP, MAHIMA CHAUDHARY

# Weekly Review

---

317 Goods and Services Tax

321 Income-tax

326 Corporate Laws



TAXMANN®'S

# CORPORATE PROFESSIONALS TODAY

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

ISSN 0975-9948



**Gold Circular  
brings cheer to  
Wife's Mother**

**The MCA further  
reduces the  
threshold for  
Small Companies**

Acc-No. J05737

## ALSO INCORPORATING

- ▶ Unjustified levy of GST on composite supply of residential apartments
- ▶ In and Out - Is Export taxable under GST?
- ▶ Concept of 'Expenditure' for Capital Gains
- ▶ Case Study: Non-disclosure of Director's DIN in company documents may attract penal actions

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

www.taxmann.com

VOLUME 55 ■ ISSUE 5 ■ OCTOBER 1, 2022 TO OCTOBER 7, 2022

PRICE : ₹ 200

TOTAL NO. OF PAGES 72

Acc. No. JO 5737

# Contents

Volume 55 | Issue 5 | October 1 To October 7, 2022

## Direct Tax Laws

- 225 Gold Circular brings Cheer to Wife's Mother -  
MEENAKSHI SUBRAMANIAM
- 243 Concept of 'Expenditure' for Capital Gains - S.  
KRISHNAN

## GST

- 234 Unjustified levy of GST on Composite Supply  
of Residential Apartments - S.V.S. RAGHAVENDRA  
RAO, S.V.S.N. SASIDHAR RAO
- 238 In and Out - Is Export taxable under GST? -  
JIGAR MANSATTA

## Corporate Laws

- 231 The MCA Further Reduces the Threshold for  
Small Companies. Let us see what's in it for  
you! - TAMANNA GABA, SWINKY BATHLA
- 250 Case Study : Non-disclosure of Director's DIN in  
Company Documents may attract Penal Actions  
- PROF. R BALAKRISHNAN





## Weekly Review

---

259 Goods and Services Tax

263 Income-tax

269 Corporate Laws



INDIAN RURAL  
TRANSFORMATION:  
CREATING A RESILIENT  
ECOSYSTEM p. 20



WHAT ABOUT  
A SHOE FOR  
CINDERELLA'S  
PRINCE? p. 22



MAGIC HAPPENS  
WHEN BOTS  
AND BRAINS  
MEET p. 30

₹100

VOL XXXIX No 10 | OCTOBER, 2022

www.dqindia.com

# DATAQUEST

CyberMedia

THE BUSINESS OF INFOTECH

Acc. No. J05768

## THE GREAT RESIGNATION: WOULD THE BIRDS COME BACK?

Employees started leaving, literally 'in flocks', when the pandemic stripped away a lot of illusions and gave them clarity on what they really want to do with their wings. Has the industry geo-tracked this new path?

**THE LIGHTHOUSE CIO:**  
BRAVE, CLUELESS OR BOLD?  
OR ALL OF THE ABOVE?

**2 SIDES OF DIGITIZATION:**  
CONVENIENCE &  
DATA THEFT

14

36





# CONTENTS

## EVENT

- 20** Rural Transformation in India:  
Creating a resilient ecosystem

## TALKING POINT



**WHAT ABOUT  
A SHOE FOR  
CINDERELLA'S  
PRINCE?**

**22**

**HARSHWARDHAN PATWARDHAN**  
Founder, Chappers



**DIGITAL CUBICLES,  
METAVERSES AND  
CLIMATE WORRIES  
- THE NEW MEMO  
FOR HR**

**25**

**DEEPAK PARGAONKAR**  
Vice President, Solution Engineering, Salesforce



**MAGIC HAPPENS  
WHEN BOTS AND  
BRAINS MEET**

**30**

**NATARAJAN RADHAKRISHNAN**  
President and Global CIO, HGS



**BIG DATA  
TRANSFORMING  
END CUSTOMER  
EXPERIENCE**

**34**

**MADHU MALHOTRA**  
Chief Technology Officer,  
Edelweiss General Insurance



**MONEY IS NOT  
THE PART  
LACKING  
IN GOVERNMENT  
PROJECTS**

**40**

**SUMIT D CHOWDHURY**  
CTO, Wadhvani Institute of Technology and Policy

## 08 COVER STORY

# THE GREAT RESIGNATION: WOULD THE BIRDS COME BACK?

Employees started leaving, literally 'in flocks', when the pandemic stripped away a lot of illusions and gave them clarity on what they really want to do with their wings. Has the industry geo-tracked this new path?



**THE LIGHTHOUSE CIO: 14**  
**BRAVE, CLUELESS, BOLD  
OR ALL OF THE ABOVE?**

**2 SIDES OF DIGITIZATION: 36**  
**CONVENIENCE &  
DATA THEFT**



## DIGITAL TWINS ARE NOW ENABLING THE 'BIM WITH AI TO TWIN WITH AI' PATH: DIGITAL TWIN CONSORTIUM



**DAN ISAACS**  
CTO, Digital Twin Consortium



**RON ZAHAVI**  
Executive Director, Digital Twin Consortium



**MS. SALLA ECKHARDT**  
Co-Chair, Digital Twin Consortium



**ANJA KOVACS**  
Researcher, Consultant, Writer and Public Speaker

## IF SOMEONE MOLESTS AN AVATAR IN A METAVERSE, WHAT THEN?



**SANGH GAUTAM**  
Chief Technology Officer, Indian Energy Exchange

## THE IMPORTANCE OF RPA AND API-BASED SOLUTIONS



**DIPAK NAIR**  
Chief Technology Officer, Tata AIG General Insurance

## NUMBERS SPEAK LOUDER THAN WORDS



**RAJESH MANI**  
SVP, Head of India Tech Hub, Mastercard

## EMERGING TECH IS FOSTERING A VIBRANT ENVIRONMENT



**GANESSAN SOUNDIRAM**  
Chief Technology Officer,  
ICICI Prudential Life Insurance Company Limited

## FIRST TIME RIGHT — THE NEW MANTRA IN INSURANCE



**PRIYANKA ANAND**  
VP and head of HR, South East Asia, Oceania & India, Ericsson

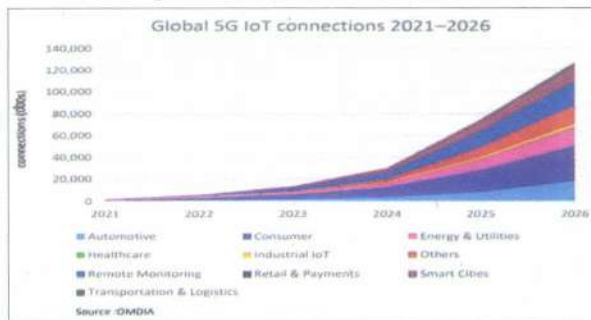
## INDIAN ENTERPRISES KEEN TO USE 5G AS KEY ENABLER OF DIGITAL TRANSFORMATION

### INDUSTRY

- 45** India definitely needs work on semiconductors, and compound semiconductors!

### DIGITAL ENTERPRISE

- 70** Building trust for a connected world



### REPORT

- 72** IBM is bridging the gap between education and industry

### REGULAR

**06** DQ Team

**07** Edit



Price  
₹ 200  
A 9.9 Group  
Publication

# digit



MOBILE  
REVIEW

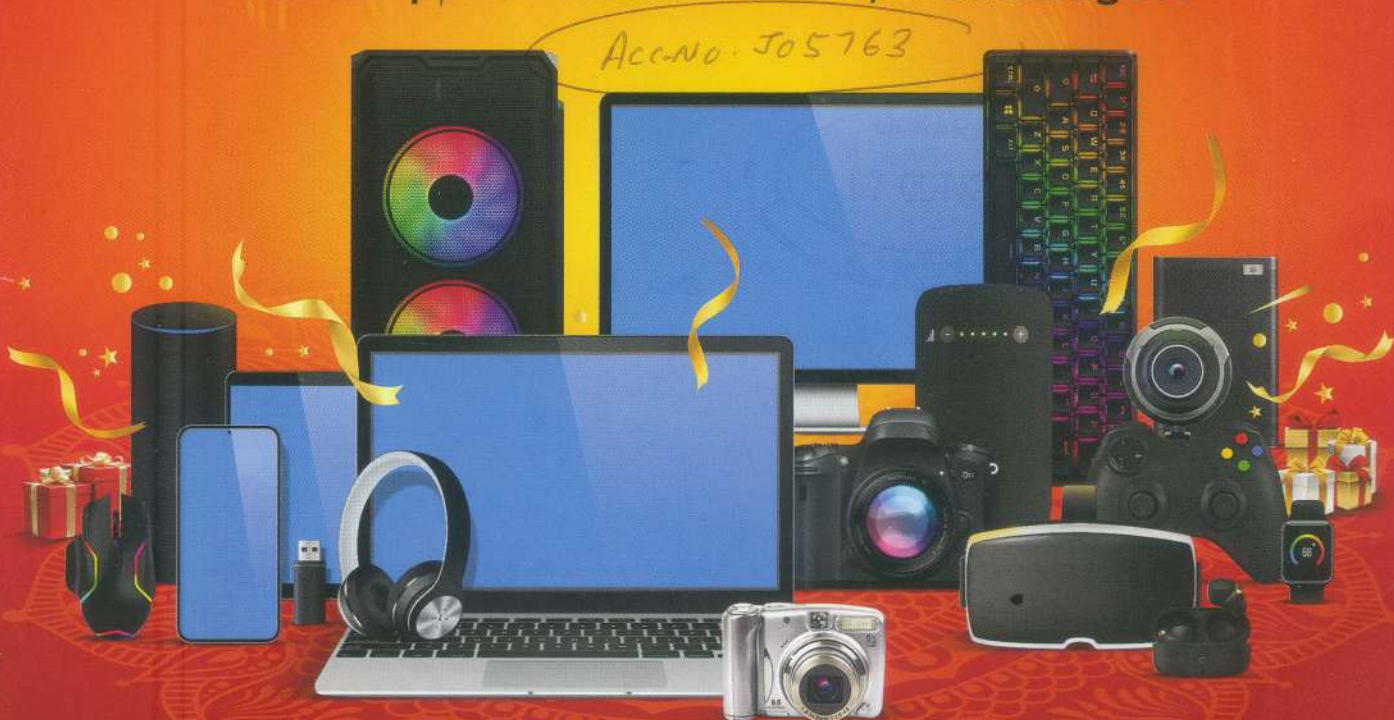
IPHONE  
14 PRO  
MAX

YOUR TECHNOLOGY NAVIGATOR | WWW.DIGIT.IN | VOL.22 ISSUE 10 | OCTOBER 2022



## DIWALI TECH GIFTING GUIDE

Find the perfect #Gifts4Geeks, at all budgets



### TECH

LEVEL UP YOUR CLOUD  
STORAGE, WHAT IS FFS?,  
AIR PURIFYING HELMETS

### ALT

CARS ON THE ROAD REVIEW,  
CREATIVE STAGE 360 AND GARMIN  
INSTINCT 2 SOLAR EXAMINED

### SCI

THE MODERN BRAIN,  
ASTEROIDS -  
DESTROYERS?

### CULT

BOO-MAN - IPHONE 14  
PRO MAX, FOLEY  
ARTISTS



OCTOBER  
2022  
VOLUME 22  
ISSUE 10

## DIWALI TECH GIFTING GUIDE

Find the perfect #Gifts4Geeks, at all budgets



**COVER STORY**  
**PAGE 62-70**

## Diwali Tech Gifting Guide

Find the perfect #Gifts4Geeks, at all budgets. These recommendations come straight from the resident geeks at Digit, so you shouldn't go wrong when making your choice.

**TECH - PAGE 10-52**

Apple 'Far Out' Event

**12**

### **10 | What's New**

Keep up with what's new in the world of technology

### **11 | Tech Watch**

The latest in tech regarding security, tech launches, and new apps

### **18 | LevelUp - Cloud Storage**

The best tips and tricks that will help you take your cloud storage game to the next level!

### **22 | Reviews**

The latest gadgets put through their paces

### **42 | What is VESA ClearMR?**

A look into what is VESA ClearMR certification and logo program

### **44 | From novelty to necessity**

We look back into the evolution of TWS earbuds, with an expert from Sony sharing insights about the whole journey

### **48 | Air purifying helmets**

We explore the insides of this latest innovation

**AND MORE**





54

**53 | What's New?**

Every culture news that you should know about. Did you know that Instagram is working on a new tipping feature?

**54 | Careers**

We look into the world of Foley Artists and guide you through the process of how you can be one yourself!

**56 | Boo-Man!**

Boo-Man complains about the latest and greatest phone from Apple, the iPhone 14 Pro Max that was launched during their 'Far Out' event on September 7



74

**71 | What's New**

Latest news from the world of pop culture

**72 | Back Talk**

Interviews with the top brass of Harman and POCO India

**74 | DGT**

We check out cool gadgets, review some, and give you insights

**80 | Back Byte**

Compilation of some of the best memes we found



60

**57 | What's New**

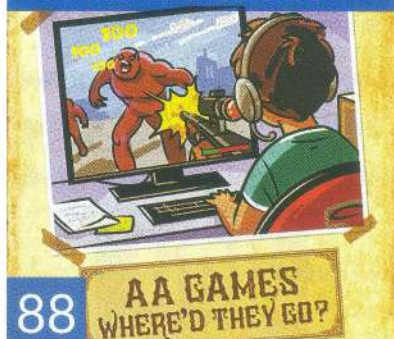
Get to know the latest news from the world of science

**58 | Infoporn**

We take a deep dive into the effects that the modern lifestyle is having on the human brain

**60 | Space Age**

The space rocks that wiped out the dino population are now helping us discover new avenues of living in space



88

AA GAMES  
WHERE'D THEY GO?**84 | Pheachur**

A blast from the past of the PS2 games that sent chills down our spine

**88 | Kuvah**

Our nostalgia trip continues as we look back at the disappearing tribe of AA games

**92 | Reevu**

We played Saints Row and here is all that we found out

AND MORE



16-31 OCTOBER, 2022

30  
years

# Down To Earth

FORTNIGHTLY ON POLITICS OF DEVELOPMENT, ENVIRONMENT AND HEALTH

Subscriber copy, not for resale

₹80.00

Acc-No. JO 5798



**LUMPY SKIN DISEASE**

## FIRST KILL

Livestock infections are on a surge,  
spreading to new regions and hosts

A Bikaner Municipal Corporation vehicle transports dead livestock for disposal. Rajasthan has seen 65 per cent of India's total cattle deaths due to lumpy skin disease this year



COVID-19

Virus' link with  
heart ailments

P16

5G

Myopic policy India's bane

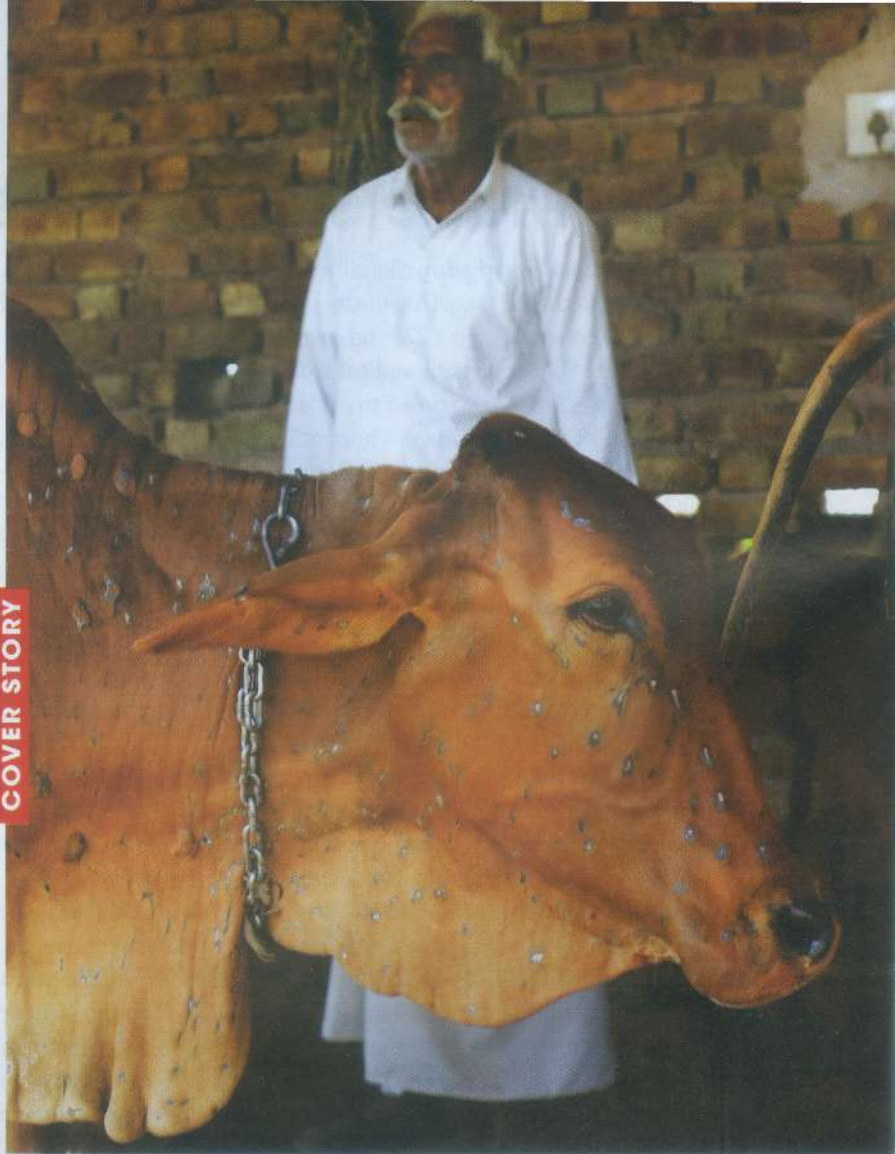
P42

CONSERVATION

A hunter's perspective

P54





## 24

Lumpy skin disease and African swine fever have added to India's already substantial livestock disease burden



## 11 Digest

Half a million people displaced in flood-hit Nigeria

## 16 Pandemic effect

Physicians hint at COVID-19's role in the rise of heart ailments across India

## 20 City-based agriculture

Policy support crucial to promote urban farming, ensure food security

## 42 Patently Absurd

India's delayed entry into 5G era, while China sets global standards

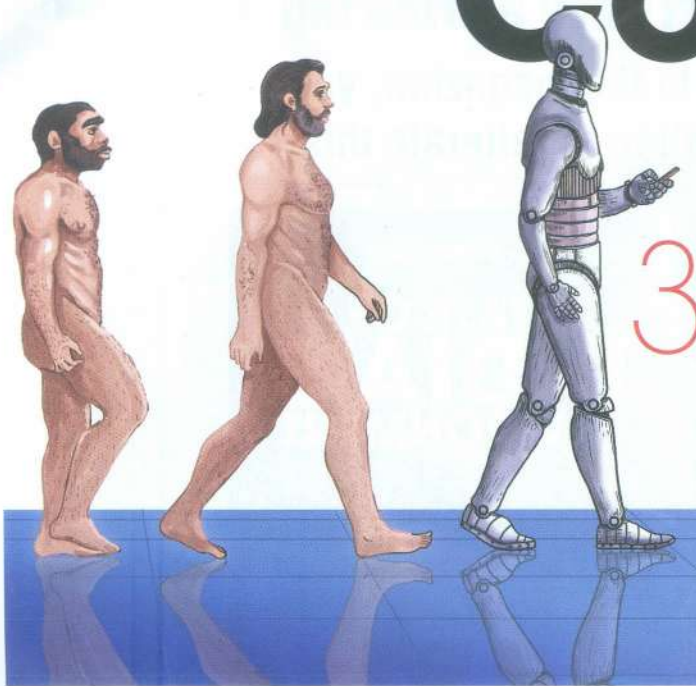
## 46 Opinion

Plastic residue may aid the spread of infectious diseases

## 58 Civil Lines

World unlikely to meet its target of limiting extreme poverty by 2030

# Contents



38

How climate change will impact evolution of *Homo sapiens*



48

India's crop simulation model can now factor in weather impacts on farm yield in real time

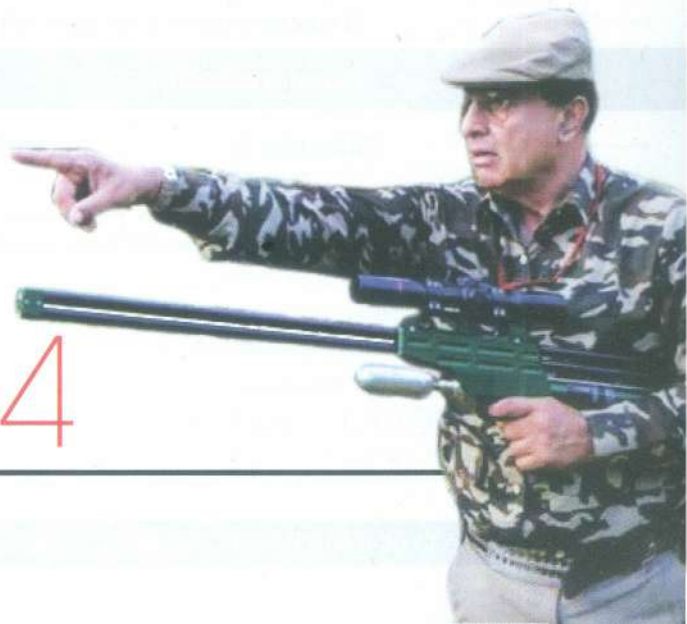


50

An online supermarket creates dedicated supply chain for organic perishables

Putting down "problem animals" like man-eating tigers is necessary for wildlife conservation, says hunter Nawab Shafath Ali Khan

54





1-15 OCTOBER, 2022

# DownToEarth

30  
years

FORTNIGHTLY ON POLITICS OF DEVELOPMENT, ENVIRONMENT AND HEALTH

Subscriber copy, not for resale

₹80.00

Acc No. J05750

## REWILDING IDEA

Can the cheetah  
survive India's wild?



ENERGY

Europe's growing  
reliance on Africa  
may derail global  
climate goals

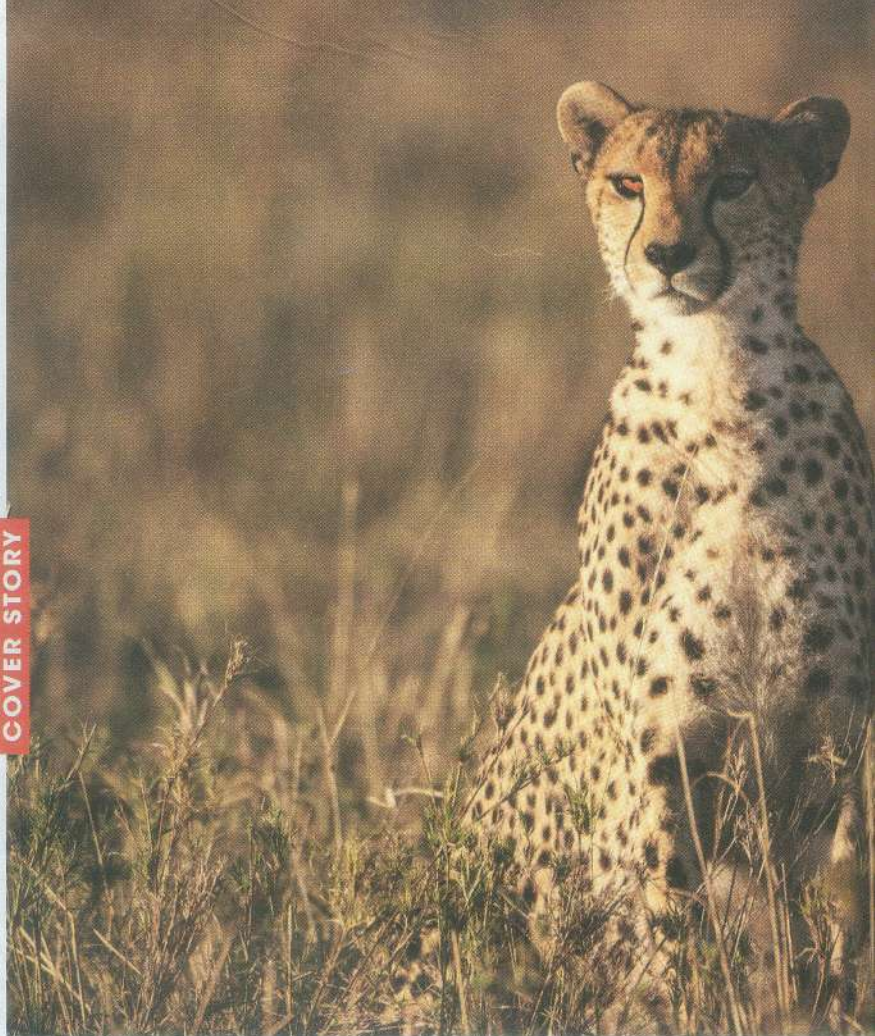
P18

LIVESTOCK

Pastoralism on  
revival path

P42





## 28

Can India repopulate its forests with the cheetah, 70 years after the wild cat went extinct?

## 10 Digest

Three digital aids to build a climate-friendly future

## 16 Warning signs

Case for early detection of diseases is stronger than ever

## 18 Natural gas reserves

Europe's interests push Africa to boost production

## 24 Fujiwhara effect

Oceanic warming can result in formation of megacyclones



## 46 Patently Absurd

Use compulsory licences to make life-saving drugs accessible, say terminal patients

## 50 Factsheet

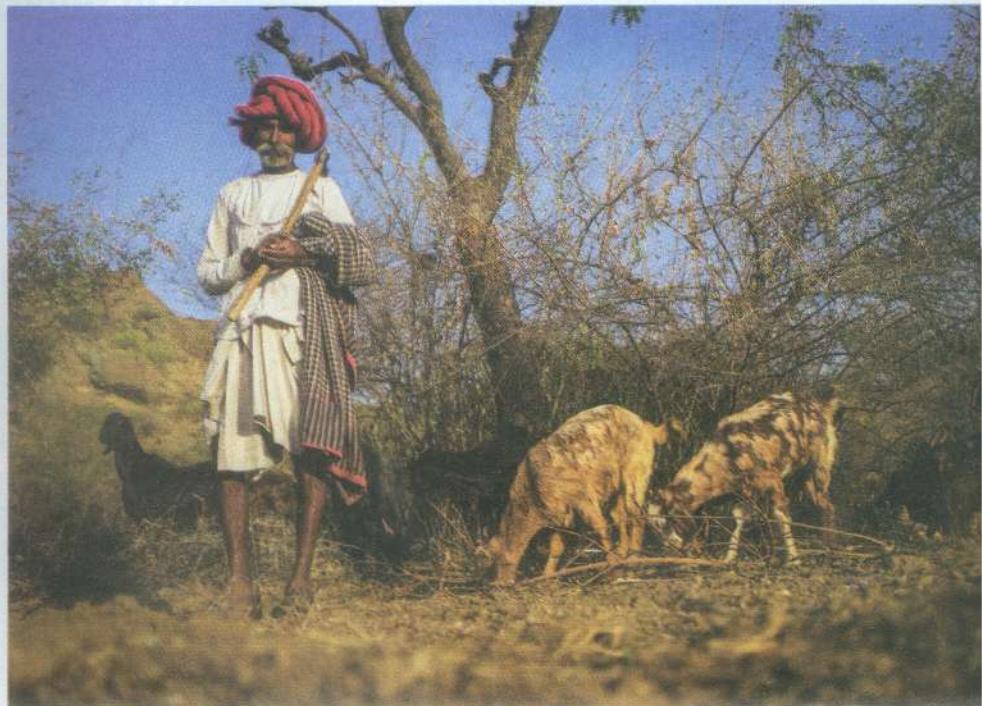
Crucial climate systems close to crossing their tipping points

## 58 Civil Lines

World Bank estimates India's poor population for the first time since 2011



# Contents



42

India's pastoral communities see revival with government push

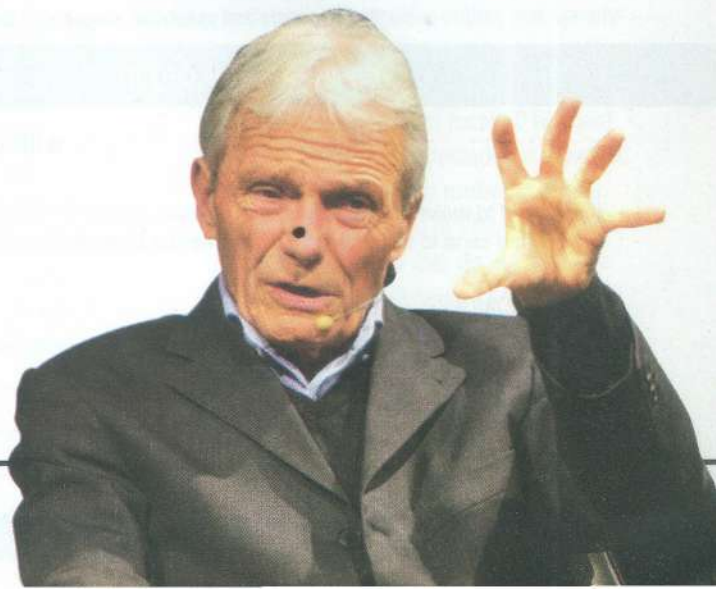


52

Organic food company Sresta goes the extra mile to help farmers adopt chemical-free practices

The 2022 Europe mega drought is a sign of things to come, says historian Christian Pfister

56





# Economic & Political WEEKLY

A SAMEEKSHA TRUST PUBLICATION

www.epw.in

Acc. No. J05802



## EDITORIAL

- The Digital Rupee

## COMMENT

- The Tragedy in Gambia and the Indian Pharmaceutical Sector

## FROM THE EDITOR'S DESK

- Is Democratic Politics Going Out of Hand?

## HT PAREKH FINANCE COLUMN

- A Manifesto for Going from Billions to Trillions in Climate Finance Now

## LAW & SOCIETY

- The Glass Ceiling in the High Courts

## COMMENTARY

- Challenges before Institutions of Eminence
- Drinking Water Governance Reforms and Diminishing State Capacity in Kerala
- Educational Status of the Pangal Community in Manipur
- And more ...

## BOOK REVIEWS

- *Walking from Dandi: In Search of Vikas*
- *Eastward Ho? India's Relations with the Indo-Pacific*
- *Field Notes from a Waterborne Land: Bengal Beyond the Bhadrak*

## SPECIAL ARTICLES

- The World of Work in an Age of Permanent Crisis
- The Matua Problem and Beyond
- Determinants of Child Labour in India

## DISCUSSION

- The Rising Burden of Overweight

## CURRENT STATISTICS

## Accumulation and Work

The hegemony of the corporate controlled lumpen capitalism, driven in large measure by the imperialist centres, makes the inherent tendency towards persistent polarisation and precarisation of the working masses inescapable. **page 39**

## Caste or Anti-caste Politics?

The anti-caste egalitarian mode of community assertion is anti-identitarian, and any static identification of the Matuas will fall short of explaining their political choices in the electoral game. **page 46**

## SC Student Dropouts in Punjab

The entire scam in disbursement of scholarships and possible reasons for dropouts needs to be examined in the context of the dynamics of Punjab society and the conditions of the Scheduled Castes. **page 30**

## The Bridgetown Initiative

A loose collection of concerned countries, academics, and civil society have developed five integrated "asks" to transform the debt, aid, and funding architecture for climate change mitigation. **page 10**

## Pangal Community and Education

The lack of financial support, government schemes, experienced and qualified community leaders and support from the community itself contribute to the community's educational backwardness. **page 24**



# Economic & Political WEEKLY

A SAMEEKSHA TRUST PUBLICATION

www.epw.in

Acc. No. Jo 5767



## EDITORIAL

- Global Food Crisis

## COMMENT

- Do Female Lives Matter?

## FROM THE EDITOR'S DESK

- The Spectre of Emancipatory Ideas

## COMMENTARY

- Words That Send Waves to the Indian Stock Market: Investigating RBI's Communication
- Crusade against Environmental Pollution in Patancheru in Hyderabad City
- Enablers of Successful Fiscal Decentralisation: A Case Study of Three Gram Panchayats in Kerala

## BOOK REVIEWS

- *Sikh Nationalism: From a Dominant Minority to an Ethno-Religious Diaspora*
- *Six Faces of Globalization: Who Wins, Who Loses, and Why It Matters*

## REVIEW ARTICLE

- *Voices of Dissent: An Essay*

## SPECIAL ARTICLES

- The Periodic Labour Force Survey and the Estimate of the Socio-economic Inequalities
- How FPIS and MITRA Scheme Will Be a Game Changer for India's Textile Sector
- Is the Electronic Market the Way Forward to Overcome Market Failures in Agriculture?

## CURRENT STATISTICS

## POSTSCRIPT

## Limits of the PLFS

The determining criteria used in the Periodic Labour Force Survey for classifying households across various socio-economic strata seem to be irrational, less comprehensive, and technically incorrect. **page 35**

## Centrality of Dissent

Conceptual differences will emerge in any large and ancient society, because the human creativity will search for and occupy the spaces that open up as knowledge progresses and new connections are perceived. **page 30**

## Nationalism and Sanskrit Poetics

Uncritical reverence towards the intellectual traditions from early India reduced the engagement with Sanskrit literary theories to the mere reproduction and restatement of the already available scholarship. **page 63**

## Enablers of Fiscal Decentralisation

The nature, organisation and efficiency of public participation, along with the conditional allocation of resources, create an optimum system for gram panchayats in Kerala to carry out fiscal governance. **page 17**

## Perils of Industrial Pollution

Despite the Supreme Court orders and NGT (south zone) judgment, little has been done to improve the environment and quality of life of people at Patancheru in Hyderabad city. **page 13**



# Economic & Political WEEKLY

A SAMEEKSHA TRUST PUBLICATION

www.epw.in

Acc. No. J05748



## EDITORIAL

- Dwindling Foreign Exchange Reserves

## COMMENT

- Spillover Effects of the US Federal Reserve Rate Hike

## FROM THE EDITOR'S DESK

- In Pursuit of an Ideal Bureaucracy

## ALTERNATIVE STANDPOINT

- Multiple Choice Questions and the Making of the National Curriculum Framework

## COMMENTARY

- Pharma Freebies, Free from Regulation
- Braille, Empowerment of Visually Challenged, and the Contemporary Discourse
- Energy: A Greater Common Good
- Sanctions in Ukraine War

## BOOK REVIEWS

- *Unravelling the Bengali Identity: Sub-nationalism and Nationalism in Nineteenth-Century Bengal*
- *Making Development Happen: Transformational Change in Rural India*
- *India after Liberalisation: An Overview*

## REVIEW ARTICLE

- *Crisis of Liberal Deliberation: Facets of Indian Democracy; State of Democracy in India: Essays on Life and Politics in Contemporary Times*

## SPECIAL ARTICLES

- India's Contract Farming Act
- Impact of Lockdown on Employment and Earnings
- The Rise of Identity Consolidations in Post-left West Bengal
- Functional Efficiency of e-NAM in Selected Mandis of Odisha

## CURRENT STATISTICS

## Regulation of Pharma Industry

The "Dolo case" is a small manifestation of a much larger problem, underlining the urgent need for a comprehensive and effective regulation of the pharmaceutical industry and private healthcare sector in public interest. **page 13**

## The Health of Democracy in India

Two volumes interrogating the idea of democracy take the discussion beyond the establishment's reduction of democracy to its mere electoral dimension as well as the liberal-theoretical procedural and deliberative models. **page 36**

## National Curriculum Framework

The NCERT questionnaire does not give an opportunity of thinking through the content of education sequentially, through the stages, about the objectives of education, or about teachers. **page 10**

## Lockdowns and Employment

The employment-related indicators and non-rentier incomes of working members of households are estimated using the PLFS data to understand the extent of change in employment and earnings. **page 50**

## Politics of Sanctions

The efficacy of international sanctions seems to have simply depended upon who the aggressor is and how the aggressor is placed in the global power dynamics. **page 23**



# Emerging Economy Studies

Volume 7 Issue 2 November 2021

## Contents

Acc. No. J05784

## Articles

Financing Climate-Resilient Infrastructure in Cities  
*Labanya Prakash Jena*

COVID-19 and Lockdown: A Study on the Psychosocial Impact on the  
Mental Health of Women in India  
*Sweety Shah and Indra Meghrajani*

Fasten Your Seatbelts: A Case Study on Online Travel Portals in India  
*Shreyas Venkatesh and Mrinmoy Majumder*

Assessing the Impact of the Mobile Manufacturing Sector on Indian Economy  
*Rahul Nath Choudhury*

107

115

127

135



# FIIB Business Review

Volume 11 • Issue 3 • September 2022

## Perspective

- 263 Exploring Challenges of Online Education in COVID Times

## Case

- 271 Hinduja Brothers: The Edgy Family Business at the Third Generation

## Review

- 280 What Do We Know About Customer Churn Behaviour in the Telecommunication Industry? A Bibliometric Analysis of Research Trends, 1985-2019

## Research

- 303 Impact of Corporate Attributes on Human Resource Disclosure Practices, Evidences from Commercial Banks of Bangladesh
- 315 Effect of Knowledge Sharing and Interpersonal Trust on Psychological Capital and Emotional Intelligence in Higher-educational Institutions in India: Gender as a Moderator
- 336 COVID-19 Impact on Major Stock Markets
- 347 Risk-Managed Momentum: An Evidence from Indian Stock Market

Acc. No. 705 778

find this journal online  
at <http://journals.sagepub.com/home/fib>  
ISSN 2319-7145



**FIIB**





# Contents

Acc-No. J05778

## Editorial

- Why and How to Review for FIIB Business Review and Other Similar Journals 259  
*Sudhir Rana*

## Perspective

- Exploring Challenges of Online Education in COVID Times 263  
*Deepak Pandit and Swati Agrawal*

## Case

- Hinduja Brothers: The Edgy Family Business at the Third Generation 271  
*Hitesh Shukla*

## Review

- What Do We Know About Customer Churn Behaviour in the Telecommunication Industry? A  
Bibliometric Analysis of Research Trends, 1985–2019 280  
*Jishnu Bhattacharyya and Manoj Kumar Dash*

## Research

- Impact of Corporate Attributes on Human Resource Disclosure Practices, Evidences from  
Commercial Banks of Bangladesh 303  
*Fahmida Akhter, Mohammad Rokibul Hossain, Amina Omrane and Mohammad Rokibul Kabir*
- Effect of Knowledge Sharing and Interpersonal Trust on Psychological Capital and Emotional  
Intelligence in Higher-educational Institutions in India: Gender as a Moderator 315  
*Syed Aktharsha Usman, Kellyann Berube Kowalski, Vignesh Sethu Andiappan and Satyanarayana Parayitam*
- COVID-19 Impact on Major Stock Markets 336  
*Hemendra Gupta, Rashmi Chaudhary and Suneel Gupta*
- Risk-Managed Momentum: An Evidence from Indian Stock Market 347  
*Simarjeet Singh, Nidhi Walia, Pradiptarathi Panda and Sanjay Gupta*

100 TO WATCH

HONGKONG LAND

SEPTEMBER  
2022

SINGAPORE'S 50 RICHEST

SK ON

# Forbes Asia

## MIDAS TOUCH

JENNY LEE RISES  
AS ONE OF THE  
WORLD'S LEADING  
VC INVESTORS

WWW.FORBES.COM

DISPLAY UNTIL MID-OCTOBER

0 6>



9 770015 691050

AUSTRALIA.....A \$12.00	INDIA.....RS 500	KOREA.....₩ 11,000	PHILIPPINES.....P 350	THAILAND.....฿ 300
CHINA.....RMB 85.00	INDONESIA.....RP 100,000	MALAYSIA.....RM 30.00	SINGAPORE.....S \$13.00	OTHERS.....US \$15.00
HONG KONG.....HK \$90	JAPAN.....¥1238 + TAX	NEW ZEALAND.....NZ \$13.00	TAIWAN.....NT \$275	



# INSIDE



## SINGAPORE'S 50 RICHEST

### 62 | Patient for Profits

Chua Thian Poh has strengthened Ho Bee Land with well-timed condo sales in Sentosa Cove, a cash-generating commercial play and deals overseas.

By Jonathan Burgos and Gloria Haraito

### 73 | Safe Harbor

While Singapore continued to draw wealthy foreigners, global headwinds took a toll on the combined fortunes of the nation's richest this year.

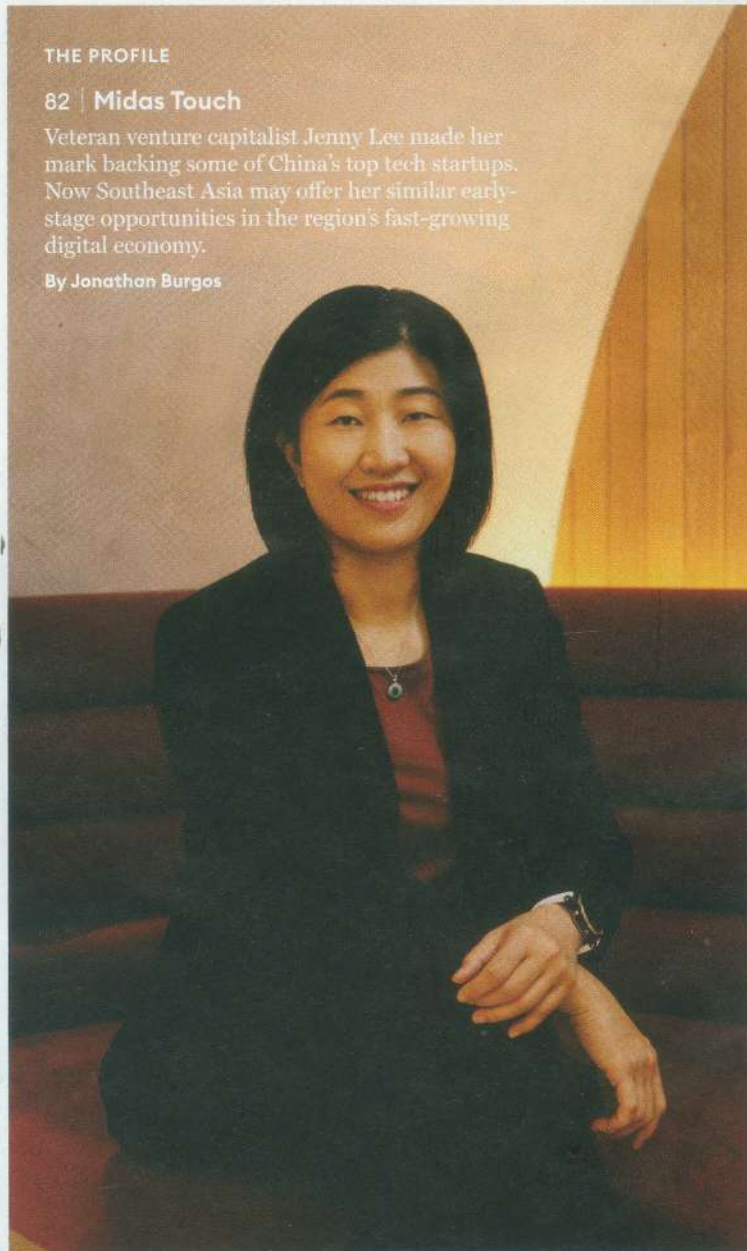
By Naazneen Karmali and Jane Ho

## THE PROFILE

### 82 | Midas Touch

Veteran venture capitalist Jenny Lee made her mark backing some of China's top tech startups. Now Southeast Asia may offer her similar early-stage opportunities in the region's fast-growing digital economy.

By Jonathan Burgos



COVER CREDIT JENNY LEE : Photograph by Juliana Tan for Forbes Asia





18

**PHILANTHROPY****18 | Next Act**

With more autonomy and perspective following her divorce, Melinda French Gates' take might be just what philanthropy—and society at large—needs to solve for today's most intractable issues.

By **Moira Forbes**

**THE LIST****21 | 100 to Watch**

As Asia-Pacific moves into post-pandemic mode, the qualities of creativity, resilience and capacity for change shine through in the second 100 to Watch list.

Edited by **John Kang and Catherine Wang**

**ENTREPRENEURS****56 | Space Race**

Trained as an engineer, James Yenbamroong cut his teeth at defense giant Northrop Grumman before launching his own satellite company in Thailand. Mu Space is burning through capital to get his vision off the ground.

By **Ron Gluckman**



56



102

**TECHNOLOGY****89 | Reality Check**

The maker of Photoshop and Premiere Pro gave the world AI-powered tools to create convincing fakes. Now CEO Shantanu Narayen wants to clean up the mess.

By **Aayushi Pratap**

**FEATURES****102 | Bring it On**

Jee Dong-seob aims to have Seoul-based SK On lead the global EV battery market by 2030, besting some powerful rivals from around the globe.

By **Catherine Wang**

**112 | Betting Big**

China's property market turmoil hasn't deterred Hongkong Land's CEO Robert Wong from taking an \$8.4 billion bet on an iconic Shanghai project—he says now is the time to seize opportunities.

By **Zinnia Lee**

**138 | Art of the Turnaround**

Japanese education tycoon Soichiro Fukutake used his fortune to transform the industrially ravaged Seto Islands into a global art destination—giving a boost to the region's economy along the way.

By **James Simms**



112

**THE INVESTIGATION****120 | Double Vision**

In 2020, Adam Neumann's family office became a lead investor in real estate tech company Alfred. Less than two years later, the ex-WeWork CEO announced a new venture, Flow, with \$350 million in funding.

By **Iain Martin, Alex Konrad and Cyrus Farivar**

**INNOVATION****132 | Into the Light**

Hospitals have long used ultraviolet light to zap viruses, but the devices were too expensive for businesses and schools. Spurred by the pandemic, an unlikely trio started R-Zero to develop a lower-cost alternative.

By **Amy Feldman**

**FORBES LIFE****144 | Daily Life**

A new *Forbes* survey of the world's richest people found many still do household chores like taking out the garbage and grocery shopping.

By **Jemima McEvoy**

**14 | Fact & Comment**

**Steve Forbes**

The way forward to end inflation.

**16 | Tech Connector**

**Rich Karlgaard**

Live and learn.

**148 | Thoughts**

On property.



SABYASACHI: CZAR OF STYLE

LUXURY  
SPECIAL

DUBAI: THE NEW CASABLANCA

# Forbes

INDIA

SUBSCRIBER COPY  
PRICE ₹200  
NOVEMBER 4, 2022



**Anju Dutta**,  
managing director,  
**Gautama Dutta**,  
executive director,  
Marine Solutions

Acc No. J05799

## LUXE HO!

Yachts, private jets, art, jewellery, classic cars—inside  
the lush lives of the young, rich and restless

ISSN 2278-0440



Network 18

www.forbesindia.com



## THE LUXE LIFE

PG. **32**

### SAILING SEDUCTION

A new generation is reshaping the yacht industry, and stakeholders are using educational initiatives and immersive experiences to lure younger clients

DRONE PHOTOGRAPHY: MEVAN RODRIGUES FOR FORBES INDIA

Gautama Dutta, executive director, and Anju Dutta, managing director of Marine Solutions, a yacht brokerage, charter, management and marina services company





### 38 • INVESTMENTS WITH BENEFITS

In a post-Covid world, the finer things in life continue to appreciate and be appreciated

### 46 • JET, SET, GO

The affluent are seeking immersive, adventurous and luxurious experiences via private jet tours across the world

### 52 • THE WEAVES BENEATH OUR FEET

Obeetee, a 101-year-old maker and exporter of luxurious handmade carpets, is bringing the rich heritage of our country's weaves and craftsmanship to Indian homes

### 58 • RESEARCH, BID, COLLECT

Learning about the works and data-backed decision-making can help in choosing investment pieces wisely while building an art collection

### 62 • FROM BLING TO COOL

Consumers with global lifestyles and cosmopolitan tastes are now ushering in new chic in Dubai

### 68 • THE HOUSE THAT SABYA BUILT

Sabyasachi Mukherjee has built a fashion empire that aims to be a global brand showing Indian craftsmanship

### 72 • THE VIRTUAL RED CARPET

Ecommerce platforms for luxury furniture are picking pace and turning out to be gamechangers for both designers and customers



Abercrombie & Kent uses chartered Boeing 757 for their private jet journeys across the globe



Rudra Chatterjee of Obeetee and the 'Brocade Garden', a hand-knotted silk-and-wool rug in indigo by Tarun Tahiliani



Mumbai-based architect and designer Ashiesh Shah became the first Indian to debut on The Invisible Collection

### 78 • 'IN INDIA, WE ARE BACK TO PRE-COVID LEVELS'

Lladro's global sales director Fernando Gallego Cruz recounts the porcelain brand's history, and its journey in India

### 80 • 'SOME CLIENTS FIND IT INTIMIDATING TO BID'

Tushar Sethi, founder of AstaGuru, on expanding into various categories, choosing artists, and handholding clients during auctions

### IN FOCUS

### 84 • REWRITING THE YES BANK STORY

An unassuming leader, Prashant Kumar has led an ailing Yes Bank out of the woods. He is exploring acquisitions to grow the bank and stay profitable

### 89 • VENTURE DEBT: A BUBBLING MARKET

Venture debt disbursed in India nearly doubled from \$271 million in 2019 to \$538 million in 2021. Experts say the drying up of the equity markets is a key factor for the increased demand

### 92 • IDBI BANK: LOT OF VALUE, TOUGH TO EXTRACT

While the bank has turned profitable, its new owners will have to navigate a tricky growth path and make it a retail-focussed enterprise

### 96 • BEHIND THE BILLDESK-PROSUS BREAK-UP

Did the gloomy shadow of China's second-most valuable company—Tencent—eclipse the \$4.7 billion M&A deal? Well, the dollars and cents seem to add up





FIFA World Cup  
SPECIAL

SUBSCRIBER COPY  
PRICE ₹250  
OCTOBER 21, 2022

INDIA

Forbes

## FOOTBALL FEVER

What lies in store at the  
FIFA World Cup Qatar,  
and inside India's  
journey on the long  
road to qualification

Clockwise from left (standing):  
**Anish Achuthan**, co-founder  
and CEO, Open; India's football  
captain **Loitongbam Ashalata  
Devi**; **Amitabh Malhotra**,  
managing director and head  
global banking, HSBC; and  
**Andrew Holland**, CEO,  
Aventus Capital, are all rooting  
for their favourite teams

ISSN 2278-0440



9 772278 044000

Network 18

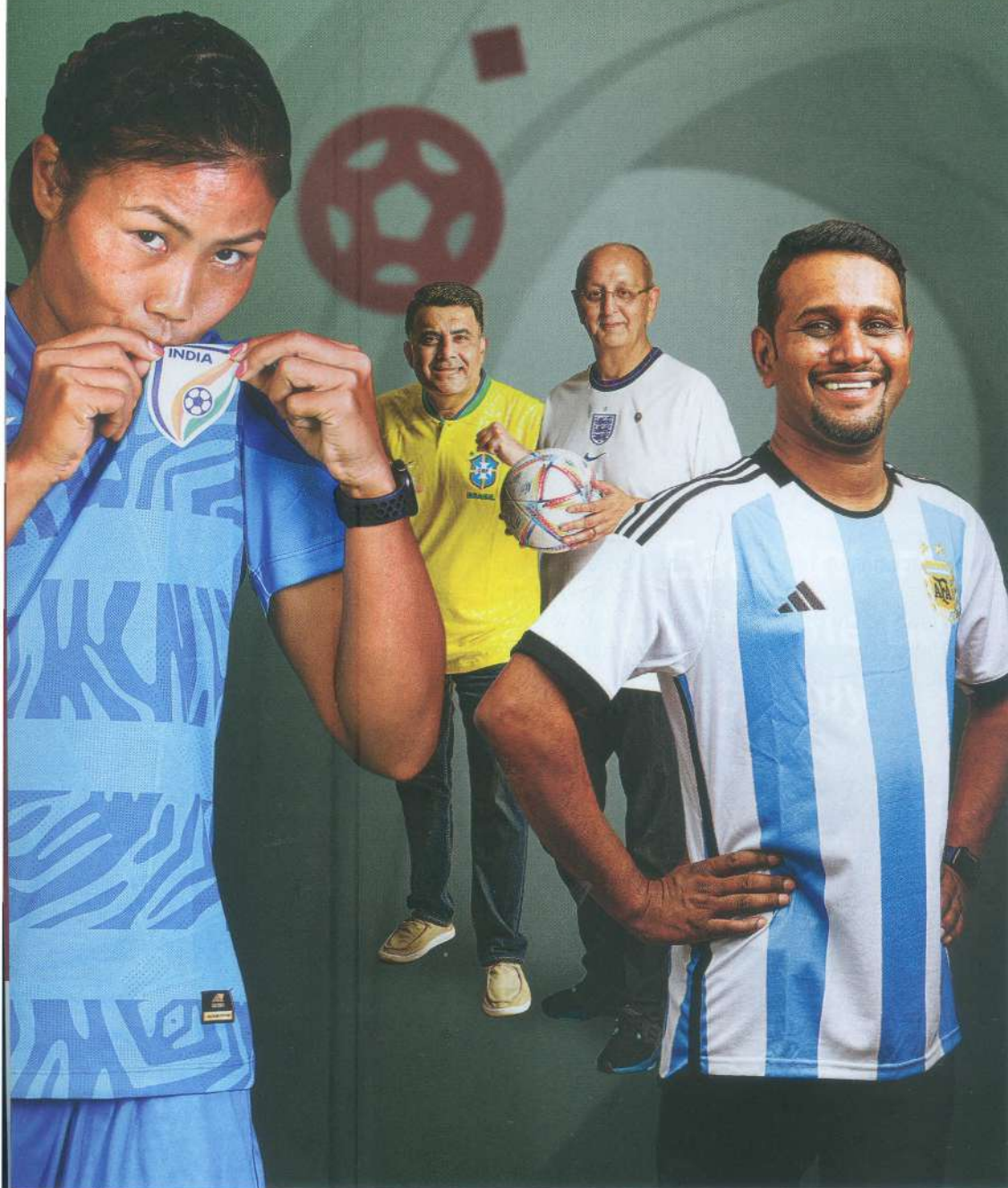
www.forbesindia.com





## FIFA World Cup SPECIAL

(From left)  
Footballer Loitongbam  
Ashalata Devi, and corporate  
honchos Amitabh Malhotra,  
Andrew Holland and Anish  
Achuthan are rooting for  
their favourite teams



### 18 • THE GREATEST SHOW ON EARTH IS UPON US, AGAIN

At its best and at its worst, the FIFA World Cup provides more thrills than anything that bloodsport or cinema can conjure up

### 34 • ALL ROADS LEAD TO QATAR

It's the 6th World Cup of the 21st century, the 22nd edition of the competition, and the first to be hosted in the Arab world

### 38 • U17 WOMEN'S WORLD CUP 2022

A lowdown on the seventh edition of the FIFA U17 Women's World Cup that is scheduled to take place for the first time ever in India

### 40 • FOOTBALL: A SOCIAL AND GENDER TOOL

Girls from under-resourced communities in rural India are using the sport to navigate everyday freedoms, access education and assert personal agency

### 46 • THE TALENT FACTORY

Northeast India, a football-crazy region, has produced some of India's finest players. *Forbes India* travels to Mizoram to understand the passion for the sport

### 54 • EYE ON THE GOAL

In life and in sport, Indian women's football team captain Loitongbam Ashalata Devi has relentlessly pursued her dreams despite the challenges

### 60 • CLUB CALL

The recent influx of foreign clubs and leagues could help push Indian football in a new direction, but the effort has to go beyond being just a branding exercise



## 64 • FROM THE SIDELINES

With just about a month to go for the kick-off, we look at who India's top CEOs and celebrities are cheering for

## 70 • THE INDIAN EL CLASSICO

The East Bengal-Mohun Bagan rivalry has its roots in history and spills over to the sporting arena

## 74 • SPOTLIGHT ON THE PLAYERS, PLEASE

India has the talent and passion but, without a football culture, World Cup qualification will remain a pipe dream

## IN FOCUS

### 77 • TWO TO TANGLE?

Even as IT organisations issue strong statements against moonlighting, employees and experts believe there can be more wriggle room

### 80 • DISQUIET ABOUT QUIET QUITTING

Employees are responding to inhospitable work culture with quiet quitting or quiet hustling, while employers choose quiet firing to express dissatisfaction



In the 1986 World Cup quarterfinals between Argentina and England, Maradona netted one of the greatest goals ever seen on the world stage

### 88 • CAN BYJU'S COME BACK?

Under public scrutiny for losses, layoffs and a toxic work culture, Byju's founder writes to employees, says last fiscal the strongest, FY21 losses cut down to half

### 94 • THE GOD OF SMALL THINGS?

Anshuman Joshi, a 'saviour of cooperative banks', wants to buy Dhanlaxmi Bank. Will his chequered past prove to be the proverbial slip between the cup and the lip?

### 98 • TURNING THE TIDE

In recent years, rivers in India have been under serious threat and we need a new relationship with river ecosystems to address the consequences



The Rural Development Trust, through the LaLiga Foundation, funds a residential academy of 20 girls from rural Anantapur for a year



Families with young children and grandparents cheer at the Rajiv Gandhi stadium in Aizawl, Mizoram, during a match





# FOREIGN TRADE REVIEW

## **Special Issue:**

Global Value Chains and International Trade Dynamics

## **Guest Editors:**

Deeparghya Mukherjee, Associate Professor,  
Indian Institute of Management Nagpur  
Rupa Chanda, Professor, Indian Institute of  
Management Bangalore

Acc No. J55770

**Volume 57 Number 4 November 2022**

find this journal online  
at [journals.sagepub.com/home/ftv](https://journals.sagepub.com/home/ftv)  
ISSN 0015-7325



# Contents



## Editorial

- Global Value Chains and International Trade Dynamics  
*Deeparghya Mukherjee and Rupa Chanda* 363

## Articles

- Does International Fragmentation of Production and Global Value Chains Participation Affect the Long-run Economic Growth?  
*Camila do Carmo Hermida, Anderson Moreira Aristides dos Santos and Mauricio Vaz Lobo Bittencourt* 367
- Isolating China: Deglobalisation and its Impact on Global Value Chains  
*Badri Narayanan Gopalakrishnan, Sumathi Lalapet Chakravarthy, Tavishi Tewary and Vranda Jain* 390
- The Role of Technology in Increasing Competitiveness: An Examination of the Indian Garment Clusters  
*Saon Ray and Smita Miglani* 408
- Anatomizing India's Presence in Automotive Global Value Chains  
*Ankita Dash and Rupa Chanda* 429



Global Value Chains in India and Their Impact on Gender Wage Disparity	452
<i>Kaveri Deb</i>	
Indian SMEs in Global Value Chains: Status, Issues and Way Forward	473
<i>Sonia Mukherjee and Arpita Mukherjee</i>	

## **Book Review**

Bihong Huang and Eden Yu (Eds), <i>Ways to Achieve Green Asia 2020</i>	497
<i>Devleena Majumdar</i>	

Visit [journals.sagepub.com/home/fttr](https://journals.sagepub.com/home/fttr)

Free access to tables of contents and abstracts.

OCTOBER/NOVEMBER 2022 FORTUNE.COM

# FORTUNE

Acc no. Jo 5746

12 OCT 2022

## MOST POWERFUL WOMEN

CEO **MELANIE PERKINS** BUILT VISUAL-DESIGN PLATFORM CANVA INTO A **\$26 BILLION** STARTUP. NOW SHE'S READY TO TAKE ON ADOBE, MICROSOFT, AND GOOGLE.

ASIA PACIFIC EDITION NUMBER 5





COVER PHOTOGRAPH  
BY BEN BAKER

## FORTUNE MOST POWERFUL WOMEN 2022

### 21 Fortune Most Powerful Women

This year marks the 25th anniversary of the list—which also happens to be the most competitive in its history.

### 34 Her Design Startup Wants to Disrupt Your Desktop

Melanie Perkins built Canva into the world's most valuable woman-led startup. Her next mission may be tougher still. **BY EMMA HINCHLIFFE**

### 44 Can Zara Be Fast, Cheap—and Green?

Zara has raced to the top of the “fast fashion” industry, but its climate costs are impossible to ignore. Can its new head thread the needle? **BY VIVIENNE WALT**

### 50 Melinda French Gates: Tearing Down Barriers

The philanthropist has long advocated for women globally. But post-Roe, she's sharpening her focus on inequity at home. **BY MICHAL LEV-RAM**

#### SPECIAL REPORT

### 56 Change the World 2022



As companies take on the planet's biggest challenges, some startups have proved they can hold their own with Fortune 500-size giants.



This year's  
No. 1 MPW: CVS  
Health CEO  
Karen Lynch.



## Departments

### Foreword

- 5 **Fortune's Most Powerful Women Make Powerful Progress**  
BY ALYSON SHONTELL

### The Brief

- 13 **Why "Woke Investing" Isn't Going Away**  
BY ERIKA FRY
- 16 **A Cryptocurrency Merges Toward the Mainstream**  
BY TAYLOR LOCKE
- 18 **Five Dividend Stocks to Beat a Turbulent Economy**  
BY SHAWN TULLY

### Passions

- 71 **A Spooked Market: More Customers Pay Top Dollar for Terror**  
BY ADAM ERACE



### #MeToo: Five Years Later

- 8 On the fifth anniversary of the social movement, *Fortune* gathers reflections from women on the front lines to take stock of how society has—and hasn't—changed.

### Tech

- 74 **E-Bike Backlash: The Rise of Electric Bicycles Sparks Criticism** BY YVONNE LAU

### The Cartographer

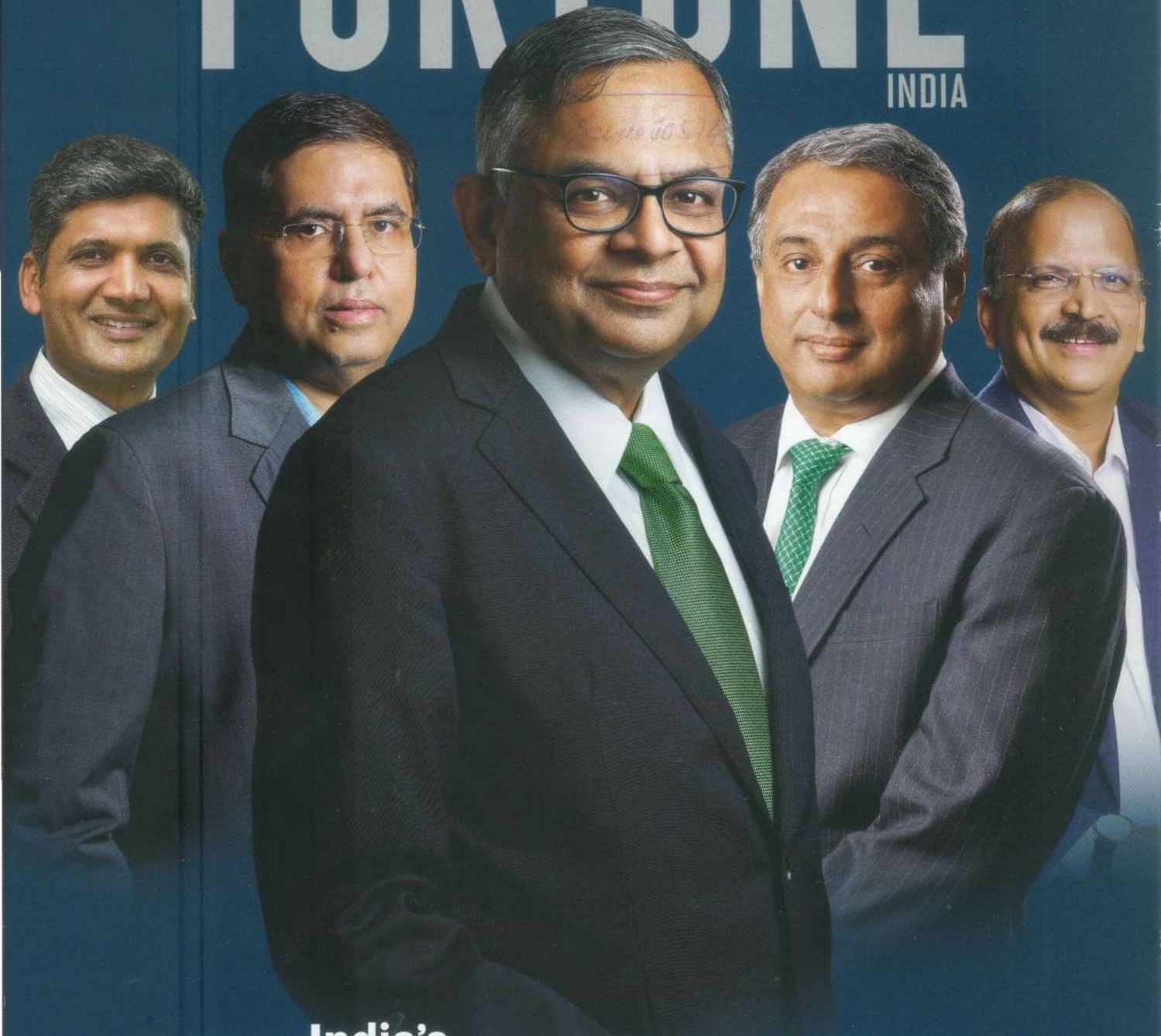
- 77 **The Global Pain of Inflation**  
BY MATT HEIMER & NICOLAS RAPP



What Ails Bollywood p. 54 | SWAMIH's Realty Rescue Act p. 38 | Trade Deal Overdrive p. 28

# FORTUNE

INDIA



## India's Best CEOs

TOP PERFORMERS DELIVER THE HIGHEST RETURN ON CAPITAL  
IN FORTUNE INDIA-EY STUDY

FROM LEFT: RATAN JINDAL, SANJIV MEHTA, N. CHANDRASEKARAN, T.V. NARENDRA AND SATYANARAYANA CHAVA



SPECIAL ISSUE: INDIA'S BEST CEOs 2022

64

**The C-Suite Extraordinaire**

India's Best CEOs across sectors have one thing in common — high return ratios.

BY V. KESHAVDEV

68

**The Winners**

28

**India's Trade Deal Overdrive**

Government is working overtime to wrap up pending trade deals. The trick lies in avoiding the pitfalls of its earlier deals.

BY JOE C. MATHEW

46

**Travel Loans: A Debt Trap**

Travel websites are gaining from marketing push for 'buy now, pay later' products. It's not in consumer interest to fall for these 'zero-cost EMLs'.

BY AVNEET KAUR

38

**SWAMIH's Realty Rescue Act**

How the ₹25,000 crore fund is building 1.7 lakh-plus houses in stuck realty projects.

BY ASHUTOSH KUMAR

54

**What Ails Bollywood**

Rise of OTT, social media and South Indian blockbusters — Bollywood is struggling to drive viewers to the theatres.

BY ASMITA DEY

## Features

### Foreword

**12 The Big League Of Performers**

When the going gets tough, it's the tough that get going. — The top three performers in four size categories, 12 sectors and among PSUs.

BY RAJEEV DUBEY

### The Conversation

**14 Brad Smith**

President and vice chair at Microsoft on the need to regulate technology amid the unabated growth of big tech companies.

INTERVIEW BY ASMITA DEY



### The Brief

**22 The Steel Dilemma**

The export duty on finished steel products to tame inflation has made Indian companies lose out to global rivals.

BY NEVIN JOHN

### The Cartographer

**124 When The Going Gets Tough**

The pain of inflation was visible in the bottom line as aggregate costs for companies more than doubled from 25.8% in March 2022 to 53.5% in Q1FY23.

BY V. KESHAVDEV



# FORTUNE

OCTOBER 2022

INDIA

## —exchange

NEWS, EVENTS, PROMOTIONS + IDEAS

Dr ALOK  
SHARMA  
NeuroGen Brain  
Spine & Institute

VIVEK  
SAXENA  
Kasstech  
Aerospace Pvt Ltd.

Dr PRAMOD  
KUMAR  
ISB&M Group

NEERAJ  
GUPTA  
Genes2Me Pvt Ltd.

TARANJIT  
SINGH  
JIS Group

Dr SATISH  
WAGH  
Supriya  
Lifescience Ltd.

K. SHYAM  
PRASAD  
Vidya Herbs  
Pvt Ltd.

## Trusted Companies.

BUILDING BRANDS ON TRUST

*Ethics, Exclusivity & Empathy are the three E's of what  
are the cornerstones of establishing successful brands*



## Contents

Acc. No. J05777

### Original Articles

- The Dynamics of India's Major Exchange Rates  
*Ranajoy Bhattacharyya and Radhika Prosad Datta* 1081
- Brand Pride in Consumer–Brand Relationships: Towards a Conceptual Framework  
*Subarna Nandy and Neena Sondhi* 1098
- Understanding the Paradigm Shift in Strategy of M&As in India in a Volatile Period Through Motive Analysis: Evidences from the IT Industry  
*Amit Soni, Rabi N. Kar and Niti Bhasin* 1118
- Influence of Family Ownership and Governance on Performance: Evidence from India  
*Aman Srivastava and Shikha Bhatia* 1135
- Transformational Leadership and Personal Demographic Profile in the Education System of India  
*Mubashir Majid Babar* 1154
- Effects of Cross-border Merger and Acquisition on the Operational Risk of US and Canadian Companies  
*Bruno Lopes de Paula, Daiana Paula Pimenta, Ricardo Limongi França Coelho, Jaluza Maria Lima Silva Borsatto and Rafael Manoel de Oliveira* 1175
- Critical Success Strategies for Competitive Advantage of Indigenous Construction Firms in Developing Countries: A Ghana Study  
*Matthew Kwaw Somiah, Clinton Ohis Aigbavboa and Wellington Didibhuku Thwala* 1188
- Assessing the Effect of Financial Literacy Among Managers on the Performance of Small-Scale Enterprises  
*Joseph Kwadwo Tuffour, Awurabena Asantewa Amoako and Ernestina Otuko Amartey* 1200
- Participation and Commitment to Change on Middle Managers in Indonesia: The Role of Perceived Organizational Support as Mediator  
*Evi Kurniasari Purwaningrum, Fendy Suhariadi and Fajrianthi* 1218



Foreign Direct Investment in Sub-Saharan Africa: Is Tax Obligation Still an Issue?

1236

*Francis K. Andoh and William G. Cantah*

An Experimental Approach to Examine the Antecedents of Attitude, Intention, and Loyalty Towards Cause-related Marketing: The Case of India and the Philippines

1252

*Shweta Pandey, Deepak Chawla, Luz Suplico Jeong, Reynaldo Bautista Jr. and Joseph Emil Santos*

Visit <http://journals.sagepub.com/home/gbr>

Free access to tables of contents and abstracts.

## Contents

Acc. No. J05776



### Original Articles

- Global Supply Chains: European Union, Euro Area and New Member States 871  
*Mico Apostolov, Simone Domenico Scagnelli and Lorenzo Vasile*
- Internationalization of Service SMEs: Perspectives from Canadian SMEs  
Internationalizing in Asia 890  
*Michael JD Roberts and Etayankara Muralidharan*
- Eurozone Crisis and Banks' Creditworthiness: What is New for Credit Default  
Swap Spread Determinants? 911  
*Alessandra Ortolano and Eliana Angelini*
- Statistical Analysis of Price Volatility of Agricultural Commodities Traded at the  
Ethiopian Commodity Exchange (ECX) Using Multiplicative GARCH-MIDAS  
Two-component Model 925  
*Teshome Hailemeskel Abebe, Emmanuel Gabreyohannes Woldesenbet  
and Belaineh Legesse Zeleke*
- Productivity Growth in Food Manufacturing Industry: Empirical Evidence from  
Post-reform Sri Lanka 946  
*Chanuka Swarnathilake, Jeevika Weerahewa and Yapa M. W. Y. Bandara*
- Institutional Quality and Financial Development: Evidence from Developing and  
Emerging Economies 971  
*Hayat Khan, Sher Khan and Fan Zuojun*
- Promoting China's Inclusive Finance Through Digital Financial Services 984  
*Md. Morshadul Hasan, Lu Yajuan and Shajib Khan*
- Determinants of Governance Parameters Towards Investor's Performance in  
Perspective of Regulatory and Legal Framework 1007  
*Jiban Kumar Parida and Vishal Vyas*
- Corporate Governance, Political Connections and Firm Performance: The Role  
of Political Regimes and Size 1031  
*Sabeeh Ullah and Yasir Kamal*





# GLOBAL JOURNAL OF EMERGING MARKET ECONOMIES

Vol 14 Issue 3 | September 2022

Acc No J05785

find this journal online  
<http://journals.sagepub.com/home/eme>  
ISSN 0974-9101



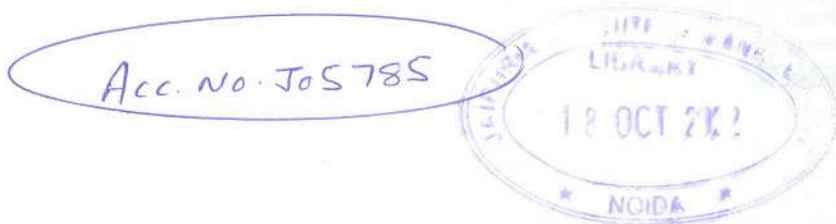
Emerging  
Markets  
Institute

北京师范大学  
新兴市场研究院





## Contents



## Articles

- Military Economy and Economic Growth: Bidirectional Effects in Transition Economies of Eurasia 285  
*Kiryl Rudy*
- Russia, India, and China: Cooperation and New Role in the Development of International Relations 301  
*Sergey Y. Glazev and Violetta V. Arkhipova*
- An Examination of Per Capita Income Convergence in Emerging Market Economies 319  
*Prakarti Sharma and Nidhi Sharma*
- Dynamics of Information Acquisition: Does Investment in Information Technology Matter? 348  
*Yaser Ahmed Arabyat and Omar G. Aziz*
- Shadow Economy and Environmental Pollution in West African Countries: The Role of Institutions 366  
*James Temitope Dada, Folorunsho Monsur Ajide and Adams Adeiza*
- Investigating the Nexus Between FDI and Institutional Quality: Evidence from Morocco 390  
*Hamza Belfqih, Ahlam Qafas and Mounir Jerry*
- Technology Spillovers and Its Mechanisms of Diffusion in Emerging Market Economies: Issues and Challenges 419  
*Nigel Raylyn Dsilva*

# Higher Education for the Future

Volume 9 Issue 2  
July 2022

Acc. No. J05783

find this journal online  
at <http://journals.sagepub.com/home/hef>  
ISSN 2347-6311







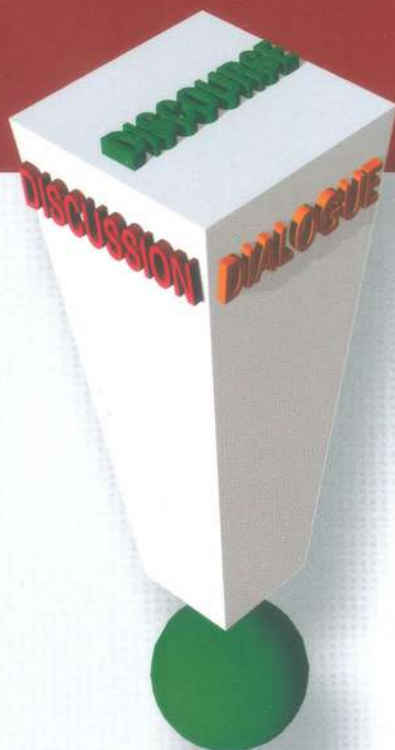
## Contents

### Editorial

- Knowledge Translation: A Challenge in Research 129  
*Rajan Gurukkal*

### Original Articles

- How Relevant Is Cultural Dimensions Theory? An Empirical Study of  
 Sri Lankan Undergraduate Business and Management Students 132  
*David William Stoten*
- Deserts and Oases: Geospatial Analytics of Higher Education Access 150  
*Manulal P. Ram, Deepika Lakshman, A.N. Manoharan and Resmi Varghese*
- 5-ASEAN Countries and China on Education and Economic Growth:  
 A Vector Error Correction Analysis 169  
*Ronaldo R. Cabauatan*
- Experiences of Students with Disabilities in Indian Higher Education:  
 An Interpretative Phenomenological Study 186  
*Afaq Ahmad Mir and Abdul Waheed*
- Trends of Shifting Role of University Education towards University-Industry  
 Relations 203  
*Sasipрова Machahary and Amar Upadhyaya*
- The Boosters That Foster Creativity-Competencies Among MBA  
 Students: Identifying and Modelling the Relationships 216  
*Jayanti Mahadevappa Belur, S.V. Patil, Shashidhar Mahantshetti and Sagar Patil*
- Education in a VUCA-driven World: Salient Features of an Entrepreneurial  
 Pedagogy 234  
*Varghese Panthalookaran*



# 3D... IBA JOURNAL OF MANAGEMENT & LEADERSHIP



**Theme:**  
**Marketing 5.0: A Humanistic Approach**

*Guest Editor*  
**Prof. Nagendra Hegde**  
*Senior Assistant Professor*  
*Indus Business Academy, Bangalore*



E- Acc.No. J05740

## INDUS BUSINESS ACADEMY



# Contents

---

## Articles

1. Ready for Marketing 5.0?  
*Gauri Chaudhary* ..... 09
2. Marketing 5.0 – A Humanistic Approach  
*Anandgoud V.N.* ..... 11
3. The 7A Marketing-Mix Strategy  
*Anupam Narula* ..... 14
4. Agility as a Driver of Marketing 5.0 –  
Challenges for Marketing Professionals to  
Succeed in Market Space  
*Dr. A.V. Ramana Acharyulu* ..... 19
5. Marketing 5.0: Changing Marketing Paradigms &  
Customer Loyalty  
*Shreyas Naik* ..... 29
6. Soft Skill Based Recruitment for Sales  
Professions – Not Far from Reality  
*Praveen Kumar B.V.* ..... 36
7. The Emergence of Leadership in COVID Times  
*Rishikesh Sharma* ..... 39
8. Opinion: Design AI to Benefit Mankind Better  
*Tej Singh Kardam* ..... 41

# IMAGES

₹100

www.indiareetailing.com

# RETAIL

## Report

The Growing Indian Q-Com Sector

pg 06

## IMAGES Retail Awards

Jury Awards

pg 22

Industry Poll Awards

pg 76

TechNXT Awards 2022

pg 92

## Future of Businesses

Acc.No. JO 57 42

SEPTEMBER 2022  
VOL.21 NO.9



PRC HONOURS  
RETAIL LEADERS.  
NEXT-GEN BRANDS  
WITH  
IMAGES RETAIL  
AWARDS 2022





# Indian Journal of Economics and Development

## (Journal of the Society of Economics and Development)

Volume 18

July-September, 2022

No. 3

### Contents

Acc. No. J05753



#### Research Articles

- Farm size and cost efficiency of the tea growers in Assam: A DEA analysis  
*Bondana Lama and Rangalal Mohapatra* 507
- Multidimensional trade facilitation in South Asia: Dynamics of regional integration  
*Tanya Gandhi and Shahid Ahmed* 519
- Factors affecting migration decision and choice of destinations in India: Evidence from National Sample Survey  
*Somnath Choudhury and Sujoy Kumar Majumdar* 533
- Differential growth performance of Indian states during 1980-2018: A club convergence within overall divergence of per capita incomes  
*Mofidul Hassan and M.P. Bezbaruah* 545
- Status of India in global organic production and export  
*Shafiqullah, Poonam Kataria and Shaikh Mohd Mouzam* 556
- Comparative analysis of educational development and socio-economic status: A case study of Kolkata Municipal Corporation  
*Rukhsana and Mili Basak* 566
- Forecasting of area, production and productivity of wheat crop in Madhya Pradesh  
*Lokesh Kumar, Pradeep Mishra, R.B. Singh, Mujahida Sayyed, Deepak Rathi and Aditya Bhooshan Srivastava* 577
- Comparative economics of production and marketing of tomato under protected structures in Haryana  
*Parveen Kumar Nimbrayan* 587
- Impact of access to formal financial services on per capita income in India: Evidence from regression and Toda-Yamamoto Causality Approach  
*Susanta Kumar Sethy and Phanindra Goyari* 597
- Determinants of capital formation on Punjab farms  
*Mandeep Kaur and Kuldeep Walia* 606
- Different Livestock Production Systems in Himachal Pradesh  
*Divya Sharma and Virender Kumar* 617
- Impact of COVID-19 on onion prices and volatility across spatially separated markets of India: Evidence from regression discontinuity design  
*Babita Kathayat A.G. Adeeth Cariappa, and Darshnaben P. Mahida* 627
- Impact analysis of the factors affecting the adoption of the Kisan Credit Card Scheme  
*Sonia, D.P. Malik and Sanjay* 637
- Effect of vocational training on women self-employment: Empirical evidence from NSO-PLFS data  
*Jaspal Singh, Ajay Sidana, Showkat A. Bhat and Neeru Sidana* 646
- Performance and prospects of agricultural commodities in India: An economic analysis  
*Kapil Dev, Dev Raj, Ravinder Sharma and Amit Guleria* 655
- An investigation into the elements of customer patronage for KHADI brand: A study of Guntur district of Andhra Pradesh  
*Narayana Maharana, Suman Kalyan Chaudhury, Girish Prasad Das and Manash Kumar Sahu* 664
- Effect of economic policy uncertainty and crude oil on food prices in India: Evidence from symmetric and asymmetric investigation  
*Amritkant Mishra* 673
- Export performance of coriander from India: An empirical analysis  
*G.B. Chaitra and J.S. Sonnad* 681

## **General Article**

- A decade of celebrity endorsements studies: A bibliometric analysis to support future studies 689  
*Richard Kwasi Bannor and Humphrey Nii Ayi Aryee*

## **Research Notes**

- Impact analysis of institutional credit on the agricultural output in India 700  
*Ghanshyam Pandey, Jagriti Jaiswal, and Seema Kumari*
- Progress and performance of National Agriculture Market (e-NAM) in Punjab 707  
*Lovepreet Singh, Mini Goyal and Ajay Bansal*
- Economics of paddy cultivation in Punjab 714  
*Jaswinder Kaur*
- Impact of technology change on productivity difference between tissue culture and non-tissue culture pointed gourd in Gujarat 721  
*Alvira Rajwadi and R.S. Pundir*
- Estimation of total factor productivity and its determinants among dairy farms in the Eastern Region of India 728  
*Binita Kumari, B.S. Chandel and Priyanka Lal*
- Marketing structure and efficiency of broiler farming in Punjab 735  
*Baldeep Singh*
- Estimating the volatility of commodity prices indices for agricultural raw materials using the GARCH model 742  
*Evgeny Krasnovskiy, Elena Nemtchinova, Olga Mityakova, Sergey Garnik, Sergey Gasanbekov, Anatoly Ten and Dmitry Mardas*
- Analysis of food and nutrient consumption in Odisha: A village-level study 748  
*Himanshu Sekhar Rout, Hemanta Bhoi, Jajati Keshari Mahanta, Pallbita Dash, Purnima Jena, Sohagi Hansda, Bishwapati Dani, Ranjulata Nayak, Rasmita Swain, Shambhu Rout, Silpika Maharana, and Chetna Sahu*
- Socio-economic aspects of rural transformation in Punjab 754  
*Manjit Sharma and Pushpak Sharma*



# Indian Journal of Training and Development

Volume 51 No. 3  
July-September, 2021

## RESEARCH PAPERS

**An Innovative Blended Educational Learning and Augmented Training Approach (BELATA) for Engineering and Vocational Education** – *K. James Mathai*

**Understanding Learning Behaviours and Design of a Reward Model for Enhancing the Depth Dimension of Learning** – *Harini Sreenivasan, Sahil Nayar*

**Feedback and Quality of Action: The Mediating Role of Interpersonal Communication**  
*Deepam Seth, Santosh Rangnekar*

**Organisational Culture as Determinant of Employee Engagement for Agile Workforce: A Theoretical Underpinning** – *Shefali Nandan, Jyoti*

**Influencing Role of Resilience on Employee Engagement—  
An Investigative Study** – *Polumuri Lova Kumar, V. Tulasi Das*

**Behavioural Economics of Safety Culture Management in Companies** – *Harbans Lal Kaila*

## PRACTITIONER'S PERSPECTIVE

**Critical Needs of Social Science Based Capacity Building for Sustainable Agriculture Development in India**  
*Vijay Avinashilingam, P.C. Meena, V.V. Sumant Kumar, Yashavanth B.S.*

## CASE STUDY

**Performance Related Pay – A Tool for Rewarding Excellence in Central Public Sector Enterprises in India**  
*Nishdeep Singh, Amit Madan*

## BOOK REVIEW

**Role of Boards: Building Sustainable Competitive Edge**  
By Pritam Singh, Asha Bhandarker, Subir Verma  
Reviewed by Naipal Singh

Acc. No. 505787



Indian Society for  
Training and Development

*Revue internationale de*



Volume 22

Number 2

August 2022

//CCM

International Journal of

Cross Cultural  
Management



Acc No 205780



ISSN 1470-5958

[journals.sagepub.com/home/ccm](http://journals.sagepub.com/home/ccm)





# Contents

Acc. No. J05786



## Editorial

Should we measure cultural intelligence?

*Terence Jackson*

209

## Articles

Faceless power and voiceless resistance: How a Chinese context challenges a western theory of power

*Xiaoyan Liang and Jeremy St John*

213

Managing diverse workforce: How to safeguard skilled migrants' self-efficacy and commitment

*Leila Afshari*

235

Linking "multi-dimensions" of relational governance and opportunism in a collectivist culture

*Somnoma Edouard Kaboré and Seydou Sané*

251

Karma Yoga: Scale development and studies of the impact on positive psychological outcomes at the workplace

*Ajinkya Navare and Ashish Pandey*

271

Servant leadership and employee wellbeing: A crosscultural investigation of the moderated path model in Canada, Pakistan, China, the US, and Brazil

*Zheni Wang, Alexandra Panaccio, Usman Raja, Magda Donia, Guylaine Landry, Michelle Morelo Pereira and Maria Cristina Ferreira*

301

Exploring differences of corporate social responsibility perceptions and expectations between eastern and western countries: Emerging patterns and managerial implications

*Mario Minoja, Ulpiana Kocollari and Maddalena Cavicchioli*

327

Trust violation at work: Lived experiences of American, Indian, and Chinese employees

*Jessica L. Wildman, Catherine Warren, Pratibha Deepak, Trevor N. Fry, Kyi Phyu Nyein and Allyson D. Pagan*

349

# JIM QUEST

*Journal of Management and Technology*



INDEX COPERNICUS  
INTERNATIONAL

EBSCOhost

A Bi-annual Refereed Research Journal of Jaipuria Institute of Management, Indirapuram, Ghaziabad

**A Systematic Review of Factors Affecting the Behavioural Intention of  
Farmers Towards National Agriculture Market (eNAM)**

*Narender Singh Negi, Reshma Nasreen*

**Addictive use of Tech Gadgets on Health and Lifestyle**

*Mohit Kumar, Dr. Lalit Singla, Dr. Yashmin Sofat*

**Integration of Social and Environment Sustainability Issues into Balanced Scorecard:**

**A Paradigm Shift in Strategic Focus for Performance Evaluation**

**(A Comparative Case Study of Public and Private Sector Banks in India)**

*Dr. Ashok Kumar Gupta, Dr. Meenu Maheshwari, Dr. Sudarshana Sharma*

**Practice and Challenges of Supply Chain Management at BGI Ethiopia PLC,**

**St. George Beer Hawassa Factory**

*Gobena Beri Deressa, Prof. (Dr.) Ajay Trivedi*

**A Study on Impact of Covid-19 Pandemic on the Financial Performance of Indian Cement Industry**

*Dr. Bidyut Jyoti Bhattcharjee, Dr. Dibyojyoti Bhattacharjee*

**Small Business Sustainability in Pandemic driven Stressing Times:**

**A Bibliometric Visualization Analysis**

*Shubham Kumar, Saransh Royal, Ramesh Chander*

**The Implication of an E-commerce Platform on Farmers of Rural Areas of**

**North 24 Parganas, West Bengal, India**

*Sourav Biswas, Dr. Shibnath Banerjee*

**Role of the Corporate Social Responsibility during Covid-19 Pandemic**

*Dr. Alka Agarwal*

**Plastic Free Packaging: A case study of Amazon E- commerce Company**

*Dr. Deeksha Dave, Ms. Devika, Dr. Y.S.C. Khuman*

**An Investigation of Influences of Career Adaptability on  
Work Engagement of Indian Banking Professionals**

*Ajanta Giri, Dr. Reena Singh*

Acc. No. JO 5781



# Journal of EMERGING MARKET FINANCE

Volume 21 Number 3  
September 2022

**Special Issue:**  
Household Finance in India

## Contents

Foreword

Characterizing the Over-indebted: An Event History Analysis  
of Financial Diaries

*Sachit Rao and Navitha Parthasarathy*

Socioeconomic Determinants of Household Investment  
Portfolio in India

*Priya Rampal and Shreya Biswas*

An Endless Bargain: A Participatory Approach to  
Understanding Intrahousehold Finance

*Shriyam Gupta, Dhvani Yagnaraman and Aditya Jagati*

Calling the Shots: Determinants of Financial  
Decision-making and Behavior in Domestic  
Migrant Households in India

*Vinith Kurian, Shashank Sreedharan and Fabrizio Valenti*

## Managing Editor

*G. Balasubramanian*

## Editorial Board

*Hamid Beladi*

*Menachem Brenner*

*Sudipto Dasgupta*

*Kose John*

*Richard E. Kihlstrom*

*John Knopf*

*Bruce N. Lehmann*

*Robert Lensink*

*Sugata Marjit*

*Maureen O'Hara*

*Enrico C. Perotti*

*Raghuram Rajan*

*Ajay Shah*

*Carsten Sorensen*

*Rangarajan K. Sundaram*

*Oren Sussman*

*Richard J. Sweeney*

*Susan Thomas*

*Clas Wihlborg*

*Chenggang Xu*

Acc no. J05769

find this journal online  
at <http://journals.sagepub.com/home/emf>  
ISSN 0972-6527



IFMR GRADUATE SCHOOL  
OF BUSINESS  
KREA UNIVERSITY



# Contents

Acc-No. J05769

## Foreword

243

## Original Articles

Characterizing the Over-indebted: An Event History Analysis  
of Financial Diaries

245

*Sachit Rao and Navitha Parthasarathy*

Socioeconomic Determinants of Household Investment  
Portfolio in India

265

*Priya Rampal and Shreya Biswas*

An Endless Bargain: A Participatory Approach to Understanding  
Intrahousehold Finance

291

*Shriyam Gupta, Dhvani Yagnaraman and Aditya Jagati*

Calling the Shots: Determinants of Financial Decision-making  
and Behavior in Domestic Migrant Households in India

317

*Vinith Kurian, Shashank Sreedharan and Fabrizio Valenti*





Institute of  
Management Technology  
Nagpur

ISSN: 2229-6743

Acc. No. 705732

Volume 10, No. 1 Jan-Jun 2021

# Journal of Emerging Technologies and Business Management

A UNIQUE CASE STUDY ON PPP TERMINATION BY THE  
CONCESSIONAIRE - PNG TOLLWAY

Raja Sekhar Mamillapalli and P Hanumatha Rao

DO CONSUMERS' BELIEFS, KNOWLEDGE, AND AWARENESS PLAY AN  
IMPORTANT ROLE IN WILLINGNESS TO ADOPT PRO-  
ENVIRONMENTAL BEHAVIOUR?

Vinita Srivastava and Rajiv Ranjan Thakur

ASSESSING IMPACT OF COVID PANDEMIC ON ROLE TRANSITION AND  
EFFECTIVENESS OF REMOTE WORKING IN THE FACE OF CHALLENGES  
IN HUMAN RESOURCE MANAGEMENT

Sania Sami and S. Roychowdhury

IDENTIFYING KEY ISSUES AND RISKS INVOLVED IN NEW-NORMAL  
SITUATION FOR IMPROVING EMPLOYEE SATISFACTION IN MSME  
RAJA ROY and Soma Roychowdhury

CREATION OF TELANGANA: A CASE FOR A BETTER GOVERNED  
SMALLER STATE

Richa Bhavik Shah, Pavan Kumar, Mitalee Mohan Varadpande,  
Shambhavi Singh, and Abhijat Abhyankar

## Contents

Acc. No. JO 5779

### Editorial

- Global Vaccination Against COVID-19: Saga of Halting the Pandemic 323  
*S.D. Gupta and D.K. Mangal*

### Articles

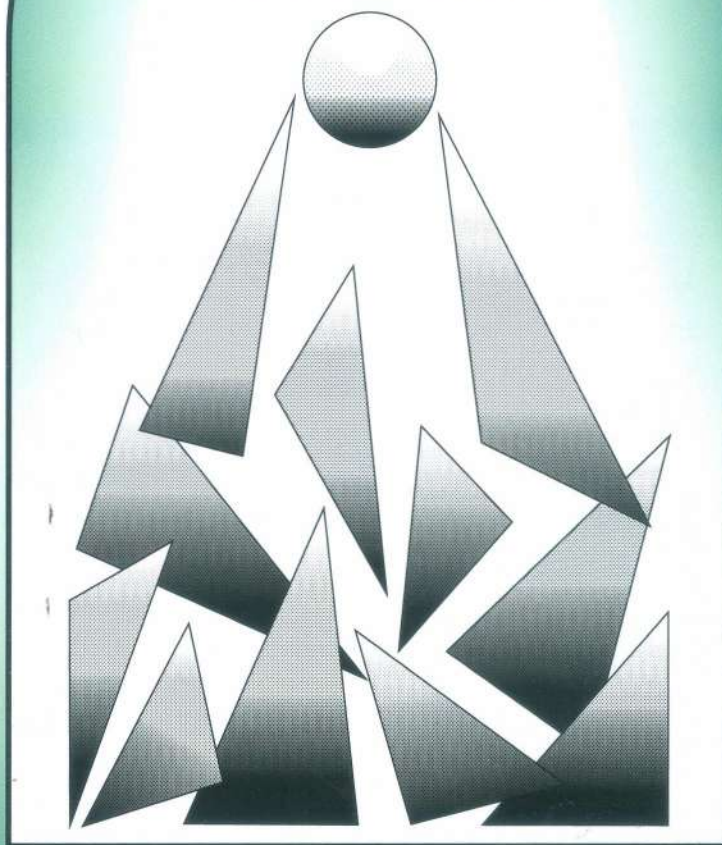
- Exploring the Maturity of Quality Management in Saudi Healthcare: A Mixed Methods Approach 325  
*Abeer M. Alrashed*
- Universal Health System in India: Review and Directions for Future Research 337  
*Neeraj Pandey and Sumi Jha*
- Access to Diagnostic Services Through Health Insurance Schemes: Lessons from a Southern Indian State for Post-COVID Era 347  
*Rajalakshmi RamPrakash and Joe Arun*
- The Granger Causality Between Health Expenditure and Gross Domestic Product in OECD Countries 356  
*Gölnur İlgin, Murat Konca and Seda Sönmez*
- Utilisation of Janani Shishu Suraksha Karyakaram Services in the State of Telangana: A Rural–Urban Comparison 362  
*Nanditha Chowhan, Prahlad Rai Sodani, Anupam Mehrotra and Ashish Bandhu*
- Coronavirus (COVID-19): ARIMA-based Time-series Analysis to Forecast near Future and the Effect of School Reopening in India 373  
*Hiteshi Tandon, Prabhat Ranjan, Tanmoy Chakraborty and Vandana Suhag*
- Spousal Family Planning Communication Dynamics in Harar, Eastern Ethiopia 389  
*Desalew Zelalem, Alemayehu Worku, Tadesse Alemayehu and Yadeta Dessie*
- Perinatal Depression as a Growing Mental Health Concern: A Systematic Review 404  
*Sheenu Jhawar, S. D. Gupta and Arindam Das*
- Coping Distress through Harvesting Resilience Among Indian Physicians: Role of Mediating–Moderating Variables 414  
*Shalini Srivastava, Richa Misra and Prasoon Mani Tripathi*
- Assessing the Performance of a Private Hospital in Nepal: Evidence from Pabon Lasso and Regression Models 423  
*Sujita Pandey and Angela Daley*
- The Role of Servicescape on Emotions and Satisfaction of Patients in Indian Hospitals 433  
*Manik Batra and Udit Taneja*
- Is Hospital Service Quality Relevant During COVID-19 Pandemic? 440  
*Shawn Coutinho and Ch. V. V. S. N. V. Prasad*



A General Amalgamate Technique to Evaluate Human Health Risk Under Uncertain Circumstances <i>Palash Dutta and Sayesta Akhtari</i>	455
COVID-19 Pandemic: Assessment of Current Strategies and Socio-economic Impact <i>Anushka Bhargava and Praveen Dahiya</i>	466
Mental Health Questionnaire (MHQ) for Managers: Development and Standardisation <i>V. K. Gupta and A. P. Singh</i>	478

JOURNAL OF

# HUMAN VALUES



MANAGEMENT CENTRE FOR HUMAN VALUES  
INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

VOLUME 28

NUMBER 3

SEPTEMBER 2022

Acc. No. 705774

find this journal online  
at <http://journals.sagepub.com/home/jhv>  
ISSN 0971-6858





# Contents

Acc. No. J05774

Editorial

179

## Articles

Conceptualizing the Roles of Vedantic Personality and Spiritual Well-being  
as Drivers of Consciousness for Sustainable Consumption: Authentic  
Synthesis of an Ancient Philosophy with Modern Concepts  
*Pradeep Mazumdar and Susmita Mukhopadhyay*

181

The Value of Epistemic Justice  
*Hari Narayanan V. and Akhil Kumar Singh*

200

Moore's Paradox and Normative Detachment  
*Shivprasad Swaminathan*

209

Organizational and Moral Portraits of Responsibility  
*Robert Albin*

221

The Moral Example of the German Resistance Against the Nazi Regime  
*Volkher Von Lengeling*

234

Seeing Through Rose-tinted Glass: Exploring Forms of Self-deception  
Through Students Substance Usage Beliefs  
*Meroona Gopang, Abdul Waheed Siyal and Sumera Umrani*

247

Plight of Peasantry: Re-reading Fakir Mohan Senapati's Six Acres and a Third in  
the Context of New Farm Laws in India  
*Nuzhat Akhter*

259

## Book Review

Jiddu Krishnamurti, *J. Krishnamurti on Education*. Chennai: Krishnamurti Foundation India  
Reviewed by *Nailesh Limbasiya*

271

# Journal of **Operations and Strategic Planning**

Acc No. 705771

**Volume 5 • Issue 1 • June 2022**

find this journal **online**  
at <http://journals.sagepub.com/home/osp>  
ISSN 2516-600X





# Contents

Acc. No. Jo 5771



## Articles

- Twenty Years of Entrepreneurship and Innovation Research:  
A Bibliometric Analysis  
*Divya Pathak, Jai Prakash Sharma and Susmita Patnaik* 7
- COVID-19 Crisis and Indian Kirana Shopkeeper's Business Continuity  
and Sustainability Initiatives: Study During the First Unlock Stage  
*Som Sekhar Bhattacharyya and Kumar Ankur* 36
- The Mediating Effect of Customer Focus on the Relationship Between  
Strategic Planning and Competitive Advantage in Railway Sector  
*Yangailo Tryson* 59

## Case Study

- Alcor: Death Care Through Cryonics (Service After Death)!  
*Jashim Uddin Ahmed, Faseeha Zabir, Quazi Tafsirul Islam,  
Mohammad Asif Gazi and Asma Ahmad* 82
- '57 Chocolate: Entrepreneurial Initiatives to Revive Ghana's Chocolate  
Market  
*Jashim Uddin Ahmed, Niza Talukder, Md. Muinuddin Khan and Asma Ahmed* 93

# Mutual Fund Insight

November 2022 ₹150

## Revisiting 20 years



Oct 2022  
57626

We started here

Oct 2002  
2949

Sensex chart

**BONUS REPORTS**  
**Big 50 Funds**

**Most Rewarding  
SIP Funds**

**Investment stalwarts**  
Wisdom from the  
industry's best

**Inspirational investors**  
Our readers' success  
stories •

**The journey of mutual  
funds in India**  
What's hot, what's not

**House Voice**  
AMC bosses on key  
industry issues



# CONTENTS

## Mutual Fund Insight

20<sup>TH</sup>  
ANNIVERSARY

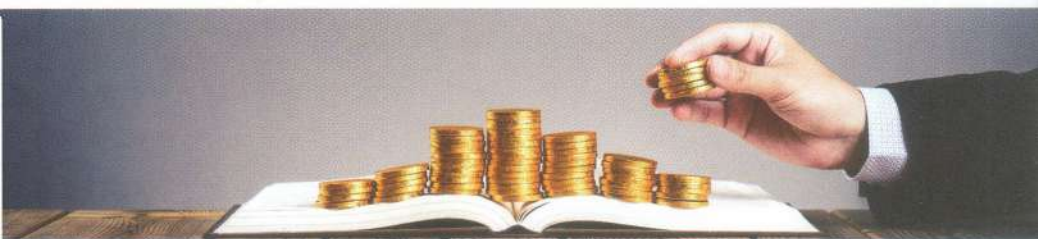
13



**MFI'S EARLIEST  
SUBSCRIBERS**

### Inspirational investors

Our readers' success stories



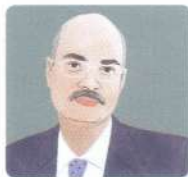
96



**TIMELESS  
LESSONS**

### Investment stalwarts

Wisdom from the  
industry's best



108



**TWO DECADES OF  
MUTUAL FUNDS**

### The journey of mutual funds in India

What's **hot**, what's **not**



## 9 | FIRST PAGE

**Dear reader,  
thank you!**

Dhirendra Kumar



26



**HOUSE  
VOICE**

## The CEO's desk

AMC bosses share their views on key industry-related matters

## 120 | SCOREBOARD

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

## 154 | SIP RETURNS

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



## 159 | TOP-RATED FUNDS

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

## BONUS REPORTS

Value Research

### Mutual Fund Insight

20<sup>TH</sup> ANNIVERSARY

#### Most Rewarding SIP Funds

Value Research

### Mutual Fund Insight

20<sup>TH</sup> ANNIVERSARY

#### Big 50 funds

Comprehensive scorecard and key details of the 50 largest equity-oriented schemes

Value Research

### Mutual Fund Insight

20<sup>TH</sup> ANNIVERSARY

#### SIP Sahi Hai

HSBC Asset Management

An investor education initiative by HSBC Mutual Fund (SIP = Systematic Investment Plan)  
Mutual fund investments are subject to market risks. Read all scheme related documents carefully.



☒ Value Research

# Mutual Fund Insight



# SIP Sahi Hai



**HSBC**  
Asset Management

An investor education initiative by HSBC Mutual Fund

(SIP = Systematic Investment Plan)

Mutual fund investments are subject to market risks, read all scheme related documents carefully.



# Mutual Fund Insight

20<sup>TH</sup>  
ANNIVERSARY



## Big 50 funds



Comprehensive scorecard and key details of  
the 50 largest equity-oriented schemes



# Mutual Fund Insight

20<sup>TH</sup>  
ANNIVERSARY



## Most Rewarding SIP Funds





asia.nikkei.com



# NIKKEI Asia

Oct. 10-16, 2022

Acc. No. JO 5794

## The money blizzard

Asia's central banks reckon  
with the aftermath  
of COVID-19







Getty Images

# 14

## THE BIG STORY

### PERFECT STORM

MITSURU OBE/KIM JAEWON/  
FRANCESCA REGALADO  
Tokyo/Seoul/Bangkok

Governments from Japan to Thailand grapple with inflation, currency chaos and 'zombie companies' after the biggest-ever bailouts

## 5 THINGS TO KNOW

- 7 Japan's full tourism reopening  
KENTARO IWAMOTO/SAYUMI TAKE

## OPINION

8



RICHARD HEYDARIAN  
Southeast Asia will not be Russia's lifeline

- 10 The future's looming problems need global cooperation  
JACQUES ATTALI

- 12 Editorial: 50 years after normalization, Japan and China must chart new path

## BUSINESS

- 22 How US states are wooing the likes of TSMC and Samsung  
YIFAN YU/JACK STONE TRUITT  
Palo Alto, U.S./New York

- 26 China's military companies tap new investors after US sanctions  
KENJI KAWASE Hong Kong

28



Breaking its BTS habit: Supergroup's agency diversifies for survival  
KOTARO HOSOKAWA Seoul

- 29 Indonesia fintech Mapan targets 10 million underbanked households  
NANA SHIBATA Jakarta

Reuters



## THROUGH THE LENS

- 30 A black day for sports

## POLITICS & ECONOMY

- 32 From Singapore to Thailand, Asia courts talent for a post-COVID boost  
**KENTARO IWAMOTO/TSUBASA SURUGA/APORNATH PHOONPHONGPHIPAT**  
Tokyo/Singapore/Bangkok



Reuters

Tribunal helps Cambodia find closure from Khmer Rouge era  
**DOMINIC FAULDER** Bangkok

- 38 Signs of a reset in US-Pakistan ties  
**WAJAHAT S. KHAN** Washington
- 40 Modi renames India's colonial relics, but critics question his motives  
**NEETA LAL** New Delhi

## LIFE & ARTS

- 42 Southeast Asia leads vintage Chinese jazz revival  
**MARCO FERRARESE** Kuala Lumpur

## TEA LEAVES

- 45 Japan's 'cool' tattoo culture reflects changing values  
**STEPHEN MANSFIELD**

## ON THE WEB



Getty Images

### CHINA'S PARTY CONGRESS BEIJING

Prospect of 'Chairman Xi' fuels debate as China party congress nears



Reuters

### SCIENCE TOKYO

Japanese research finds most effective way to put baby to sleep



Courtesy of Central Group

### RETAIL BANGKOK/HANOI

Thailand's Central Retail leads rush of global retailers to Vietnam

# NIKKEI Asia

Oct. 10-16, 2022 | No. 448

Nikkei Asia is published by  
Nikkei Inc., 1-3-7 Otemachi,  
Chiyoda-ku, Tokyo, 100-8066, Japan

### TOKYO

81-3-3270-0251

Inquiries: asia.nikkei.com/contact  
Ad: global.inquiry@nex.nikkei.co.jp

### NEW YORK

Sales: nar\_us@nex.nikkei.com

Ad: ad.nikkeiamerica@nex.nikkei.com

### LONDON

44-20-7873-4233

Sales: narsubs@ft.com  
Ad: ad@eur.nikkei.com

### SINGAPORE

65-6336-4122

Sales: sgna@nex.nikkei.co.jp  
Ad: sgad@nex.nikkei.co.jp

### HONG KONG

852-2598-1771

Sales & Ad: hkna@nex.nikkei.co.jp

### EDITORIAL OFFICES

**Asia:** Tokyo, Beijing, Dalian, Shanghai, Guangzhou, Chongqing, Hong Kong, Taipei, Seoul, Manila, Hanoi, Bangkok, Yangon, Singapore, Kuala Lumpur, Jakarta, Sydney, New Delhi, Mumbai

**Europe:** London and 11 bureaux

**Americas:** New York and six bureaux

All rights reserved. Using the content for commercial purpose, citing, reproducing, editing, summarizing, or translating the contents without prior permission of Nikkei Inc. is strictly prohibited.



BUSINESS

India's Reliance ramps up  
its consumer goods push

page 22

POLITICS & ECONOMY

Indian Ocean rivalry: China's naval  
maneuvers irk New Delhi

page 32

asia.nikkei.com

# NIKKEI Asia

Oct. 3-9, 2022

## Asia's ticking debt bomb

Sri Lanka's economic crisis sounds alarm bells  
in Laos, Bangladesh and across the region

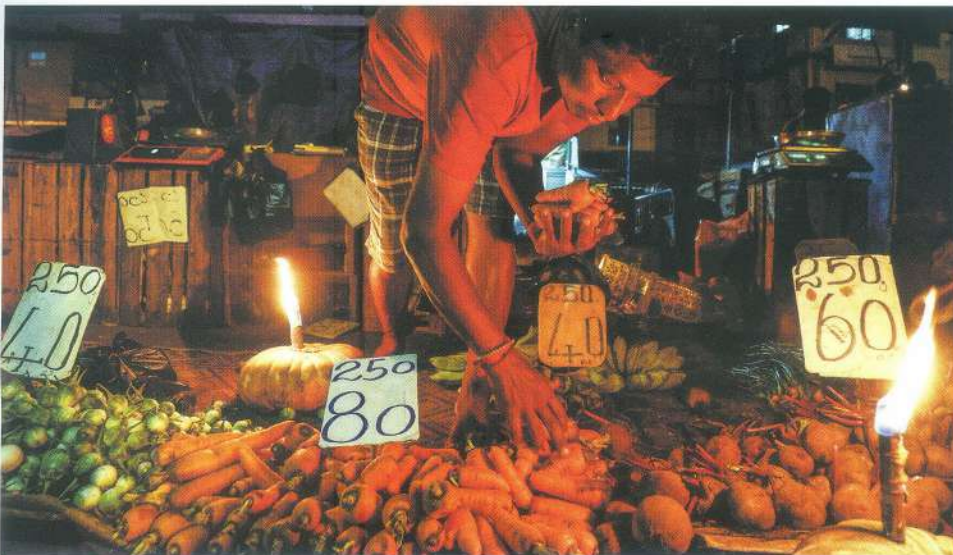


Acc. No. J05745



U.S.: US\$6 / Japan: ¥600 (¥545 excluding tax) / Euro: EUR6 / U.K.: £4 / Australia: A\$8 / Bangladesh: TK480 / Brunei: B\$9 / Cambodia: US\$6 / Canada: C\$9 / China: RMB50 /  
Hong Kong: HK\$50 / India: Rs200 / Indonesia: Rp72000 / Korea: W7500 / Macau: HK\$50 / Malaysia: RM20 / Mongolia: US\$6 / Myanmar: US\$6 / Nepal: NR470 / New Zealand: NZ\$9 /  
Pakistan: Rs600 / Philippines: P280 / Singapore: S\$9 / Sri Lanka: Rs800 / Switzerland: CHF10 / Taiwan: NT\$200 / Thailand: B210 / Turkey: TL16 / UAE: AED27 / Vietnam: US\$6  
ISSN: 2188-1413





Reuters

# 14

## THE BIG STORY

### A PRICE TO PAY

MARWAAN MACAN-MARKAR

Chandana Pokuna, Sri Lanka

Fears of economic contagion spread across Asia as Sri Lanka suffers its worst financial crisis in decades

## 5 THINGS TO KNOW

- 7 US probes the audits of Chinese companies  
CISSY ZHOU

## OPINION

8



JOE ZHANG

China is finally facing up to the limits of economic stimulus

- 10 India will need more than just a target to triple its exports  
RITESH KUMAR SINGH

- 12 Editorial: Cambodian genocide must not be forgotten

## BUSINESS

- 22 Reliance ramps up its consumer goods push across India  
SAYAN CHAKRABORTY Bengaluru
- 26 From Singapore to Japan, workers get restless as offices call  
DYLAN LOH Singapore

28



Reuters

Huawei dives into chip production to battle the US clampdown  
CHENG TING-FANG Taipei

## THROUGH THE LENS

- 30 Dangerous aftermath



## POLITICS & ECONOMY

- 32** Indian Ocean rivalry: China's naval maneuvers irk New Delhi  
**KEN MORIYASU/KIRAN SHARMA**  
Tokyo/New Delhi
- 36** Washington's 'One China' policy under threat by moves in Congress  
**MARRIAN ZHOU** New York
- 38** Bangkok's popular new governor keeps it local  
**FRANCESCA REGALADO** Bangkok

**40**



Reuters

Pakistan's IMF loan shows few signs of stopping economic slide

**ADNAN AAMIR** Islamabad

## LIFE & ARTS

- 42** Old saris, new purpose: Upcycling clothing and lives  
**CHARUKESI RAMADURAI** Kuala Lumpur

## TEA LEAVES

- 45** Why Britain's royal succession resonates in Asia  
**MICHAEL VATIKIOTIS**

## ON THE WEB



Ken Kobayashi

### TRAVEL & LEISURE TOKYO

Japan's travel and retail sectors buoyed by border reopening plan



P. Prem Kumar

### CORONAVIRUS PUTRAJAYA, MALAYSIA

Malaysia's health minister urges ASEAN pandemic 'playbook'



Courtesy of Taiwanese American Association of New York

### TAIWAN TENSIONS NEW YORK

Taiwanese Americans split on views, emotions as tensions rise



Hooked On  
React Hooks!

DTMF: The Evergreen  
Retro Tech

NOT FOR  
RE-SALE

₹120  
ISSN-2456-4885

Acc-No. J05731

Volume: 10 | Issue: 12 | Pages: 100 | October 2022

# OpenSource

THE COMPLETE MAGAZINE ON OPEN SOURCE

## ForYou

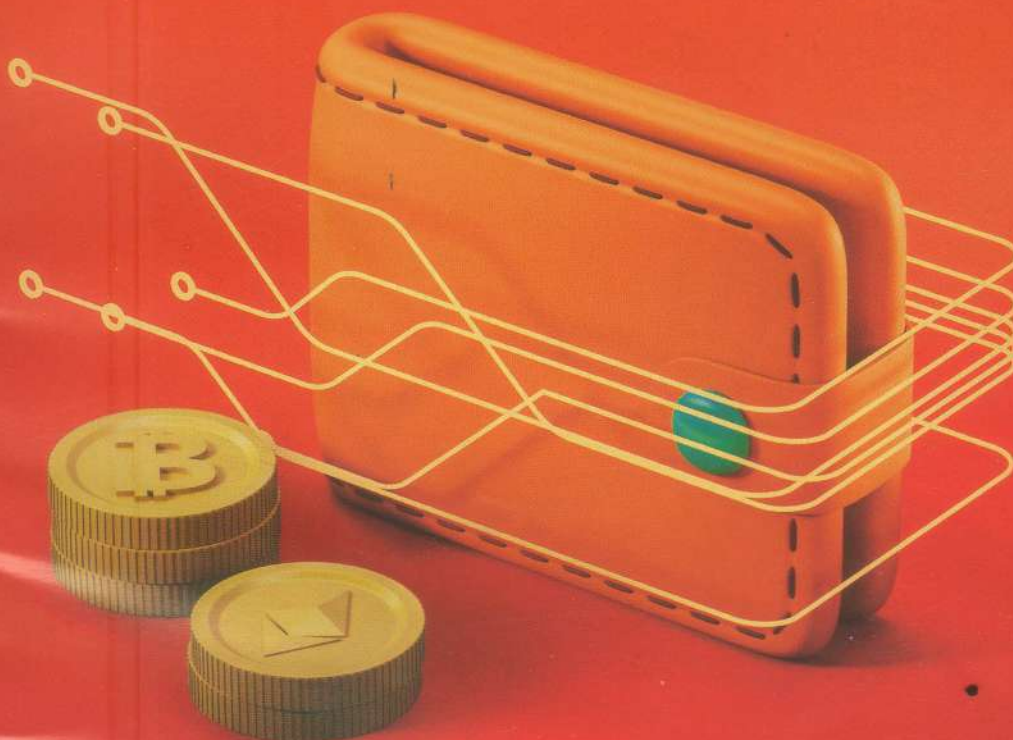
# The Benefits Of Blockchain

**Blockchain:  
What Is It All  
About?**

**Secure Your  
Enterprise With  
A Blockchain  
Defined Perimeter**

**How Blockchains  
Can Transform  
Enterprises**

**Smart Contracts  
Programming In  
A Blockchain: An  
Overview**



An **EFY GROUP** Publication  
**SUBSCRIBER COPY**  
**NOT FOR RE-SALE**  
Sale and purchase of this  
copy is illegal.



**Shell Programming Secrets  
Nobody Talks About**

**Getting Started  
With minikube**





## FOR U & ME

- 14 "QNU Labs and India will be the go-to place for quantum cybersecurity"
- 16 15 Things to Remember While Selecting an IoT Platform
- 28 A Guide to a Career in Embedded Systems

## FOCUS

- 44 Smart Contracts Programming in a Blockchain: An Overview
- 48 Blockchain What is it All About?
- 52 How Blockchains can Transform Enterprises
- 59 How a Blockchain Differs from a Database

## DEVELOPERS

- 67 Retrying Made Easy with Tenacity in Python
- 75 Hooked on React Hooks!
- 82 Probability Distributions in R

## ADMIN

- 86 Getting Started with minikube
- 92 Shell Programming Secrets Nobody Talks About

## OPEN GURUS

- 96 DTMF: The Evergreen Retro Tech

22



CRM Tools: Make the Right Choice

24



How we can Innovate Better

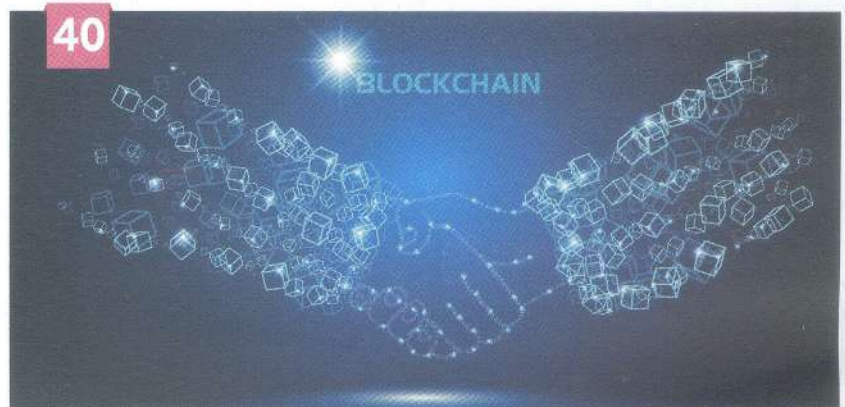
The Design Odyssey

Microservices Patterns



31

40



Secure your Enterprise with a Blockchain Defined Perimeter

## REGULAR FEATURES

07 FossBytes

# CONTENTS



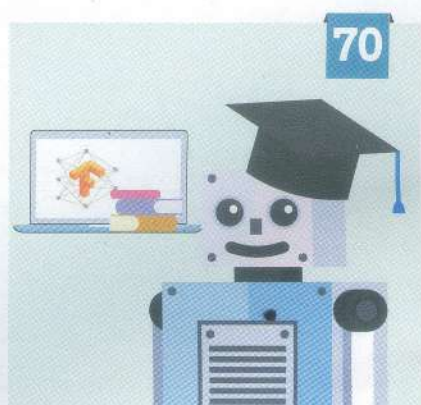
Make Your Business Global with Stablecoins and Lazerpay



Choose the Blockchain for Your Enterprise Carefully



TensorFlow and Tesseract OCR:  
Two Popular AI/ML Tools



AI: An Introduction  
to Probability



Acc. No. JO 5727

# OPSEARCH

Journal of the Operational Research Society of India

Official Publication  
of the Operational Research  
Society of India



Springer

## Application Articles

1. Multi-modal supply chain distribution problem 747  
**H.A. Kharodawala, A. Mahajan and J. Moorkanat**
2. Multi-criteria risk classification to enhance complex supply networks performance 769  
**S. Carpitella, I. Mzougui and J. Izquierdo**
3. Optimal sustainability investment and pricing decisions in a two-echelon supply chain with emissions-sensitive demand under cap-and-trade policy 786  
**B.C. Giri and I. Ray**
4. Optimal inventory replenishment and shipment policies in a three-echelon supply chain for growing items with expiration dates 809  
**M. Sebatjane and O. Adetunji**
5. A multivariate minimum cost consensus approach for two-level group decision making 839  
**Y. Liu, T. Zhou, W. Diao and J. Yi**
6. A production-reliability-inventory model for a series-parallel system with mixed strategy considering shortage, warranty period, credit period in crisp and stochastic sense 862  
**A. Maji, A.K. Bhunia and S.K. Mondal**
7. Tackling gun violence: is systems thinking necessary? 908  
**R. Gopalan and T. Lin**
8. Optimizing large scale upgradations involving movable assets 930  
**S. Subramanian and N. Rangaraj**
9. A time-dependent green location-routing problem with variable speed of vehicles 945  
**A. Rahmani and M. Hosseini**
10. An integrated IRN-SWARA-MABAC-based approach for evaluation of tourism websites of the Indian states 974  
**S. Ghosh, S. Chakraborty and S. Chakraborty**



11. New multi-objective optimization model for tourism systems with fuzzy data and new algorithm for solving this model 1018  
**G. Shojatalab, S.H. Nasseri and I. Mahdavi**
12. Design of capacitated degree constrained min-sum arborescence 1038  
**R. Kawatra**
13. Obtaining quality business school examination timetable under heterogeneous elective selections through surrogacy 1055  
**T. Godwin**

### *Theoretical Articles*

14. A closed-loop supply chain model with learning effect, random return and imperfect inspection under price- and quality-dependent demand 1094  
**M. Masanta and B.C. Giri**
15. Integration of neural network and AP-NDEA model for performance evaluation of sustainable pharmaceutical supply chain 1116  
**S. Moslemi, A. Mirzazadeh, G.-W. Weber and M.A. Sobhanallahi**
16. An extension of interpretive structural modeling using linguistic term sets for business decision-making 1158  
**S.K. Tyagi, S.K. Sharma, R. Krishankumar and K.S. Ravichandran**
17. Time-of-use pricing in the electricity markets: mathematical modelling using non-linear market demand 1178  
**N. Kaicker, G. Dutta and A. Mishra**



DISCOVER INDIA'S TOP **20** INFLUENCERS

# OUTLOOK BUSINESS

October 2022 | ₹100 | Subscription Copy Not For Resale

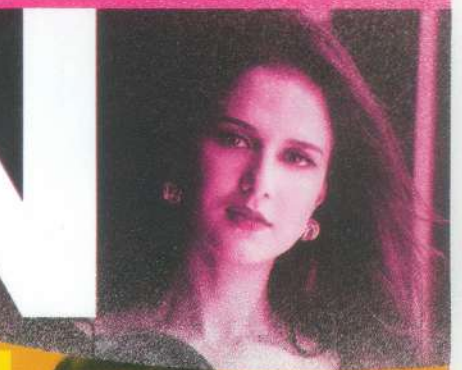
THINK BEYOND. STAY AHEAD.



Acc No: 305751

AS THE  
ECOSYSTEM  
MATURES,  
WHERE IS THE  
INFLUENCER  
BUSINESS  
HEADED?

# INFLUENCER





# Contents

VOLUME 17, ISSUE 10, OCTOBER 2022

PUBLISHED ON OCTOBER 1, 2022



## Regional Influence

As content creators from India's hinterland, once the reigning rulers of TikTok, rebuild their online presence, brands want to know what proposition they offer on social campaigns

8



## Fight For Relevance

With the evolving grammar of the space, successful influencers are now faced with the challenge of staying relevant. How are they decoding it?

18

## Ranking Influencers

Find out who the most influential people on social media are as *Outlook Business*, in association with Grapes Digital, brings to you the second edition of India's influencer ranking

25





# Contents



## In A Shambles

Policymakers and courts rally to untangle the mess in India's real estate space, which is plagued with mismanagement and troubled builders. The hopeless homebuyer looks on

---

52

## Changing Its Tune

With its audience getting comfortable online, Carvaan, Saregama India's popular offline digital music player, finds itself at a crossroads

---

60



## Redefining Retail

Today's customers have certain pointed demands and expectations from the retail space. Arvind Mediratta, MD and CEO, Metro Cash & Carry India, talks about how retails players are catching up

---

74



# OUTLOOK BUSINESS

OCT 2022

THINK BEYOND. STAY AHEAD.

Acc. No. J05751

Dr. Nowhera Shaik

Mr. Ratan Tata

Dr. S.V. Anchan

Mr. Atin Tomar

Mr. Sumit Khandelwal

Mr. Vatsal Desai

Mr. Vinkesh Gulati

Mr. Nirav Desai

## THE ●● OUTPERFORMERS

OUTLOOK BUSINESS  
INITIATIVE



Acc No: 705747

**No.1**  
PERSONAL  
FINANCE MAGAZINE

**Outlook**

SUBSCRIBER COPY NOT FOR RESALE

OCTOBER 2022, ₹70

# MONEY

OUTLOOKMONEY.COM

SHAPE UP YOUR  
**DIWALI**  
PORTFOLIO

RNI NO. DELENG/2002/08292



**Special Story**

**OLM 50:** Half-Yearly Review



# Contents

OCTOBER 2022 ■ VOLUME 21 ■ ISSUE 10

## Cover Story



14

### Light The Right Equity Lamp

Investing in equities is on the top of the to-do list for many during Diwali. Ensure that you understand the present and future market dynamics to pick the right stocks

24

### Precious Portfolio

This Dhanteras, don't get dazzled by the glimmer of precious metals such as gold and silver, but look at their suitability in the portfolio

30

### Make Your Shopping Spree Count

Don't give in to the offers and deals mindlessly. Navigate them wisely and pick the one that suits your budget and needs

## SPECIAL STORY



32

### OLM 50: ON THE GROWTH PATH

All the mutual funds in the **OLM 50** list outperformed the broadly tracked Sensex and Nifty. In case one of your funds is not in the list, do not discard it rightaway

42

### TOUCH POINTS IN THE METAVERSE

Metaverse banking aims to reignite the lost human touch, digitally. But is it there yet?

46

### SECURITY IN NUMBERS

Group health insurance plans can

provide the first level of security. Make the most of it, but never forget to buy individual insurance as your back up

52

### FIFA 2022 ON A BUDGET

The 2022 FIFA World Cup would be your closest shot to see the world's greatest footballers play the

'Beautiful Game'. Here's how to plan your stay in Qatar and how much it will cost

60

### MY PLAN

Menaka and Harjinder left their jobs after working for a couple of years. But they planned their wealth management with proper guidance to help them sail effortlessly into early retirement

## Columns

Abhishek Bondia, Joydeep Sen,  
Nilanjan Dey, Larissa Fernand

## Also Read

Gen-Z Corner, Bank  
Loan And FD Rates,  
Real Estate Trends

EXPLAINER: EEE, ETE, EET

Impact factor (SJIF): 8.396

ISSN : 0974-438X



# ***Pacific Business Review*** ***(International)***

**Volume 15 issue 1 July 2022**

**A Refereed Monthly Journal Available online at : [www.pbr.co.in](http://www.pbr.co.in)**

**Research Papers:**

<b>A Study on the Developmental aspects of Psychological Capital in Indian Context</b>	<b>:</b>	<b>1</b>
<b>Impact of Entrepreneurial Characteristics among Business Management Students on their Propensity to Build Self Reliant India (Aatman Nirbhar Bharat)</b>	<b>:</b>	<b>10</b>
<b>The Effect of Job Satisfaction on Transfer of Training: Testing the Role of Transfer Motivation and Supervisor Support</b>	<b>:</b>	<b>23</b>
<b>Consumer Survey on Impact of COVID-19 on Future Holiday Travel Behaviour</b>	<b>:</b>	<b>33</b>
<b>Supply Chain Performance Measurement Methodology for COVID-19 Disruption Recovery- Natural Gas Retailing in India</b>	<b>:</b>	<b>41</b>
<b>Reporting for United Nation's SDG: Evidence from Top 50 Companies of the World</b>	<b>:</b>	<b>56</b>
<b>Deciphering the relationship between Corporate Governance and Corporate Financial Performance in Indian Pharmaceutical Sector</b>	<b>:</b>	<b>66</b>
<b>The Ideological and Accounting Thoughts in Accounting Knowledge Development</b>	<b>:</b>	<b>75</b>
<b>Currency Risk Exposure in the Stock Markets of Emerging Economies</b>	<b>:</b>	<b>92</b>
<b>Influence of Learning Style and Knowledge Sharing Behaviour on Leadership Effectiveness -Conceptual Analysis</b>	<b>:</b>	<b>100</b>
<b>Impact of Emotional Intelligence on Organizational Citizenship Behavior with mediating effect of Workplace Spirituality</b>	<b>:</b>	<b>115</b>
<b>Dynamics of Disguised Unemployment in the Unorganised Manufacturing Sector of West Bengal</b>	<b>:</b>	<b>122</b>

*Acc. No. 455806*



Impact factor (SJIF): 8.396

ISSN : 0974-438X



# ***Pacific Business Review*** ***(International)***

**Volume 14 issue 12 June 2022**

**A Refereed Monthly Journal Available online at : [www.pbr.co.in](http://www.pbr.co.in)**

**Research Papers:**

<b>Artificial Intelligence and its Role in Transforming Marketing and Impact on Consumer Perception</b>	<b>:</b>	<b>1</b>
<b>Probing Micro-Organizational Behaviour to Enhance Employee Engagement and Boost Business Performance: A Goal Programming Approach</b>	<b>:</b>	<b>8</b>
<b>Profitability of Non-Life Insurance and its Driving Dynamics in Ethiopia</b>	<b>:</b>	<b>23</b>
<b>The Interplay of Valuations: A Study of the Impact of Selected Variables on Listing Day Discounts of IPOs</b>	<b>:</b>	<b>35</b>
<b>A Nexus between Capital Structure, Inventory and Firm Performance: A Study of Leading Indian Automobile Sector</b>	<b>:</b>	<b>44</b>
<b>Demarketing For Sustainability: Examining Anti-“Black Friday” Communication Campaigns of Global Brands</b>	<b>:</b>	<b>52</b>
<b>Energy Sector of NSE- A Study During The Lockdown of Covid-19</b>	<b>:</b>	<b>66</b>
<b>Consumer Engagement and Experience in Unorganized Retail: Role of Modern Technology</b>	<b>:</b>	<b>75</b>
<b>Revisiting &amp; Rejuvenating India-Japan Trade Relationship: The Way Forward</b>	<b>:</b>	<b>90</b>
<b>Tea Marketing and Value Chain System in Indian Tea Industry</b>	<b>:</b>	<b>98</b>
<b>Training Needs Analysis and Organizational Effectiveness: Linking Perceived Organizational Support from Saudi Arabian Construction Sector</b>	<b>:</b>	<b>104</b>

*Acc. No. 105782*



Building cyber resilience:  
India's integrated  
cybersecurity approach p54

Virtual tools set to  
supersize the  
smart home p58

Implementing blockchain  
in your business: The  
pros outweigh the cons p62

Top 5 assistive  
technologies for the  
differently abled p66

₹125

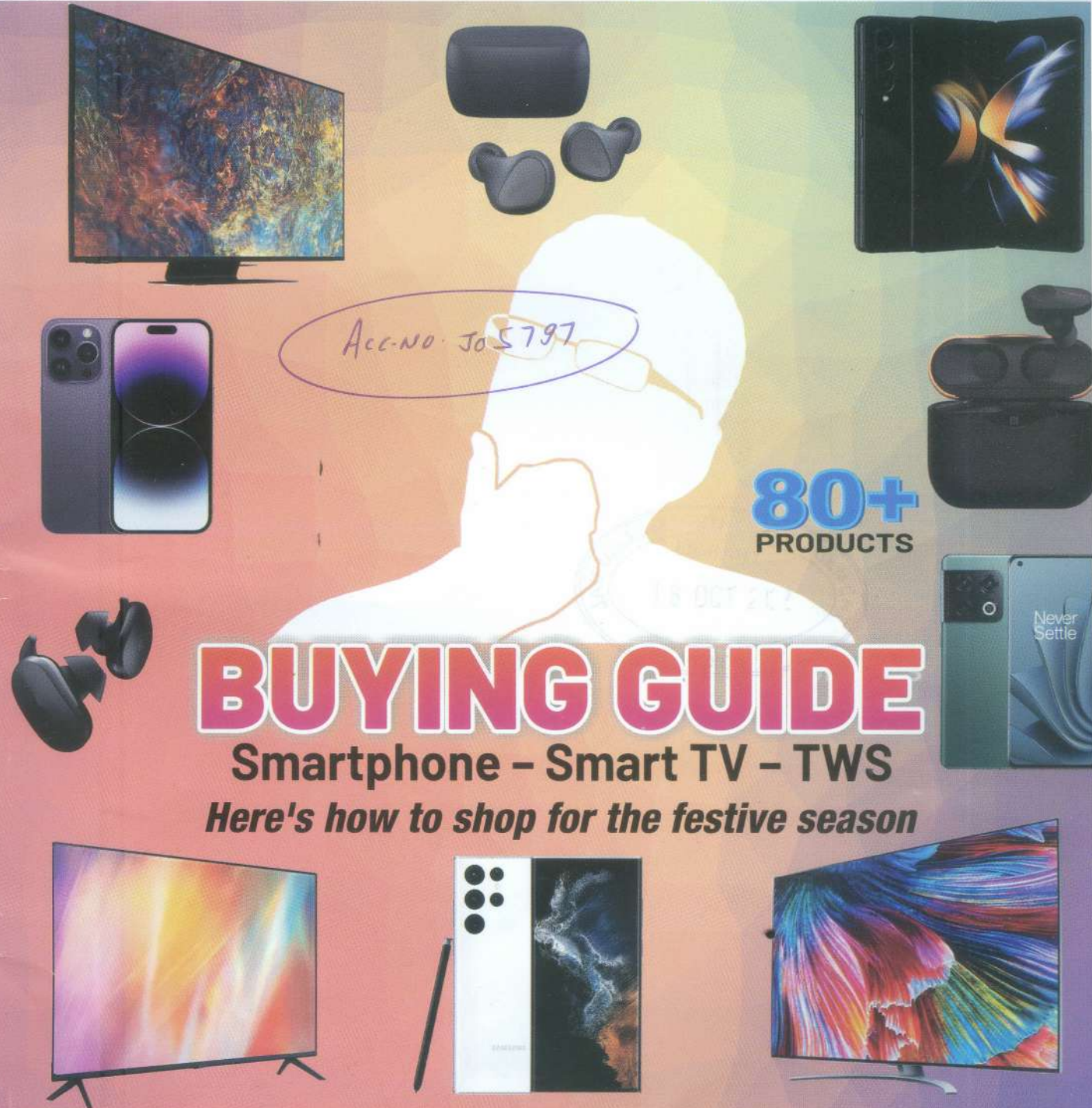
VOL. 35 | ISSUE 10 | OCTOBER 2022

www.pcquest.com

# PCQUEST

TECH TODAY & TOMORROW

 CyberMedia



Acc-No. J05797

80+  
PRODUCTS

18 OCT 2022

## BUYING GUIDE

Smartphone – Smart TV – TWS

*Here's how to shop for the festive season*



Special Subscription offer on page 52

76 pages including cover



# EXPLORE

p8



COVER STORY:  
**SMARTPHONE BUYING GUIDE**

**We have entered  
the 5G era**

**CORPORATE OFFICE:** Cyber House, B-35, Sec-32, Gurugram (NCR Delhi) 122001. India  
email us [pcquest@cybermedia.co.in](mailto: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

# EXPLORE

COVER STORY:  
PRODUCTS

p14

**Top 10 budget smartphones**

COVER STORY:  
PRODUCTS

p18

**Top 10 mid-range smartphones**

COVER STORY:  
PRODUCTS

p21

**Top 10 premium smartphones**

COVER STORY:  
SMART TV BUYING GUIDE

p24

**Hundreds of options to choose from**

COVER STORY:  
PRODUCTS

p28

**Top 10 budget TVs – Under 25K**

COVER STORY:  
PRODUCTS

p32

**Top 10 budget TVs – From 25k to 50K**

COVER STORY:  
PRODUCTS

p36

**Top 10 premium smart TVs**

COVER STORY:  
TWS BUYING GUIDE

p39

**Making life simple with wireless**

COVER STORY:  
PRODUCTS

p44

**Top 10 TWS**

GAMING

p48

**Is Google's pilot project on fantasy sports likely to alter the course Of online gaming?**

CYBERSECURITY

p54

**Building cyber resilience: India's integrated cybersecurity approach**

METAVESE

p58

**Virtual tools set to supersize the smart home**

BLOCKCHAIN

p62

**Implementing blockchain in your business: The pros outweigh the cons**

ASSISTIVE TECHNOLOGY

p66

**Top 5 assistive technologies for the differently abled**

HEALTHTECH

p69

**Top 4 products to keep you fit and healthy**



ISSN 0975 - 2854

IC Value = 106.28

Indexed in Google Scholar

Indexed in Scopus (Q3)

NAAS Rating = 3.60

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

## JOURNAL METRICS

Source Normalized Impact per Paper (SNIP) : 0.654

SCImago Journal Rank (SJR) : 0.311 ; Scopus CiteScore = 2.0  
(Scopus CiteScore Journal Rank : 114/216)

Google Scholar h5-index : 12 ; Google Scholar h5- median : 22

₹ 350/-

# PRABANDHAN : INDIAN JOURNAL OF MANAGEMENT

VOLUME : 15

ISSUE NUMBER : 9  
(MONTHLY)

SEPTEMBER 2022

## Analyzing the Gender Gap in Patents : A Lesson from Startups

- Shalini Sitaraman
- Nilesh Borde
- Purva Hegde Desai

## Work/Family Conflict and Career Advancement : Demographic Differences as Moderators Among IT Employees

- K. Thriveni Kumari

## Comparative Analysis of India, China, the United States, and the United Kingdom : Rising Leadership of India in Climate Change (1750 – 2020)

- Manoj Sinha
- Tripti Sangwan

Acc.No JO5803

**PRAJNAN** →

# Journal of Social and Management Sciences

ISSN 0970 – 8448

Vol. LI No. 1

April – June 2022

**Fate of Some Tourism Companies Pre and during Covid 19 –  
Using Various Machine Learning Models**

*Asima Sarkar*

**Interlinkages between Credit and Housing Prices in  
Emerging Market Economies**

*Priti Mendiratta Arora*

*Ananya Ghosh Dastidar*

**Psychological, Social and Economic Factors  
Influencing Financial Planning and Saving Practices in  
Context of Retirement – A Study of  
Service Sector Employees in Punjab**

*Sandeep Kaur*

*Ritu Lehal*

**Pre- and Post-Merger Bank Performance –  
A Comparative Study**

*Inchara P M Gowda*

**Indian Business Cycle Chronology – An Update**

*Anurag Bavaria*

Acc-No- J05759



**National Institute of Bank Management**



# PRATIYOGITA DARPAN

NOVEMBER 2022 PRICE ₹ 125.00



WHERE EXCELLENCE GUIDES THE SUCCESS

For e-magazine:  
<http://emagazine.pdgroup.in>



## SOLVED PAPERS

- Civil Services (Mains), 22
- UGC-NET/JRF, 21
- S.S.C. Combined Graduate Level (Tier-1), 21
- Uttar Pradesh PGT, 21

- Asha Parekh Gets Dadasaheb Phalke Award 2020
- Liz Truss Becomes 56th Prime Minister of U.K. • Giorgia Meloni Elected as First Women PM of Italy
- Rajpath Renamed as 'Kartavyapath' • Indian Navy Gets New Naval Ensign
- CJI Inaugurates Paperless Courts in 30 Districts of Odisha
- Longest Serving Monarch Queen Elizabeth-II Dies at Aged 96
- India and China Withdrawal of Troops from PP-15 in Ladakh
- India, Bangladesh Sign Deal on Water Sharing, Six Other Treaties • PM SHRI Scheme
- 61st Central Public Enterprises Survey 2020-21 • PM Launches National Logistic 2020-21 Policy
- First Advance Estimates of Kharif Crops : 2022-23 • Monetary Policy Review September 2022
- US Open 2022 • Duleep Trophy 2022 • SCO Summit 2022 at Samarkand • Russia Annexes 4 More Areas of Ukraine





RESERVE BANK OF INDIA

# BULLETIN

Accno. JO5754

SEPTEMBER 2022



# CONTENTS



## **Speeches**

Financial Market Reforms: Approach and Expectations Shaktikanta Das	1
Dynamics of Inflation in South Asia Michael Debabrata Patra	7
Inclusive Credit: The Next Milestone M. Rajeshwar Rao	13
Corporate Bond Markets in India – Challenges and Prospects T. Rabi Sankar	19

## **Articles**

State of the Economy	27
Sensitivity of Output Prices to Input Prices: An Empirical Analysis for India	65
Impact of COVID-19 on Economic Activity Across Indian States	77

<b>Current Statistics</b>	<b>89</b>
---------------------------	-----------

<b>Recent Publications</b>	<b>142</b>
----------------------------	------------

Volume 49  
Issue 3  
September 2022

# *Sedme*

Small Enterprises Development,  
Management & Extension Journal

*A worldwide window on MSME studies*

Acc No. J05773

find this journal online  
at [journals.sagepub.com/home/sde](http://journals.sagepub.com/home/sde)  
ISSN 0970-8464





# Contents

Acc.No. JO 5773



## Articles

- Rural Entrepreneurship through Khadi and Village Industries  
*Shobha Supekar and S. K. Dhage* 219
- Priority Sector Lending: The Necessity to Restructure the Banks to Meet the  
Expanding Needs of the Economy 227  
*Pritha Chaturvedi*
- Women's Empowerment through Skill Education and Entrepreneurship Development  
in the Handloom Sector in Mizoram 235  
*Sheela Suryanarayanan and Rama Ramswamy*
- Influence of Socio-Economic Status on Knowledge Management Practice in  
Small and Medium Level Manufacturing Companies 253  
*M. Ramya and K. Arockiam*
- Availability of Facilities and Interest towards Entrepreneurship among Rural Small  
Holders' Farmers of Coastal Districts in Tamil Nadu 261  
*Y. Vijila and V. Maria Shirin Kanaka*
- Moulding and Sustaining Excellence and Passion of Teachers through Resilience  
in the Post-Covid-Pandemic Era 271  
*Rekha Francis C. and F.X. Virgin Fraga*
- Elderly Women Working in Unorganised Sector: A Glimpse 280  
*V. Sofia Adaikala Mary and R. M. Muthu*



# SRELS JOURNAL OF INFORMATION MANAGEMENT

Volume 59, Issue 4, August 2022

## CONTENTS

Acc.No J65804

### Articles

- |   |         |
|---|---------|
| Algorithmic Analysis of Political Tweets: A Systematic Literature Review<br>Ashwini Ramesh  | 185-195 |
| Customer Satisfaction in Libraries<br>M.S. Sridhar  | 197-201 |
| Self-Focused Attention, Awareness and use of Social Media as Determinants of<br>Social Well-Being of LIS Postgraduate Students in Nigerian Universities<br>Stella Chinnaya Nduka, Sunday Olanrewaju Popoola | 203-222 |
| Websites of ICSSR Research Institutes: An Evaluation<br>Manoj Kumar Verma, Tribeni Pathak   | 223-237 |
| SPARQL and SKOS Enabled Multilingual Polyhierarchical Thesaurus : Designing a Framework<br>Sailendra Malik, Sukumar Mandal  | 239-246 |
| Everyday Life Information for the People with Special Needs: A Technological<br>Approach towards Mass Literacy<br>Avik Roy  | 247-253 |
| LIS Education in India and Employability of Students: Issues and Challenges<br>M. Koteswara Rao   | 255-261 |





OCTOBER 2022  
A JOURNAL OF POLITICS  
AND CULTURE

*Yashwant Shinde speaks out  
on Hindutva terror* p. 34

*The obfuscations  
of the Sabarmati  
Ashram project* p. 50

₹200

# THE CARAVAN



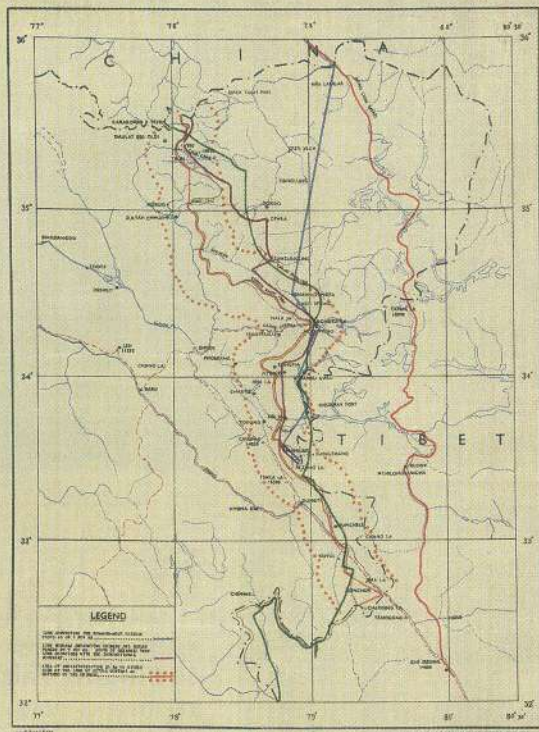
HOW CHINA  
OUTMANOEUVRED  
THE MODI GOVERNMENT  
AND SEIZED CONTROL  
OF TERRITORY  
ALONG THE LAC

Acc-no-305766



Acc-no. JO 5766

OUTLINE MAP OF LADAKH  
SCALE 1"=16 MILES (APPROX.)



18

COVER STORY / SECURITY

18

## Out of Control

How China outmanoeuvred the Modi government and seized control of territory along the LAC

SUSHANT SINGH

Two and a half years after the Ladakh crisis, the state of ties between India and China can be described as "No War, No Peace." Since 2020, the People's Liberation Army has denied India control over at least a thousand square kilometres of territory. New Delhi has been forced to shift its forces away from the border with its traditional adversary, Pakistan, and to the China border instead. Worrying still is that India no longer insists on the restoration of the situation as it existed before the crisis. This is the most open acknowledgement yet that the Chinese have altered the status quo permanently. The Narendra Modi government has chosen an undemocratic domestic strategy of keeping the Indian public in the dark by not formally providing any authentic information about the ground situation along the border. The Indian leadership's desire to claim a domestic propaganda victory is at the cost of a real victory—a weakness Beijing has exploited fully.



34



CRIME

### 34 Main Yashwant Shinde Bol Raha Hoon

An RSS worker trained in firearms and bomb-making reveals the Sangh's extremist underbelly

SAGAR



50

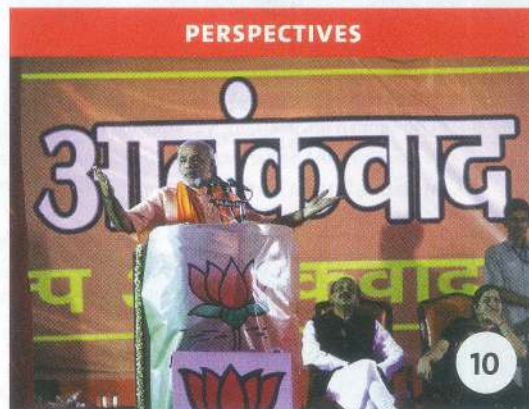


GOVERNMENT

### 50 The Blueprint

Modi's Sabarmati Ashram project is another Central Vista in the making

PARNI RAY



10

PERSPECTIVES



POLITICS

### 10 Two Faces of Terror

Yashwant Shinde's affidavit further proves the BJP's hypocrisy on terrorism

BHARAT BHUSHAN



GENDER

### 14 Birth Right

A landmark judgment finally acknowledges abortion is about women's autonomy

PUJA SEN





8



COMMUNITIES

**8 Unwelcome Letters**

The Danish government's efforts to revoke protections for Syrian refugees

MARÍA ELORZA SARALEGUI



64



PHOTO ESSAY / COMMUNITIES

**64 Finding Faith**

The lives and rituals of the Lost Tribe Jews in Mizoram

DANIEL TEPPER



98

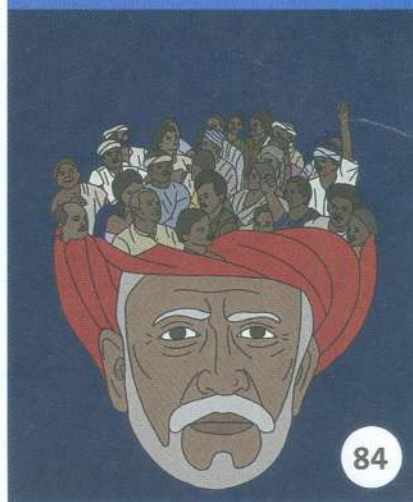
THE BOOKSHELF

EDITOR'S PICK

96

98

BOOKS



84



LITERATURE

**84 To the Presses**

Jotirao Phule and the history of Marathi print culture

KARTHIK MALLI





VOLUME 71 | NO. 4 | PAGES -116 | OCTOBER 2022 | ₹100

# THE CHARTERED ACCOUNTANT

JOURNAL OF THE INSTITUTE OF CHARTERED ACCOUNTANTS OF INDIA



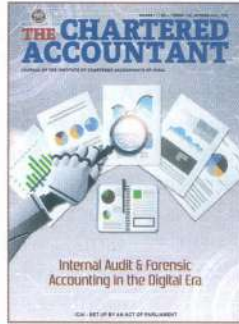
## Internal Audit & Forensic Accounting in the Digital Era

ICAI - SET UP BY AN ACT OF PARLIAMENT



# Contents

**OCTOBER 2022**  
**IN THIS ISSUE...**



**75**  
**Azadi Ka**  
**Amrit Mahotsav**

## INTERNAL AUDIT

- 374** Synopsis of the Standards on Internal Audit  
- *Internal Audit Standards Board of the ICAI*
- 377** Role of internal auditor in fraud detection & mitigation  
- *CA. Prashant Daftary*

## FORENSIC ACCOUNTING

- 382** Understanding the Forensic Mandate  
- *CA. Harish Dua*
- 386** Defensive Solutions against Cyber Threats in Indian Banking Ecosystem  
- *Ankur Khairwal and Dr. Haresh Barot*



## AUDIT

- 395** Evaluation of audit quality maturity of firms using AQMM Rev v1.0  
- *Centre for Audit Quality of the ICAI*



## TECHNOLOGY

- 397** Potential Risk and Challenges on Implementation of Blockchain Technology in Accounting  
- *Dr. Shilpa Vardia and Dr. Shurveer Singh Bhanawat*



## CSR

- 408** CSR and COVID-19: Changing Regulatory Landscape, Insights, and Implications  
- *Dr. Ramroop K. Sharma*



## INTERNATIONAL TAXATION

- 415** Fiscally Transparent Entities - Tax Treaty Benefits  
- *CA. Nidhi Jain*



## VOICE

- 351** Editorial  
- *Internal Audit and Forensic Accounting in the Digital Era*

- 354** From the President

## MEMBERS

- 357** Photographs
- 361** Know Your Ethics
- 365** Opinion - Applicability of Ind AS 108, 'Operating Segments' on section 25 company of the Companies Act, 1956 (now, section 8 of the Companies Act, 2013)
- 462** Classifieds

## UPDATES

- 444** Accountant's Browser
- 445** Legal Update  
- *Legal Decisions*  
- *Circulars and Notifications*



## INTERNAL AUDIT

- 370** Looking at Risk Management in the context of Internal Audit  
- *CA. Nikhil Kenjale*



## SUSTAINABILITY

- 421 Green Bonds: A Step towards Sustainable Future

- *Karishma Jain and Prof. P. S. Tripathi*



## FINANCIAL REPORTING

- 427 Non-compliances observed in the Ind AS Financial Statements pertaining to Statement of Cash Flows

- *Financial Reporting Review Board of the ICAI*



## TECHNOLOGY

- 432 How the Metaverse will impact the world of finance

- *CA. Manoj Kalra*



## IMPACT INVESTING

- 438 Impact Investing in India: An Environmental Analysis

- *Kajal Tolani and Prof. H.P Mathur*



## ICAI NEWS

- 381 Virtual Certificate Course on Concurrent Audit of Banks
- 414 ICAI Sustainability Reporting Awards 2021-22
- 453 Applicable date of certain deferred provisions of Volume-I of Code of Ethics, 2019
- 454 Announcement - Chartered Accountants Foundation Examination
- 457 Invitation for empanelment as Examiners for Chartered Accountants Examinations
- 458 ICAI Awards for Excellence in Financial Reporting 2021-22
- 459 Placement Programme for Women Chartered Accountants
- 460 Startup Summit

## ICAI IN MEDIA

- 461 Glimpses of Press Clippings published in August - September 2022

- *Public Relations Committee of ICAI*



# The Indian BANKER

THE MONTHLY JOURNAL PUBLISHED BY THE INDIAN BANKS' ASSOCIATION

English & Hindi Monthly

October 2022

Volume X Issue 3

Pages: 68

Mumbai

Price: ₹ 60

## दि इंडियन बैंकर

Acc-no. 505741

## FM Addresses IBA AGM





## COVER STORY

# FM Addresses IBA AGM 12

## ARTICLE Strategising Talent Management amidst the 'Great Resignation' 20

- Arif Khan



# Contents



NEWSROOM	8
ARTICLE	
Funds Transfer Pricing: Road to Achieve Profitability	28
- <i>Sutapa Sinha</i>	
ARTICLE	
PM - KUSUM Scheme	33
- <i>M K Srivastava</i>	
ARTICLE	
Privatisation of PSBs in India	40
Challenges and Opportunities	
- <i>Dr Narinder Kumar Bhasin</i>	
- <i>Bhagat Singh Bisht</i>	
ARTICLE	
Alternate Finances	48
Competition for the Banking Sector	
- <i>Sangeeta Saha</i>	
LEGAL	
Industrial Disputes Act 1947	54
Reference of Disputes to Labour Courts	
- <i>Anil Kumar Bansal</i>	
EVENT ROUNDUP	59
लेख	
आत्मनिर्भर भारत	60
एम.एस.एम.ई. क्षेत्र की उपयोगिता	
- संजय कुमार	
लेख	
वित्तीय समावेशन	64
प्रधान मंत्री जन धन योजना की भूमिका	
- नीलम उपाध्याय	



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

₹ 85/-



# THE INSURANCE TIMES

VOL. XXXXII - NO. 10 - October 2022 - ISSN-0971-4480

## In this issue

- Ensuing need for Electric Vehicles & Facets of their Insurance Modalities
- It's Tontine Time Again!
- Importance of Life Insurance
- Regulator faces the heat as insurance frauds escalates



Acc. No. 5756

### Join RMAI Online

Certificate Course on Risk Management

Visit [www.smartonlinecourse.co.in](http://www.smartonlinecourse.co.in)



"Launch of a product will not be a key differentiator here. What you require is technology that supplements these and the infrastructure to implement these on the ground."

**Sanjeev Mantri**  
Executive Director  
ICICI Lombard General Ins.



"'ABHA' is the first step towards creating digital health records, and is presently optional."

**Shanai Ghosh**  
Executive Director and  
Chief Executive  
Edelweiss General Ins.



"The Indian insurance industry grew at a CAGR of 17% over the last two decades and is expected to continue its commendable growth trajectory in the future years."

**Deepak Chaudhary**  
Founder & MD  
Shrigodainsurance4life



# Contents

## News

General Insurance News .....	05
IRDAI News .....	09
LIC News .....	12
Health Insurance News .....	13
Private Life Insurance News .....	15
International News .....	17



## Articles

Ensuing need for Electric Vehicles & Facets of their Insurance Modalities <i>Anabil Bhattacharya</i> .....	19
It's Tontine Time Again! <i>Dr. K. Raja Gopal Reddy</i> .....	28
Importance of Life Insurance <i>Deepak Chaudhary</i> .....	33
Regulator faces the heat as insurance frauds escalates <i>Jagendra Kumar</i> .....	35



## Features

How Embedded Insurance Is Changing India's Insurtech Landscape .....	44
Report on National Seminar .....	46
Legal .....	49
IRDAI Circular .....	51
Gross Direct Premium Income Underwritten by Non-life Insurers within India (Segment wise) : For the period upto August 2022 .....	53
Statistics - Life Insurance .....	54
Glossary / Poll .....	56



# THE MANAGEMENT ACCOUNTANT

ISSN 0972-3528

September 2022 | VOL 57 | NO. 09 | Pages - 124 | ₹ 100



## DIGITAL AGILITY AND RESILIENCE through ENTERPRISE INTELLIGENCE

*Journal of*

**THE INSTITUTE OF COST ACCOUNTANTS OF INDIA**  
(Statutory Body under an Act of Parliament)

[www.icmai.in](http://www.icmai.in)

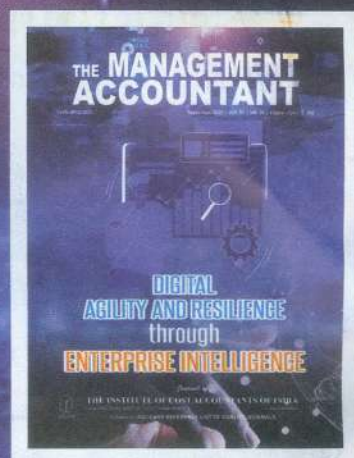
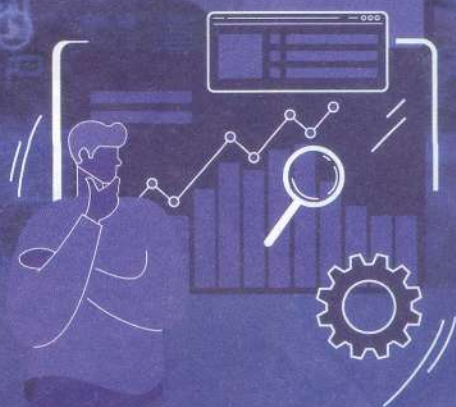
1

Enlisted in UGC-CARE REFERENCE LIST OF QUALITY JOURNALS





## INSIDE COVER STORY SEPTEMBER 2022



SEPTEMBER VOL 57 NO.09 ₹100

**DIGITAL TRANSFORMATION IN AUDIT FUNCTION --- 26**

**BUSINESS INTELLIGENCE FOR MSMEs:  
ROLE OF MANAGEMENT ACCOUNTANTS --- 30**

**FROM PUSH TO PULL - DIGITAL TRANSFORMATION GLOBALLY DURING  
AND AFTER COVID 19: AN EMPIRICAL ANALYSIS --- 34**

**DIGITAL DIVIDE FOR AN INCLUSIVE DIGITAL ECONOMY --- 38**

**DIGITAL INCLUSION FOR FINANCIAL INCLUSION -  
A STUDY WITH SPECIAL REFERENCE TO THE ROLE OF DIGITALISATION  
IN FINANCIAL INCLUSION THROUGH MICRO FINANCE --- 41**

**A TREND ANALYSIS OF THE IMPACT OF DIGITAL PAYMENTS IN FOSTERING  
E-COMMERCE: AN EMPIRICAL STUDY BASED IN INDIA --- 44**

**UNIFIED PAYMENT INTERFACE:  
LIVING ON THE EDGE OF DIGITAL ECOSYSTEM --- 50**

**MUDDLING THROUGH DIGITAL PAYMENT INTERFACES:  
THE CASE OF VISUALLY IMPAIRED AND ELDERLY POPULATION --- 53**

**COVID-19 AND  
DIGITAL TRANSFORMATION OF EDUCATION IN INDIA --- 57**

**ROLE OF ICT DIFFUSION IN  
BRIDGING THE DIGITAL DIVIDE IN INDIA --- 60**

## **DIGITAL TRANSFORMATION**

**DIGITAL TRANSFORMATION AND SOLUTION  
DESIGNING WITH  
QUADRENNIUM OF THINKING**

**6 9**

## **DESIGN THINKING**

**MANAGING MANUFACTURING INNOVATION  
STRATEGICALLY THROUGH  
DESIGN THINKING**

**7 5**

## **MARKETING**

**CUSTOMER SATISFACTION IN ONLINE  
SHOPPING DURING THE COVID-19  
PANDEMIC: AN EMPIRICAL STUDY  
ON COLLEGE-GOING STUDENTS**

**8 2**

## **CORPORATE REPORTING**

**WHISTLE BLOWER REPORTING PRACTICES:  
AN INTENSIVE ANALYSIS OF SELECT  
INDIAN IT SECTOR COMPANIES**

**8 6**

## **EVIDENCE BASED MANAGEMENT**

**IMPLEMENTING SERVITISATION -  
AN EVIDENCE BASED APPROACH**

**9 0**

## **VALUATION CORNER**

**9 6**





**Small Value Payments in Offline Mode: Scope and Future**

*Kamal Singh*

**Sustainable Business Models for Financial Inclusion:**

**New Paradigms**

*Karuna Yarasi*

**Lending by Banks to NBFCs for On-lending to Priority Sectors:**

**Recent RBI Guidelines and Way Forward**

*M Manickaraj & Elizabeth James*

**Impact of Recent MPC Announcements on**

**Equity and Forex Markets**

*Smita Roy Trivedi*

**Rural Cooperatives in India and Covid 19 – An Impact Study**

*V S Kaveri*

**Prudential Norms on Capital Adequacy –  
Primary (Urban) Cooperative Banks (UCBs)**

*Arindam Bandyopadhyay*

**Basel III Capital Regulation – A Brief Discussion**

*Sanjay Basu*



**National Institute of Bank Management**

Volume 26, Issue 3  
September 2022

# VISION

Acc No. J05780

## The Journal of Business Perspective

### PERSPECTIVE

The Role of Social Relationships in Learning from Job Rotations

*Victor Boyl, Sheldon Carvalho, Fallan Kirby Carvalho and Charles Carvalho*

### REVIEW ARTICLE

Financial Inclusion of Women and Gender Gap in Access to Finance: A Systematic Literature Review

*Priyanka Roy and Binoti Patra*

### RESEARCH ARTICLES

Factors Influencing Price Perception for Fashion: Study of Millennials in India

*Nitin S. Wani*

Ranking the Determinants for International Education Destination Decision of Indian Students:

Application of Fuzzy Analytical Hierarchical Process

*Sunita Guru, Nityesh Bhatt and Nishant Agrawal*

Evidence on the Non-linear Effect of Large Ownership on the Enterprise Value of Indian

Manufacturing Firms

*Krishna Dayal Pandey, Tarak Nath Sahu and Apu Manna*

An Evaluation of the Tracking Performance of Exchange Traded Funds (ETFs): The Case of

Indian Index ETFs

*Vanita Tripathi and Aakanksha Sethi*

The Impact of Leverages and Operating Efficiency on Market Value Added: Empirical Evidence from India

*Rahul Kumar, Prince Bhatia and Subir Chattopadhyay*

Modelling the Effectiveness of a Social Media-based Counseling Intervention on Interest, Entrepreneurial

Skills, and Behavioural Intention Towards Painting Among Youth Without Paid Jobs in Nigeria

*Chukwuemeka Vincent Okpara, U. Anibueze Anselm, Ugwu Alphonsus, Ugwuanyi John Chidi and*

*Verlunmun Celestine Gever*

Investigating the Mediating Relationship Between Sustainability Orientations and Sustainable

Performance in the SME Context of Tunisia

*Abdullah Abdulaziz-al-Humaidan, Noor-Hazlina Ahmad and Md Shamimul Islam*

The Analysis of Corporate Social Responsibility, Identification and Customer Orientation by Structural

Equation Modelling and Artificial Intelligence

*Seniz Ozhan, Erkan Ozhan and Gamze Yakar Pritchard*

### MANAGEMENT CASE

IndiaFirst Life Insurance: Planning Next-Level Growth by Corporate Entrepreneurship

*Amarpreet Singh Ghura and Abhishek*

### CASE ANALYSES

### BOOK REVIEW

find this journal online  
at <http://journals.sagepub.com/home/vls>  
ISSN 0972-2629







# YOJANA

OCTOBER 2022

A DEVELOPMENT MONTHLY

₹ 22

## OUR ECOSYSTEM

### Zoological Diversity

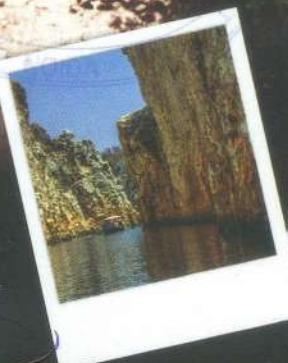
Dr Dhriti Banerjee, Dr C Raghunathan

### Geoscientific Explorations

Dr S Raju

### Safeguarding Oceans

Dr Manish Mohan Gore



Acc-No 705752





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

## IN THIS ISSUE

### ZOOLOGICAL DIVERSITY

Dr Dhriti Banerjee  
Dr C Raghunathan ..... 7



### GEOSCIENTIFIC EXPLORATIONS

Dr S Raju ..... 11



### SAFEGUARDING OCEANS

Dr Manish Mohan Gore ..... 15

### A&N: A BIOLOGICAL PARADISE

C Sivaperuman ..... 19

### WONDER IN THE WEST

R K Sugoor ..... 25

### WATER GOVERNANCE

Bharat Lal ..... 29

### INDIGENOUS BIORESOURCES OF NER

Rajendra Adak  
Krishna Kant Pachauri  
Dr Rakhi Chaturvedi ..... 33

### GREEN TELECOM

Sanjeev Banzal ..... 37

### OUR WATER HEROES

Dr V C Goyal, Dr Archana Sarkar,  
Varun Goyal ..... 42



### AKAM: BHAKTI & NATIONALIST MOVEMENT

Dr Moloy Rakshit ..... 45

JOURNEY OF YOJANA LOGO ..... 50

### INTRODUCING THE

NEW LOGO OF YOJANA .... COVER-III

