





LRC TOC VOLUME UPDATE
September 2023 | Issue - 9

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

### CONTENT

Name of the Journal	Month & Year	Vol./ Issue	Page No.
3D IBA Journal of Management & Leadership	July – June 2023	16/1	8 – 9
3D IBA Journal of Management & Leadership	January – June 2023	15/ 2	10 – 11
AIMS International Journal of Management	May 2023	17/2	12
Anusandhan: NDIM's Journal of Business Management Research	August 2023	5/2	13
Asian Journal of Management Cases	September 2023	20/ 2	14 – 15
Banking Finance	August 2023	36/ 8	16 – 17
BIITM Business Review	July – December 2023	13/ 2	18
Business Today	18 Sep. – 01 Oct. 2023	32/ 20	19 – 21
Business Today	04 – 17 September 2023	32/ 19	22 – 24
BW Business World	23 September 2023	42/ 24	25 – 27
BW Business World	09 September 2023	42/ 23	28 – 30
BW Business World	26 August 2023	42/ 22	31 – 33
Calcutta Statistical Association Bulletin	May 2023	75/ 1	34
Competition Success Review	October 2023	66/ 4	35 – 36
Corporate Professional Today	23 – 29 September 2023	58/ 4	37

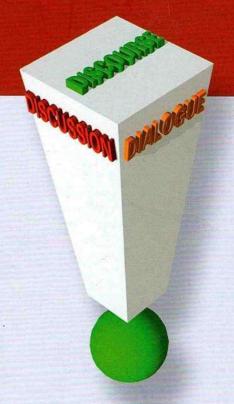
Corporate Professionals Today	16 – 22 September 2023	58/3	38
Corporate Professionals Today	09 – 15 September 2023	58/ 2	39
Corporate Professionals Today	02 – 08 September 2023	58/ 1	40
Dalal Street Investment Journal	25 Sep. – 01 Oct. 2023	38/ 22	41 – 42
Dalal Street Investment Journal	11 – 24 September 2023	38/ 21	43 – 44
Dataquest	September 2023	40/ 9	45 – 47
Digit	September 2023	23/9	48 – 51
Down To Earth	16 – 30 September 2023	32/9	52 – 54
Down to Earth	01 – 15 September 2023	32/8	55 – 57
Economic & Political Weekly	16 September 2023	58/ 37	58
Economic & Political Weekly	09 September 2023	58/ 36	59
Economic & Political Weekly	02 September 2023	LVIII/ 35	60
Economic & Political Weekly	26 August 2023	LVIII/ 34	61
Economic & Political Weekly	19 August 2023	LVIII/ 33	62
Economic Affairs	June 2023	68/ 2	63 – 68
Economic Affairs	March 2023	68/ 1	69 – 73
Entrepreneur	September 2023	12/8	74 – 76
FIIB Business Review	September 2023	12/3	77 - 78

August 2023	19/5	79 – 81
22 September 2023	15/ 19	82 – 84
08 September 2023	15/ 18	85 – 87
August 2023	58/3	88
September 2023	13/ 11	89 – 90
26 Aug. – 08 Sep. 2023	40/ 17	91 – 92
August 2023	24/ 4	93 – 94
Sep. – Oct. 2023	101/5	95 – 98
July 2023	10/ 2	99 – 100
September 2023	22/8	101 – 103
September 2023	8/3	104 – 105
June 2023	16/1	106 – 107
August 2023	53/8	108
August 2023	19/ 2	109 – 110
July 2023	18/ 2	111 – 113
September 2023	22/3	114
July 2023	9/ 2	115 – 117
September 2023	29/3	118 – 120
	2 September 2023 8 September 2023	2 September 2023 15/ 19 8 September 2023 15/ 18 8 September 2023 58/ 3 eptember 2023 13/ 11 6 Aug. – 08 Sep. 2023 40/ 17 8 sugust 2023 24/ 4 8 ep. – Oct. 2023 101/ 5 8 suly 2023 22/ 8 8 eptember 2023 8/ 3 8 sune 2023 16/ 1 8 sugust 2023 16/ 1 8 sugust 2023 19/ 2 8 sugust 2023 19/ 2 8 sugust 2023 22/ 3

Journal of Information and Knowledge	June 2023	60/3	121
Journal of Management Research	January – June 2023	23/1	122
Journal of Marketing	September 2023	87/5	123
Journal of Marketing	July 2023	87/4	124
Journal of Services Research	Oct. 2022 – Mar. 2023	22/ 2	125
Journal of South Asian Development	August 2023	18/ 2	126 – 128
Management and Labour Studies: A Quarterly Journal of Responsible Management	August 2023	48/3	129
Mutual Fund Insight	October 2023	21/1	130 – 132
NHRD Network Journal: An Academic Journal for HR Practitioners	July 2023	16/3	133 – 135
Nikkei Asia	25 Sep. – 01 Oct. 2023	0/ 496	136 – 138
Nikkei Asia	18 – 24 September 2023	0/ 495	139 – 141
Nikkei Asia	11 – 17 September 2023	0/ 494	142 – 144
Nikkei Asia	04 – 10 September 2023	0/ 493	145 – 147
Open Source for You	September 2023	11/ 11	148 – 150
OPSEARCH: Journal of the Operational Research Society of India	April – June 2023	60/ 2	151 – 153
Outlook Business	September 2023	18/9	154 – 156
Outlook Money	September 2023	22/9	157 – 158
PARADIGM: A Management Research Journal	June 2023	27/ 1	159 – 161

PC Quest	September 2023	36/9	162 – 164
Prabandhan: Indian Journal of Management	August 2023	16/8	165
Pratiyogita Darpan (English)	October 2023	18/ 205	166
Reserve Bank of India Bulletin	August 2023	77/8	167 – 168
Science, Technology and Society: An International Journal	September 2023	28/3	169 – 171
SCMS Journal of Indian Management	April – June 2023	20/ 2	172
SEBI and Corporate Laws – An Insolvency & Company Laws Fortnightly	16 – 30 September 2023	179/ 2	173 – 174
SEBI and Corporate Laws – An Insolvency & Company Laws Fortnightly	1 – 15 September 2023	179/1	175 – 176
SFIMAR Research Review	June 2021	16/1	177
SIDDHANT: A Journal of Decision Making	Oct. – Dec. 2022	22/4	178
South Asian Journal of Business and Management Cases	August 2023	12/2	179 – 181
The Caravan	September 2023	15/9	182 – 184
The Economist	23 – 29 September 2023	448/ 9364	185 – 187
The Economist	16 – 22 September 2023	448/ 9363	188 – 190
The Economist	09 – 15 September 2023	448/ 9362	191 – 193
The Economist	02 – 08 September 2023	448/ 9361	194 – 196
The Economist	26 Aug. – 01 Sep. 2023	448/ 9360	197 – 199
The Indian Banker	September 2023	XI/ 2	202 – 202

The Insurance Times	August 2023	43/8	203 – 204
The IUP Journal of Applied Finance	July 2023	29/3	205
The IUP Journal of Business Strategy	June 2023	20/ 2	206
The IUP Journal of Financial Risk Management	March 2023	20/1	207
The Journal of Entrepreneurship	July 2023	32/2	208 – 209
The Week	25 Sep. – 01 Oct. 2023	41/40	210 – 212
The Week	18 – 24 September 2023	41/ 39	213 - 215
The Week	10 – 17 September 2023	41/ 38	216 – 2017
The Week	04 – 10 September 2023	41/37	218 – 219
University News: A Weekly Journal of Higher Education	28 Aug. – 03 Sep. 2023	61/ 35	220
University News: A Weekly Journal of Higher Education	21 – 27 August 2023	61/ 34	221
University News: A Weekly Journal of Higher Education	14 – 20 August 2023	61/ 33	222
University News: A Weekly Journal of Higher Education	07 – 13 August 2023	61/ 32	223
VISION: The Journal of Business Perspective	August 2023	27/4	224
Yojana (English)	September 2023	67/9	225 – 226



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

E= Acc.No. J06853

Theme:
AI and Management Science

Guest Editor

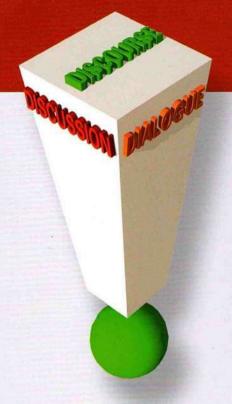
Dr. B.K. Bhattacharya

Associate Professor Indus Business Academy, Bangalore

#### **Contents**

#### Articles

. Contribution of Artificial Intelligence in Research Activities of Management Science: A Aritical Analysis	
Dr. Samir Ghosh	07
2. AI and Internal Management of Educational Institutions A Post-Pandemic Perspective	S:
Dr. Sreeparna Chowdhury	12
3. The Scope of Roboethics in Business Ethics	
Mr. Ramanendu Chatterjee	20
4. Return on Equity or Wealth Maximization of Enterprise Which is Preferable to Shareholders?	-
Prof. Lakshmi Kanta Sinha Ray, Mr. Mridul Kumar Ghosh	28
<ol><li>Application of Artificial Intelligence in the Management Field</li></ol>	
Mr. Debasish Basu	34
<ol> <li>Digitalization in Healthcare - A Road Map of AI, ML for Enabling Innovative Healthcare Services</li> </ol>	
Dr. Gouranga Patra	43
7. Impact of Artificial Intelligence in Domestic & Professional Life	
Dr. Soumitra Lahiri	55
8. Workplace Spirituality & Emotional Intelligence – A New Paradigm	
Prof. Anitha Sharon, J. Prof. Reeves Wesley, Dr. Malay Bhattacharjee	(0
Dr. wining bruttuction fee	60



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

Acc. No. To 6852

0 8 SEP 21/3

#### Theme:

Balancing Life, Nature & Businesses in 21st Century -Evolving Resilient Strategies for Survival

Guest Editor

A.V. Ramana Acharyulu

Professor

Indus Business Academy, Bangalore

#### Contents

#### Articles

1.	Balancing Life, Nature & Businesses in 21st Century: Salience to Resilience – Pursuits of a Spiritual Organisation A. Suresh & A.V. Ramana Acharyulu		09
2.	A Tryst with Myself Sanjay Panigrahi		16
3.	New Perspectives in Strategic Management – "From Gana-Tantra to Gun-Tantra Prashant Sharma		20
4.	Pandemic Crises of Covid-19 vs. 2008 Economic Crises Puja Banerji, Tulasi Krishna Donthireddy, Srinivasa Reddy Emani, Rishikesh Sharma, Sunny Song		30
5.	Dosa of Success - An exploration of modern-day values Tejinder Singh Bhogal		51
6.	OLabs – a technological innovation addressing challenges of education during the Covid-19 Pandemic A.V. Ramana Acharyulu, Vaishali Agarwal, Sachin Pavitran	f 	58
7.	Leadership & Management Style for 2023 Subroto Roy		64
8.	Evolving Resilient Strategies for Survival & Sustenance <i>Mathew Cherian</i>		71
9.	Broad Basing Process for Socio-Economic Transformation Subhash Sharma		76

### AIMS International Journal of Management

#### Zaidi

Self-Identity and Social Media: Analytical Study of Content and its Influence on Ideal and Imperative Self Development

#### Joonas, Mahfouz, Hayes

Strategy for Growth and Market Leadership: The Netflix Case

#### Shah, Vasavada, Sharma

Effectiveness of Hyper Localized Data Driven
Advertisements in India

#### Rajeshwari

Process Improvement Through Value Stream Mapping:
A Case Study at Vaspal, Mysore

Acc No. J06871

Volume 17 Number 2 May 2023

#### **Editors**

Omprakash K. Gupta Shivprakash Agrawal

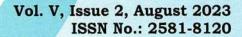




# Anusandhan

E- ACCNO. JOG 884

প্রত্যুহাতি NDIM's Journal of Business and Management Research



The Role of Multimedia
Teaching - Learning
Strategies in the
Development of
Competencies of Primary
School Pupils
Ms. Henrietta TORKOS

Uncovering Sysematic Risk in Crypto currency Markets: An Empirical Investigation Using DCC-GARCH Model

Dr. Lotica Surana

Digital Payment Trends, Isuues and Opportunities in India

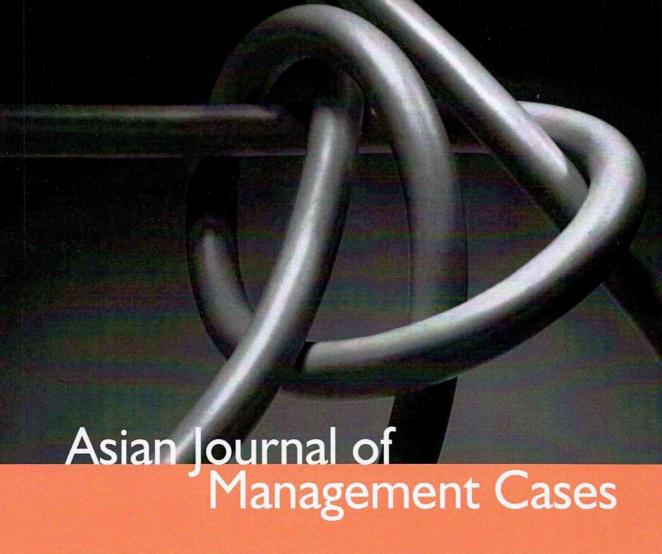
Dr. Ajay Dutta

Impat of E-Banking SQ on CS: A PLS-SEM Approach Dr. Neha Rani, Dr. Seema

Bibliometric Analysis on Influence of Behaviour Biases and Investment Decision Making Ms. Abha Gupta, Dr. Leena Singh

Progress and Challenges in Digitalisation of Finacial nclusion: The Indian Decision Making Dr. Shalini Devi

Book Review: The Present: The Secret to Enjoying Your Work And Life, Now! Dr. Pooja Gupta



Acc. NO. JO6916

VOLUME 20 NUMBER 2 SEPTEMBER 2023



#### **Contents**

Editorial Acc. No. Jo 6916	91
Cases	
UrbanClap: India's Largest Home Service Provider Nancy Jyani and Harbhajan Bansal  2 8 SEP 2 K 3	94
A Case Study of National Power Limited Abhijit Majumder, Piyali Ghosh and Ankita Bhongade	106
Redesigning the Performance Appraisal System at Mobilink (A & B) Ramsha Naeem and Ghufran Ahmad	112
No Virus on Me: The Indian Ways of Managing the COVID-19 Pandemic: Marine to Mountain Jishnu Bhattacharyya, Manoj Kumar Dash, Soumyadeep Kundu, Shivam Sakshi, Kamalika Bhattacharyya and Karina Bhatia Kakkar	128
Sustainable Social Enterprise Built by Empowering Women Artisans: A Case of Gramshree, India Sonal Purohit and Seema Gupta	157
Revitalizing the Retail: A Case of the Coca-Cola Company Tauseef Iqbal Khan and Syed Ali Raza	174
SMV School: A Relook at Recruitment and Retention Strategies Samudra Sen and Pinal P. Mehta	183

A leading monthly journal on Banking & Finance

# Banking Finance



VOL. XXXVI - NO. 08 - August 2023 - ISSN-0917-4498

In this issue

**Impact Analysis of United States Fiscal Deficit** 

Government's Debt Shopping: need of time

Compelling need of the hour: **Digital Banks** 

5 Key Customer Experience Challenges that NBFCs Need to Solve





#### Join RMAI Online

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



"Concerted efforts are needed to sensitize farmers to shift towards more remunerative but less waterguzzling crops, especially millets, pulses and oilseeds."

#### Nirmala Sitharaman

Finance Minister Govt. of India



"Banks should strengthen governance standards and pay special attention to compliance, risk management and audit functions. They should also adhere to the central bank's guidelines on linking retail loans to an external benchmark."

#### Shaktikanta Das

Governor Reserve Bank of India

### Contents

### News

- 05 Banking
- 09 RBI
- 11 Industry
- 15 Mutual Fund
- 17 Co-Operative Bank
- 18 Legal
- 20 Press Release

#### Features

03 Editorial

- 39 Bank branches are irreplaceable
- 41 Uniform Civil Code and Hindu Undivided Family: Why it must preserve tax benefits
- 43 Hasten Deposit Insurance Reforms
- 45 GST deserves due credit
- 46 Generation AI: It is India's time to play chief disruptor
- 48 From inclusive banking to inclusive insurance
- 50 CAG focuses on AI to uncover fake claims, conduct performance audits
- 52 88% of MSMEs credit GST for reduction in costs: Deloitte
- 53 RBI Circular
- 55 Statistics

## Articles

- 22 Impact Analysis of United States Fiscal Deficit Dr. Deepak Kumar
- 27 Government's Debt Shopping: need of time Dr Divya Kumar Agrawal
- Compelling need of the hour: Digital Banks
  Ajay Panday
- 5 Key Customer Experience Challenges that NBFCs Need to Solve Chaitanya Chokkareddy

# BUSINESS REVIEW



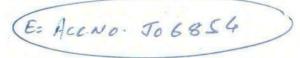
PEER REVIEWED BI-ANNUAL OPEN ACCESS JOURNAL

ISSN - 2250 - 1533

VOLUME: 13

NO. : 2

JULY - DECEMBER 2022



#### RESEARCH PAPERS



Implementing Circular Economy Principles in Hospital
Operations: A Case Study on Sustainable Waste Management
and Resource Recovery Strategies

Prof. (Dr.) Manoranjan Dash | Dr. Preeti Y Shadangi

Bancassurance: A Successful Approach for Banks, Insurance Firms, and Customers in an Evolving Indian Banking Environment Dr. Abhijit Mohanty

Impact of Emotional Intelligence on Job Satisfaction
Mrs. Angurbala Mishra | Mr. Somadatta Das

Comparative Analysis of Financial Health of SBI and HDFC
Bank in India
Ms. Sagarika Mohanty

Financial Inclusion for Economic Growth of India: An Analysis
Dr. Biswa Ranjan Mohanty | Dr. Gobinda Chandra Panda |
Mr. Prasant Kumar Rout

Dr. Sasmita Mohapatra | Dr. A.K. Behera | Mr. Amiya Ranjan Das

#### A Bi-Annual Journal of

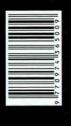
Biju Patnaik Institute of Information Technology & Management Studies, Bhubaneswar Approved by AICTE, Govt. of India | Affiliated to BPUT, Odisha | NAAC Accredited | ISO 9001 : 2015

### **INTERVIEW WITH WORLD BANK CHIEF AJAY BANGA**

# Businesstoday.in Businesstoday.in Control busi

October 1, 2023 ₹200

On Stands | Online | On Air



Acc No. Job 896

GROWTH
PAINS FOR
INDIA'S
ECONOMY

PG. 48

MUKESH AMBANI CHAIRMAN & MD, RELIANCE INDUSTRIES

K.V. KAMATH CHAIRMAN, JIO FINANCIAL SERVICES

CAN JIO DISRUPT FINANCIAL SERVICES?

MUKESH AMBANI-LED RELIANCE INDUSTRIES HAS BIG PLANS FOR ITS NEW OFFSPRING JIO FINANCIAL SERVICES.
BUT IT WON'T BE A CAKEWALK IN THE HIGHLY COMPETITIVE AND CROWDED FINANCIAL SERVICES SPACE

## CONTENTS

October1, 2023 | Volume 32 | Number 20

10 PHOTOGRAPHIK

#### **Picture Perfect**

The festive season has come early for the film industry with huge gross box-office collections since August

12 POINT

#### The Mighty Middle

The Indian middle class is growing rapidly; it will make up over 60 per cent of the population by FY47

14 THE BUZZ

#### **Back in Vogue**

With several AMCs launching technology-focussed funds, the IT sector seems to have regained its allure

20 THE BUZZ

#### Heirs Now Apparent

With Mukesh Ambani appointing his children to RIL's board, the conglomerate's longawaited succession plan appears underway



42 THE BT INTERVIEW

#### "We want a poverty-free world on a liveable planet"

World Bank President Ajay Banga talks about the institution's new vision and mission, reforms, and India's G20 presidency



COVER: PHOTO MONTAGE BY BANDEEP SINGH;
MUKESH AMBANI PHOTO BY BANDEEP SINGH; K.V. KAMATH PHOTO BY HARDIK CHHABRA



ECONOMY 48

#### **Growing Pains**

After growing 7.8 per cent in Q1FY24, India's economic growth may slow despite a focus on capex

+ Q&A: CEA V. Anantha Nageswaran

CONSUMER GOODS 64

There seems to be little respite for

consumer goods makers as a fresh

inflation surge and uneven spread of

the monsoon could disrupt recovery

**Caution Ahead** 



DISINVESTMENT 58

#### In The Slow Lane

Despite efforts, the government's disinvestment agenda has had mixed success

+ Q&A: Dipam's Tuhin Kanta Pandey



94

THE GOOD LIFE: **TRENDS** 

#### **Pure Indulgence**

Indian craft chocolate makers are experimenting with odd ingredients to offer unique flavours



98

**TECH TODAY** 

#### A Peek Into the Future

The futuristic devices at IFA Berlin show what tech can achieve for us. We bring you our picks

100

**BEST ADVICE** 

#### "Don't shy away from challenges"

Mehul Pandya, MD and CEO of CareEdge, talks about his mantra for success



REGULATION 78

#### **Under the Finfluence**

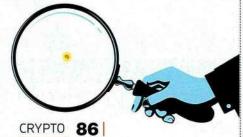
Sebi has made its intentions crystal clear by getting on the offensive in its fight against unregistered financial influencers or finfluencers. **But it must** tread a fine line



CORPORATE

#### **Thirsting For Dominance**

Bisleri has maintained its leadership in the bottled water business. It's now eyeing a meaningful share of the carbonated soft drinks markets



Where are the **Crypto Kings?** 

Crypto trading has slowed down drastically. Undeterred, crypto founders are now exploring new business opportunities



### INTERVIEW WITH AI GURU SOUMITRA DUTTA

businesstoday.in



On Stands | Online



ACC NO. 706885



BYJU RAVEENDRAN CEO, BYJU'S

# BEYOND THE BYJU'S FREE FALL MARKET MA

COMPANY, THE FIRM IS NOW BATTLING VALUATION MARKDOWNS, GOVERNANCE PROBLEMS AND **COURT BATTLES. CAN INDIA'S BIGGEST EDTECH** PLAYER SURVIVE THE FINANCIAL CRISIS?



## CONTENTS

September 17, 2023 | Volume 32 | Number 19

10 PHOTOGRAPHIK

#### **Credit Capers**

After increasing by ₹18.2 lakh crore to an all-time high in FY23, non-food credit continued to expand in Q1FY24

12 POINT

#### **India Bound**

As one of the fastestgrowing economies, India is attracting many global investors. As a result, FDI has doubled in the past decade

14 THE BUZZ

#### Making Up For Lost Time

Ravneet Kaur, the new CCI Chairperson, is swiftly getting the regulator into shape and working on setting up a digital markets unit



16 THE BUZZ

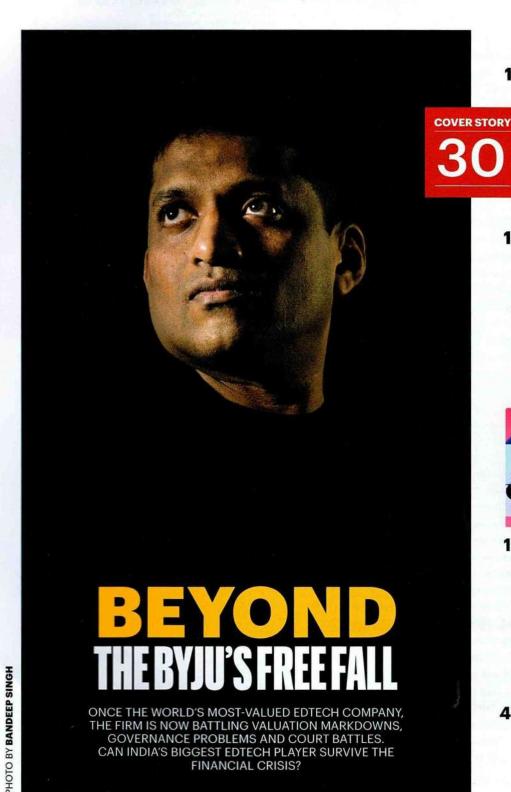
#### Refreshing Air India

Air India's ultimate success hinges on the implementation of its turnaround plan and the quality of services accruing from it

44 EDTECH

#### Winning Formula

Physics Wallah has managed to record profits even as many other major edtech players are struggling



**COVER BY NILANJAN DAS** 



BT INTERVIEW 48

JOBS 72

**Boom & Doom** 

Thanks to stagnant starting salaries,

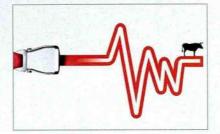
appealing jobs in other sectors and

losing their allure among students

onboarding delays, IT services firms risk

#### "Artificial intelligence will explode in 5-10 years"

Soumitra Dutta of Oxford University's Saïd Business School talks about Al's impact and what the future holds



MARKETS 56

#### **Fasten Your Seat Belts, Please**

Most market experts are now bullish on Indian equities, but caution never hurts. Take note of some of the headwinds that could make the ride bumpy for investors



84

THE GOOD LIFE: **TRENDS** 

#### **Time is Luxury**

Horology flourishes with unique offerings. Here are some notable watches



88

**TECH TODAY** 

#### **Digital Green**

Here are some hi-tech gardening tools you can pick up

90

REVIEW

#### **A Tristar Adventure**

The new Mercedes-Benz **GLC** combines legacy and innovation to send you on an exciting ride every time you get in





MONEY TODAY 78

#### **Not a Popular Scheme**

Private sector employees don't seem to be interested in the NPS thanks to the proliferation of other lucrative



retirement planning options

#### 92

**BT EVENT** 

#### Leading at 100

How can India capitalise on the influence it has wielded with its G20 leadership? A day of conversations and debates offers multiple interpretations





# CONTENTS

VOLUME 42, ISSUE 2423 SEPTEMBER 2023

#### 14 Jottings

Road to prosperity; One Earth One Family One Future; Al power play; Hot chase for Cipla, and more

#### 16 Columns

Minhaz Merchant (p. 16); Vikas Singh (p. 18); Srinath Sridharan (p. 20); Krishan Kalra (p. 22); Amit Tiwari (p. 24); Srinath Sridharan & Steve Correa (p. 26); Amit Kapoor, Shivani Kowadkar & Vanshica Kant (p. 28); Kiran Karnik (p. 30); Srinath Sridharan (p. 68)

#### 32 Purple Patch

The Indian paint industry is projected to reach Rs 1 lakh crore in value over the next 4-5 years. What is driving this growth?

#### 38 Chinese Chequers

An analysis of how Gautam Adani's growing muscle to finance and execute critical infrastructure projects such as ports and airports hurts China's interest

#### **42** The Great Consensus

How the success of the G20 summit in New Delhi has raised India's profile among the comity of nations and added sheen to PM Modi's leadership

#### **44** Wealth Creation Mantra

The link between entrepreneurship and wealth creation in India, and how the success stories of India's entrepreneurs is becoming a wellspring of inspiration for aspiring innovators and business leaders

#### **52** Glorious Exit

The story of CaratLane founder Mithun Sacheti and how he recently sold his remaining stake to Titan for a whopping Rs 4.621 crore

#### **66** Lessons in Investing

An advisory for investors who are looking to invest in stocks of IT majors impressed by the ----billion-dollar deals that they have struck in recent months



#### **Generating Wealth**

A look at the phenomenon of private wealth creation in India and how it is being fuelled by astounding entrepreneurship, unparalleled business acumen and overall economic expansion

Cover design by SHIV KUMAR

#### 74 India's Top Marketers

How India's top 100 marketers list is made of 25 per cent women and includes leaders who have contributed to and continue to shape the marketing Ebusiness landscape as well as younger leaders who are building future-ready brands



#### 70 Marketing Reset

How a marketing reset is a foot reimagining the future of creativity, consumer experiences, the changing role of purpose and the reality of personalisation

#### MARKETER PROFILES

78 Hardeep Brar

79 Ranjivjit Singh

80 Virat Khullar

81 Shashank Srivastava

82 Shubhranshu Singh

83 Abbey Thomas

84 Ipshita Chowdhury

84 Anuja Mishra

85 Sumit Mathur

86 Sai Narayan

88 Rahul Talwar

89 Ashish Mishra

89 Puneeth Bekal

90 Akash Deep Batra

90 Aparna Bhawal

91 Aman Gupta

92 Damyant Singh Khanoria

93 Sunil Narula

93 Aditya Babbar

94 Pooja Baid

94 Prashant Jain

96 Ajay Dang

97 Atit Mehta

97 Jyoti Kumar Bansal

98 Chandan Mukherji

99 Nitin Saini

100 Saakshi Verma Menon

101 Gunjit Jain

102 Saurabh Jain

104 Varun Kandhari

105 S. Prasanna Rai

106 Ankit Desai

106 Zoher Kapuswala

107 Amedeo Aragona

107 Gunjan Khetan

108 Vineeth Viswambharan

108 Tushar Malhotra

110 Raj Rishi Singh

111 Himanshu Khanna

112 Amit Tiwari

113 Amrita Thapar

113 Arvind Saxena

114 Roshni Das

115 Aparna Giridhar

115 Karthi Marshan

116 Deepali Naair

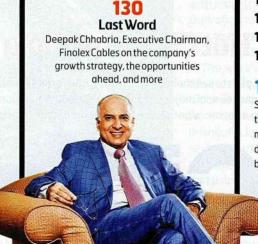
117 Sunita Bangard

118 Ajay Kakar

119 Debabrata Mukherjee

#### 120 Festival of Marketing

Snapshots from the BW Festival of Marketing that saw industry leaders reflect on how marketing is playing a pivotal role in creating differentiation and future readiness for brands and businesses



TOTALNO. OF PAGES INCLUDING COVER 134

The pages in BW Businessworld that are labelled BWi or Promotions contain sponsored content. They are entirely generated by an advertiser or the marketing department of BW Businessworld. Also, the inserts being distributed along with some copies of the magazine are advertorials /advertisements. These pages should not be confused with BW Businessworld's editorial content.





ZEPTO JOINS INDIA'S UNICORN CLUB

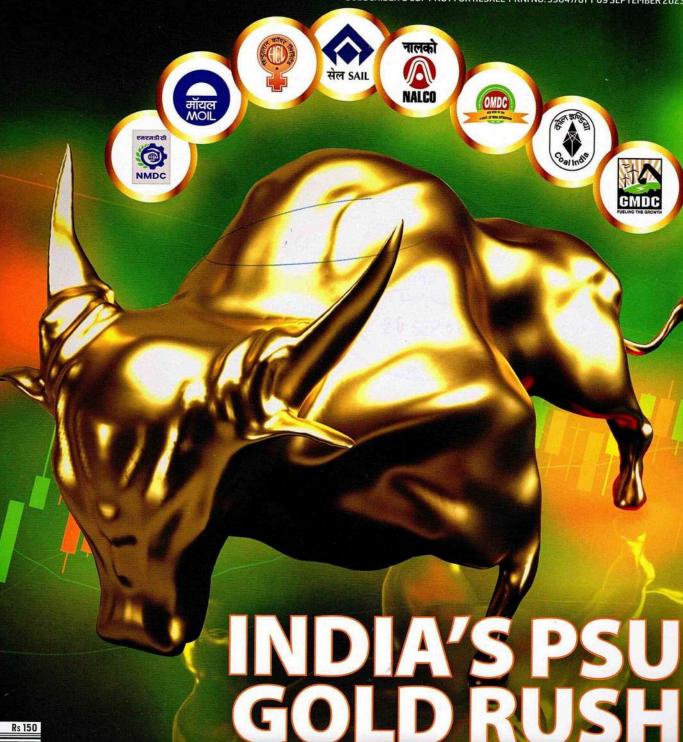


INDIA'S TOP EMERGING BUSINESSES

# BUSINES

www.businessworld.in

SUBSCRIBER'S COPY NOT FOR RESALE | RNI NO. 39847/81 | 09 SEPTEMBER 2023



Rs 150

The story behind PM Modi's cryptic clue to invest in PSU stocks and how India's lithium discovery presents the next multi-bagger opportunity

# CONTENTS

VOLUME 42, ISSUE 23O9 SEPTEMBER 2023

#### 12 Jottings

The monsoons and those rural consumers; Apple's fall spectacle; The future of mobility; Progress & pollution, and much more

#### 14 Columns

Minhaz Merchant (p. 14); Vikas Singh (p. 16); Srinath Sridharan (p. 18); Amit Tiwari (p. 20); Krishan Kalra (p. 22); Kiran Karnik (p. 24); Amit Kapoor, Vanschica Kant & Meenakshi Ajith (p. 26); Devendra Chawla (p.28)

#### 30 Housing Solutions

A deep-dive into what the state governments, local authorities and financial institutions can and should do to give the middle-class their dream homes and the confidence to invest in future projects

#### 34 In Conversation

Rajan N. Bandelkar, President, NAREDCO and Founder & MD, Raunak Group on the positive changes in the real estate landscape, the increasing investment opportunity and much more

#### 36 Always Grocery-first

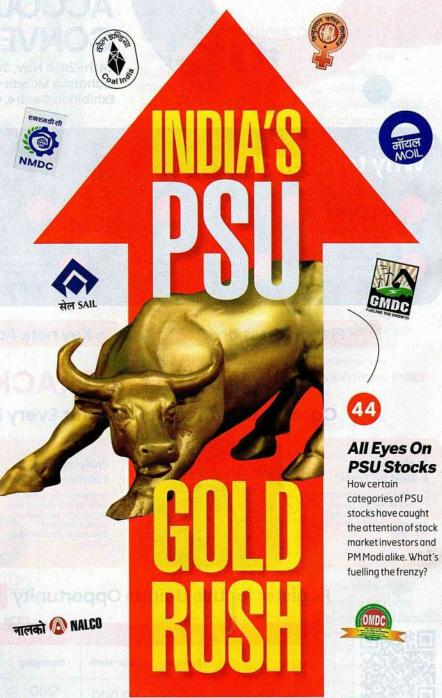
Zepto founders on how they have successfully cracked the delivery of groceries, fresh produce and other everyday essentials in the on-demand commerce space and how they will always stick with it

#### 38 In Conversation

Kaspersky Founder and CEO Eugene Kaspersky on the company's changing business strategies, his views on the Indian market compared to China and the US, and more

#### **40** Targetting Adani

How the Adani Group led by Gautam Adani appears to have become a soft target for Modibaiters, with investigators warning of another Hindenburg-like attack on the group by an entity linked to notorious short-seller George Soros



Cover design by SHIV KUMAR

Abraham \$ Thakore

#### 98 Generative AI & Fashion

Generative Al is making inroads into practically anything everything. Leading fashion designers debate its pros and cons for their industry



Prashanth Kaddi

#### EBA WINNERS: COMPANIES

- 58 Aye Finance
- 59 Imperative Business Ventures
- 60 Search Ends
- 61 Jeena Criticare Logistics
- **62**CSMTechnologies
- 64 Multi Décor India
- 65 New Street Tech
- 66 Elanpro
- 67 Chandra Fabrics
- 68 Ostrich Mobility Instruments
- 69 Sakhi Utpadan Samiti
- 70 Quiklyz
- 72 Prismatic Softwares

#### **INDIVIDUALS**

- 73 Aakanksha Bhargava, CEO, PM Relocations
- **74** Divij Bajaj, Founder & CEO, Power Gummies
- **75** Shubhika Jain, CEO & Founder, RAS Luxury Skincare

- **76** Mayurakshi Das, Founder & CEO, Elixir AI
- 77 Anita Tejwani, CEO, They Sway
- 78 Kishore Indukuri, Managing Director, Sid's Farm
- **79** Imbesat Ahmed, CEO & Co-founder,
- **80** Sudhanshu Agarwal, Director & Promoter, Citykart group
- 81 Taniya Biswas & Sujata Biswas, Co-founders, Suta

#### 82 Barriers Galore

Women enterprisers have taken giant strides, yet they lead only 20 per cent of the MSMEs in India. A look at the hurdles that still hold back women in business

#### 84 EBA 2023 in Photos

Snapshots from the 5th edition of BW Businessworld's Emerging Businesses Summit & Awards that brought together industry experts, entrepreneurs, investors, and emerging firms to discuss and accelerate the growth of Indian MSMEs

#### 92 BW Event

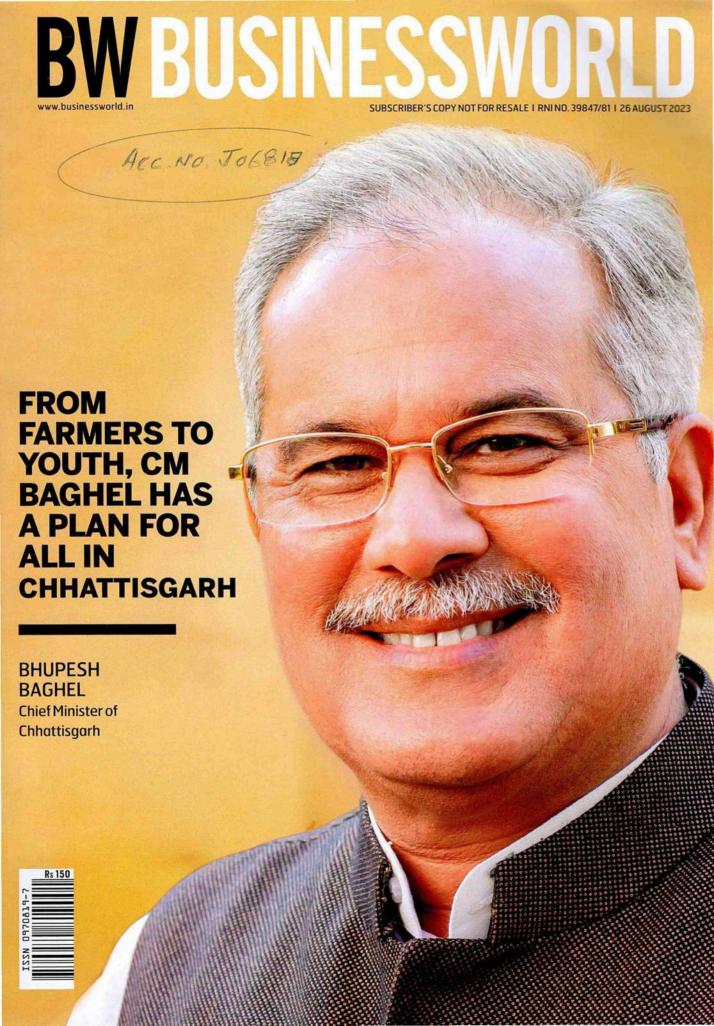
A photo perspective on the inaugural edition of the BW Flex Spaces Conclave and Awards, which provides a platform for industry professionals, thought leaders, and experts to convene and delve into the realm of third party operated spaces



TOTAL NO. OF PAGES 104

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

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



# CONTENTS

VOLUME 42, ISSUE 22 26 AUGUST 2023

#### **20** Jottings

Where is that domestic demand?; A blot on Ayushman Bharat; Press freedom under pressure? Save the Asian elephant, and more

#### 22 Columns

Minhaz Merchant (p. 22); Vikas Singh (p. 24); Srinath Sridharan (p. 26); Kiran Karnik (p. 28); Krishan Kalra (p. 30); Raghav Chandra (p. 32); Amit Tiwari (p. 36); Amit Kapoor & Mukul Anand (p. 38); Nupur Garg (p. 80); Ritu Verma (p. 82); Ankita Vashisht (p. 84); Seema Chaturvedi (p. 86); Arvind Kumar (p. 88)

#### 40 Long Arm of GST

A look at what it means for the small and very small businesses that have been brought within the ambit of mandatory e-invoicing for GST payments

#### 42 Marching On

A look at the impressive performance by India Inc. across key sectors such as banking, FMCG, automotive, and paints during Q1 marks and how it marks a Goldilocks moment for the Indian economy

#### 46 In Conversation

Atlassian's Co-founder & Co-CEO Scott Farquhar on the company's pioneering 'Team Anywhere' policy, how it defies conventional workplace norms in 2023 as well as embraces the power of remote work, Atlassian's commitment to global talent, its remarkable success in India, and more

### WOMEN ENTREPRENEURS

Photograph by Movinglines Studio

#### **48** Steely Future

A look at how stainless steel is evolving as the metal of the future by becoming the preferred alternative in infrastructure building and a host of industries, prompting producers to gird up for a spurt in demand

#### 50 Interview

Abhyuday Jindal, CEO and MD, Jindal Stainless, on the need for a policy focus, the spectre of Chinese imports and other pressing issues before the industry 54

#### Making A Mark For Themselves

Celebrating exceptional women entrepreneurs who braved the odds to achieve significant business success, inspiring other women along the way

Cover design by DINESH'S. BANDUNI

# Ashortlist of the most promising and innovative entrepreneurs who are using state-of-the-art technology

to drive business growth and

change



#### **WESA WINNERS**

- 56 Aakriti Rawal, House of Chikankari
- 57 Anshu Parmar, Erisha E Mobility
- 8 Anubha Dixit, Tongadive
- 59 Anupama Katkar, Quick Heal
- 60 Gunjan Taneja, UClean
- 51 Hinshara Habeeb, Manetain Store
- **52** Lalitha Palle, ForMen & MyPuraVida
- 63 Nikita Prasad, GIVA
- 64 Pallavi Utagi, SuperBottoms
- 65 Priya Prakash, EcoPallet
- **66** Priyanka Rathore, Strata Property
- 67 Priyanka Slot, The Sleep Company
- 68 Radha Basu, iMerit
- **69** Rithika Agnishwar, Garuda Aerospace,
- 70 Santoshi Sushma Buddhiraja, Autocracy Machinery
- 71 Shivani Malik, Mother's Kitchen
- **72** Smita Roy, Peepal Tree Foundation

- 74 Smita Tiwari, Articlad
- **75** Smiti Bhatt Deorah, Advantage Club
- 76Tanisha Fagwani, Stonks Studios
- 77 Vani Talwar Khosla, TidyUp

#### THE TECHTORS

- **94** Anirvan Chatterjee, Haystack-Analytics
- 95 Ajay Lakhotia, StockGro
- 96 Gaurav Jalan, mPokket

119
Last Word
Sandip Patel,
Managing
Director, IBM
India, on the
changing
paradigm of
data and how it
is shaping the
future of hybrid
cloud, Al and
cybersecurity

- 97 Ish Babbar, Insurance Dekho
- 98 Kalyan Sivasailam, 5C Network
- 99 Raja Debnath, Veefin
- 100 Rashi Gupta, Rezo.ai
- 101 Rohit Arora, Biz2Credit
- 102 Satya Prabhakar, Sulekha
- **104** Shub Bhowmick, Tredence Analytics Solutions
- 106 Vikas Jain, Acviss

#### 108 BW Event

Snapshots of the fifth edition of the Women Entrepreneurship Summit and Awards 2023 that acknowledged and recognised emerging women entrepreneurs

#### 116 Gadgets

The Nothing Phone 2 ticks all the boxes in terms of build quality, vivid display and overall premium feel, but there is nothing special about it

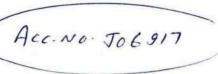
TOTAL NO. OF PAGES INCLUDING COVER 122

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

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

## Calcutta Statistical Association Bulletin

#### **Contents**



#### Original Articles in Statistics and Probability

Preface Partha Lahiri	7
An Empirical Likelihood Approach to Reduce Selection Bias in Voluntary Samples Jae Kwang Kim and Kosuke Morikawa	8
Discussion J. N. K. Rao  2 8 SEP 2 K 3	28
Discussion Marissa C. Ashner and F. Jay Breidt	33
Discussion Changbao Wu	36
Discussion Takumi Saegusa	38
Rejoinder Jae Kwang Kim and Kosuke Morikawa	43
Stratified Sampling: Some Associated Problems S. P. Mukherjee	48
Validity Index for Clustered Data in Non-negative Space Soumita Modak	60
On Certain Classes of Rectangular Designs Mithilesh Kumar Singh and Shyam Saurabh	72

Super Bumper October 2023 Issue

# etition

CESS review



Latest **Mock Tests** From India's Top Institutes

**Reforms in the Criminal** Justice System



IAS Topper 2022-23 Smriti

### ADITYA LI DO

**India Eyes The Sun** 

**Leaders of Leading** Institutes of India









## Chandrayaan-3 India On The Moon



Is Bigger BRICS Better Too?

Transforming Criminal Justice System

**One Nation, One Election** 



MISS DIVA 2023

India-made Astra Missile Tested From Tejas

President Droupadi Murmu Launches INS Vindhyagiri

**India And Greece Expand Overall Cooperation** 

GST Revenues Grow 10.76% Year-on-year In August 2023

GROUP DISCUSSION

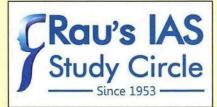
**Facing The** Interview Board OCTOBER 2023 competition Success review

# SPECIAL SUPPLEMENT DO

LATEST MOCK TESTS FROM INDIA'S TOP INSTITUTES
Indispensable Material For IAS Aspirants

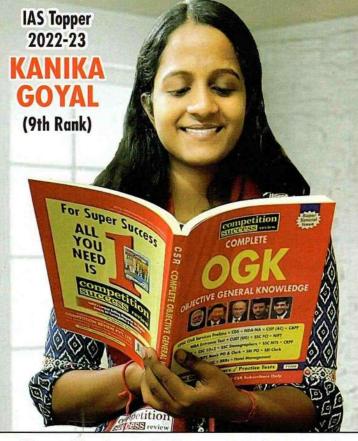
### **MOCK TESTS**

Civil Services
Prelims Exam
Paper - I:
General Studies









"Competition Success Review covers major aspects & is holistic in its coverage of the examination-related content.

Committed association with this magazine of comprehensive coverage has stood apart whenever I required it."

# CORPORATE PROFESSIONALS TODAY

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

ISSN 0975-9948



G20 New Delhi Declaration: Announcements on Crypto & Foreign Assets Holdings

Supreme Court sets the controversy at rest surrounding the phrase "Mutuality"

Acc NO: To 6909

#### Also Incorporating

- Complexity Over Clarity: 'Electronic Credit Reversal and Re-claimed Statement'
- Driving Synergy:
   Leveraging GST to
   achieve the objectives of
   National Logistics Policy
- Place of Supply' provision for B2C supplies brought by IGST Amendment Act, 2023
- ► Case Study: ROC penalizes co. & directors for failure to mention designation & address of the Authorized Signatory
- CSR spending in the Indian sports sector

# CORPORATE PROFESSIONALS TODAY

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

ISSN 0975-9948



UPI transactions are now accessible via pre-sanctioned credit lines

Apex Court explains meaning of "valuable article" under Section 69A of IT Act Acc No. 706883

#### **Also Incorporating**

- SEBI Issues a New Format for Abridged Prospectus
- ► Is 15% disallowed portion of Intercharity donations taxable? Analysis of FA 2023 amendment
- ► ISD v. Cross Charge The Saga Continues
- Corporate guarantee and GST: Unravelling the Enigma
- Poisclosure
  Requirements under
  Section 184(2) of
  Companies Act 2013
  and Private
  Companies

TAXMANN®'S

### CORPORATE **PROFESSIONALS** TODAY

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

ISSN 0975-9948

94 FAQs on Tax Audit under (AccNo. JO6877 Section 44AB for AY 2023-24



Instances of non-compliance with reporting requirements observed in tax audit report



# CORPORATE PROFESSIONALS TODAY

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

ISSN 0975-9948



#### LIFE INSURANCE



Taxation of
Life Insurance
Policies from
01-04-2023

Analysis of Accommodation Valuation Rules

#### **Also Incorporating**

- Decoding RBI's New Rules: Know how your EMIs and loan eligibilities would be impacted?
- Game of Skill v. Game of Chance – GST Implications on Online Gaming
- GST on Assignment of Leasehold Rights
- Computation of compensation cess for Non-MRP tobacco product
- Case Study: Company and WTD fined for omitting DIN in financials and risk management disclosure

NDIA'S NO.1 INVESTMENT MAGAZINE SINCE 1986

# DALAL STREET NVESTMENTJOURNAL

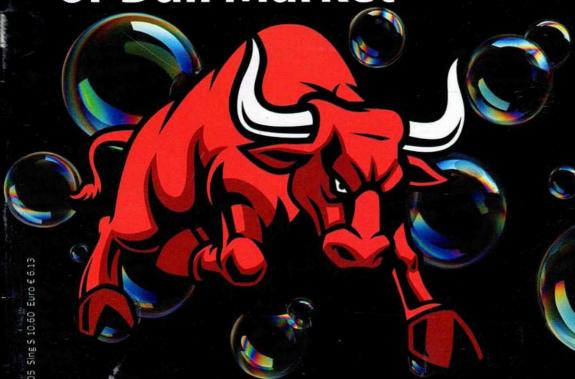
DEMOCRATIZING WEALTH CREATION

Sept 25 - Oct 08, 2023 ■ Pages 68 ■ www.DSIJ.in ₹150

**Cover Story** 

Analysis Raymond Ltd.

**Equity: Bubble or Bull Market** 



Special Feature Engineering Sector

Special Report
Retail Investors on The Rise



## **CONTENTS**

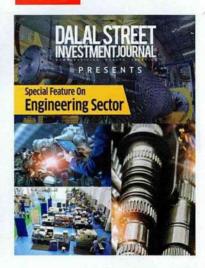


Vol. 38, No. 22 • SEPT 25 - OCT 08, 2023

DALAL STREET

**Equity: Bubble or Bull Market** 





Recommendations

**Choice Scrip** 

**Low Priced Scrip** 

**Hot Chips** 

15 Analysis

RAYMOND LTD

**Dressed In Its Best** 



Special Report

**Retail Investors** on The Rise



#### Regulars

- Editor's Keyboard
- 07 Company Index
- 08 Market Watch
- Technicals
- Tax Column 27
- 40 Trackpad
- 45 QueryBoard
- 48 Reviews
- 49 Kerbside

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

Communication Feature sections are advertorials provided by the company & carried on "as is" basis. INDIA'S NO.1 INVESTMENT MAGAZINE SINCE 1986

# DALAL STREET NVESTMENTJOURNAL

DEMOCRATIZING

VEALTH CREAT

Sept 11- 24, 2023 ■ Pages 76 ■ www.DSIJ.in ₹150

Analysis Bajaj Hindusthan Sugar Ltd.

**Cover Story** 

## The Allure of Mid-Caps



Special Report
Is Investing in SME
Stocks Worth The Risk?

Special Report
Is The Pharmaceutical Industry
Shaping Up To Be The New IT?



Vol. 38 No. 21

#### Scan to read on app

## **CONTENTS**



DALAL STREET
INVESTMENTJOURNAL
DEMOCRATIZING WEALTH CREATION

Vol. 38, No. 21 • SEPT 11 - 24, 2023

MID-CAPS 2023

Recommendations

10 Choice Scrip

12 Low Priced Scrip

14 Hot Chips

18 Analysis

Bajaj Hindusthan Sugar

**Both Sweet And Sour** 



46 Special Report

Is Investing in SME Stocks Worth The Risk?



54 Special Report

Is The Pharmaceutical Industry Shaping Up To Be The New IT?



#### Regulars

- 06 Editor's Keyboard
- 07 Company Index
- 08 Market Watch
- 16 Technicals
- 32 Financial Snapshot
- 43 Kerbside

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

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

HOW TO BE A **CRITICAL INFLUENCER** AND CHANGE CHAMPION p. 60



A DIGITAL



"ED" AS **WE CALLED** 

VOL XL No 09 | SEPTEMBER, 202

# DATAOUES

₹20

(W) CyberMedia

**DATAQUEST-CMR EMPLOYABILITY INDEX SURVEY 2023** 

# **SCHOOL**

# INTEGRATION OF TECH IN RADITON BUSINESSES

In the year 2022, the tech industry witnessed a remarkable surge in entrepreneurs dedicated to facilitating the integration of technology into traditional businesses. This integration spanned various aspects, encompassing communication, manufacturing, and distribution development. However, this promising avenue for tech CEOs and unicorn companies came hand in hand with the challenge of seamless execution.

CHECK OUT THE TOP 100 T-SCHOOLS COMPLETE LISTS INSIDE!

### ENTS CON

**08** COVER STORY

DATAQUEST DATAQUEST-CMR EMPLOYABILITY INDEX SURVEY 2023

SCHOOL

# INTEGRATION OF TECH INTO BUSINESSES

In the year 2022, the tech industry witnessed a remarkable surge in entrepreneurs dedicated to facilitating the integration of technology into traditional businesses. This integration spanned various aspects, encompassing communication, manufacturing, and distribution development. However, this promising avenue for tech CEOs and unicorn companies came hand in hand with the challenge of seamless execution.

CHECK OUT THE TOP 100 T-SCHOOLS

www.dqindia.com

#### **COVER STORY - INTERVIEW**



THE TRANSFORMATIVE POWER OF TECH-DRIVEN LEARNING AND UPSKILLING

Group CHRO, STL



LAYOFFS ARE AN **INEVITABLE REALITY** OF CONTEMPORARY WORK LIFE

**DHEERAJ SHARMA** Director, IIM Rohtak



TECH MAKING **EDUCATION** EFFECTIVE, FLEXIBLE AND ENGAGING

K SRIDHAR Chief Business Officer, TalentSprint



ONLINE LEARNING A GAME CHANGER IN BRIDGING SKILL GAP

**NIKHIL BARSHIKAR** Founder and CEO, Imarticus Learning

#### TALKING POINT



HOW TO BE A CRITICAL INFLUENCER AND CHANGE CHAMPION

AJAY VERNEKAR Chief Information Officer, SBI Life Insurance Co. Ltd.

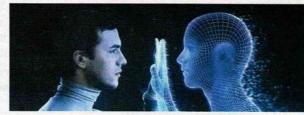


A CAR THAT DOMINIC **TORETTO WOULD** LOVE, BUT MAYBE WON'T NEED TO DRIVE

MANISH PATEL Senior Director, IT, MG Motor India

#### OPINION

72 Do you have a Digital Twin?



#### #DQ40YEARS

76 "ED" as we called him

#### CONFERENCE

80 Strategies for Building Sustainable Data-**Driven Outcomes** 



#### REGULAR

06 DQ Team

07 Edit



SKOAR INSIDE SKOAR

YOUR TECHNOLOGY NAVIGATOR | WWW.DIGIT.IN | VOL 23 ISSUE 09 | SEPTEMBER 2023

## Being Sustainable

MAKING THE RIGHT TECH CHOICES FOR OUR FUTURE



#### Experience

Moondrop CHU, Sony HT-S2000 Soundbar

#### Industry Connect

Intel's Sandra Rivera on future of Al

#### Tested

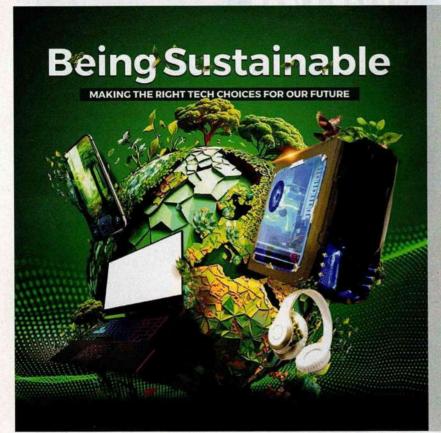
Samsung Galaxy Z Fold 5



Access eDVD at dgit.in/edvd

# GONITENITS

SEPTEMBER 2023 • VOLUME 23 • ISSUE 09



#### **COVER FEATURE**

In this month's cover story, we will be talking about tech sustainability and how technology is being modelled by brands to be made out of more sustainable materials and, when operational, leave behind a minimal carbon footprint.

#### **UPDATE**

#### 12 Hardware

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

#### 14 | Services

What are service providing companies up to?

#### TEST

#### 16 | Best Buys

We pick the three best products from categories that would interest you!

#### 18 | Experience

Our expert reviewers share their views on off-beat products!

#### 23 | Tested

The latest and greatest gadgets tested by our experts

#### 58 | Digit Diary

Shenanigans as they unfold at Digit offices in Mumbai and Noida.

#### 60 | Feature

A deep dive into the recent laptop import restrictions!

..and more

#### R&D

#### 72 Insight

Interview with Lenovo's Sumati Sahgal to help you get the latest information about their plans for the future! We also got some interesting insights about evolving consumer trends in the tablet space and tablets' relevance in the age of foldables

#### 74 Industry Connect

We spoke to experts from Tivoli Audio, Motorola, and Intel to know about their plans for the future and the products that they have in store!



#### 18

#### **Experience**

The Sony HT-S2000 soundbar makes for an interesting package for home use!

### **Industry Connect**

Shivam Ranjan on Motorola's innovation DNA





#### Pheachur

The SKOAR! Council decided to take the new ASUS ROG Ally for a spin!

#### **SKOAR!**

#### 82 What's New?

All the latest news and developments from the world of gaming

#### 86 Reevu

Defense Derby review by our very own w3bwri7er!

#### 88 Kuvah

Art Designers - We look into the career of game art designers, who are responsible for the design of the in-game art and aesthetics.

..and more



# digit FOR HANDY GUIDE TO EVERYDAY TECHNOLOGY

TO

UNREAL ENGINE

## UNREAL ENGINE 5

WHAT'S THE BIG DEAL?

**GETTING STARTED** 

LEVEL DESIGN

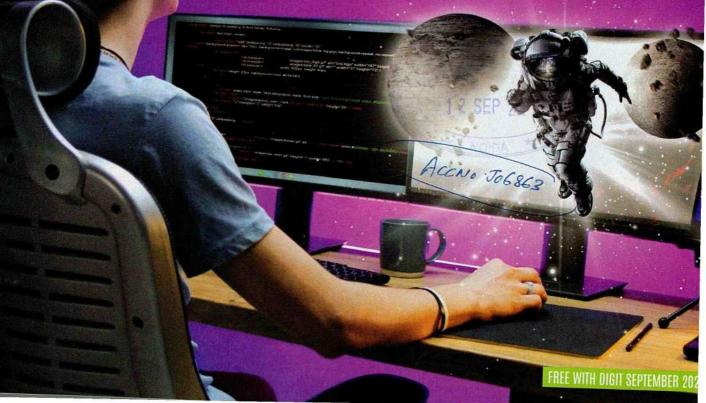
ASSET MANAGEMENT

AN ACTING CLASS

TESTING IT ALL

PACKAGING

WHAT'S MORE?



# 16-30 SEPTEMBER, 2023 ONE DAY SPECIAL PAY SPECIAL PAY

OZONE DAY SPEC

# MARK ON HISTORY

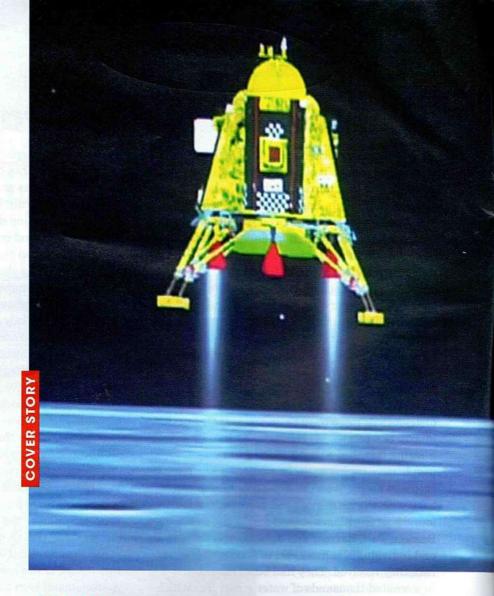
India's space ambitions take flight with Chandrayaan-3's moon landing

Acc No. Jo 6307

A picture of its tracks on the moon clicked by Pragyaan rover on August 27

BIODIVERSITY Alarming global rise in invasive alien species P16

AGRICULTURE Early drought warning will help India mitigate impacts



22

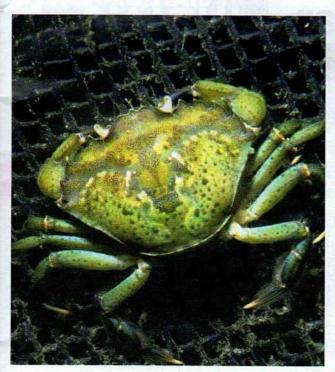
In a highly polarised world, India must tread carefully to advance its space ambitions

- 12 Digest Birds in India declining due to threats like forest degradation, climate change
- 44 Factsheet
  Since 2014, just 12% of Lok Sabha queries
  related to environment, allied issues
- 46 Patently Absurd
  US stands up to Big Pharma on pricing of life-saving drugs



- Appraisal
  Disparities in hunger severity
  across states, Union Territories
- 58 Civil Lines
  Long-term forecasts will help
  agriculture prepare for droughts

# Contents



16

Invasive alien species contribute to 60% of recorded global extinctions, says new IPBES assessment report



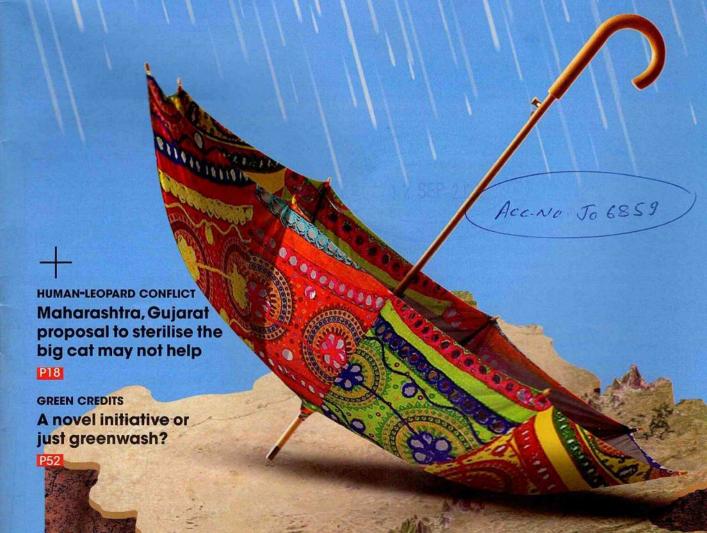


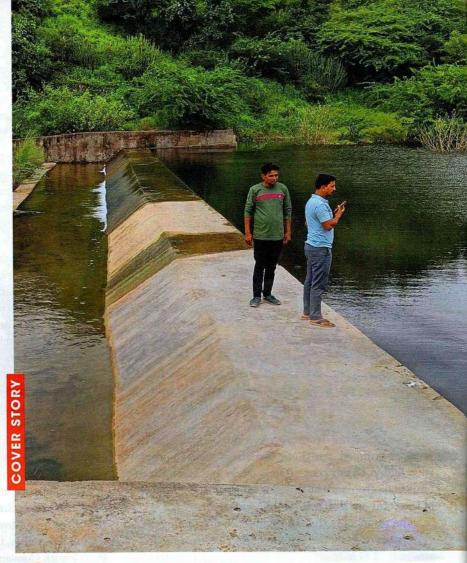
Marginlands
explores impacts
of excessive
development on
India's diverse
landscapes



## ALWAYS WATER-WISE

Perpetually ready to save every drop of water, Rajasthan was surprised by excess rain this year and has devised new ways to conserve the scarce resource





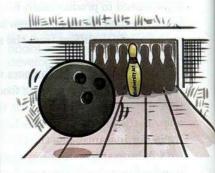
26

The arid west Rajasthan gets ready for a water-surplus future

- Digest

  Tamil Nadu cultivator decodes
  organic farming practices
- 12 Obituary
  Bindeshwar Pathak's focus on public sanitation remains unmatched
- PMJAY Comptroller and Auditor General flags gaps in implementation
- 22 Not so resilient
  Hybrid seeds lack the attributes
  needed to survive erratic weather
- 42 Appraisal

  How to make towns resilient amid
  floods in Hindu Kush Himalaya



- 44 Patently Absurd
  Amendments to biodiversity law
  give companies a free rein
- 52 Debate
  Will Green Credit Programme
  steer shift to sustainable living?
- 58 Civil Lines
  Food prices soar as extreme
  weather disrupts monsoon

# Contents

Maharashtra, Gujarat's proposed plans to sterilise leopards may not ensure a reduction in the animal's conflict with humans

8







50

Proposed Bill on climate migrants is necessary to facilitate holistic rehabilitation of people devastated by disasters, says Member of Parliament Pradyut Bordoloi 55 The Curs actin thrill clim

The Jengaburu Curseis a action-packed thriller that keeps climate crisis at the helm



**SEPTEMBER 16, 2023** 

### Economic&PoliticalweekLY

A SAMEEKSHA TRUST PUBLICATION

www.epw.in

Acc. NO. JO6927

28 SEP 211

#### **EDITORIALS**

- Cobbled Consensus and Emerging Challenges
- Indian Democracy and Simultaneous Elections

#### HT PAREKH FINANCE COLUMN

Swapping Debt for Nature: Does Ecuador Show the Way?

#### COMMENTARY

- Towards a Better Digital Market Governance: Devising the Indian Approach
- Characterising Economic Activity in Near Real-time Using High-frequency Indicators in Haryana
- Elusive Frontier: The Failure of a Rubber Plantation in Colonial Assam
- Challenges in the Return of Industrial Policy

#### **BOOK REVIEWS**

- Growth for Good: Reshaping Capitalism to Save Humanity from Climate Catastrophe
- The Odds Revisited: Political Economy of the Development of Bangladesh

#### PERSPECTIVES

Gram Sabha as a Body Corporate: The Emerging Reality

#### **SPECIAL ARTICLES**

- The Effect of Information Technology on Banking Efficiency
- Characteristics of the Multipronged Agrarian Crisis in Maharashtra
- Institutional Quality and Foreign Direct Investment in India: An Econometric Analysis

#### DISCUSSION

Good and Bad Statistics

#### **CURRENT STATISTICS**

#### **Agrarian Distress in Maharashtra**

The prominent reasons for distress are the nationally scanty irrigation cover, predatory capitalist use of public irrigation water for less than 5% of GCA, low crop yields, net negative returns from cultivation, and debt overdue. page 47

#### **Debt for Nature Swap in Ecuador**

Leveraging the contribution of the US government, private investors in blue bonds have got themselves a good deal, while the debt relief and conservation gains are limited, uncertain, and unverifiable. page 10

#### A Failed Colonial Plantation

The failure of the Charduar rubber plantation is rooted in a complex set of historically contingent factors—the absence of political authority in the hills, an unstable labour force, and the volatile agroecological environment. page 22

#### **Industrial Policy**

The return of industrial policy is also the return of classical approaches to understanding the role of institutions in facilitating economic growth and the importance of state discipline in the arena of economic activity. page 26

SEPTEMBER 9, 2023

### Economic&PoliticalWEEKLY

A SAMEEKSHA TRUST PUBLICATION

www.epw.in

ACC.NO. J06892



#### **EDITORIAL**

Biodiversity and Green Industry

#### COMMENT

Is This a Necessary Overhauling?

#### COMMENTARY

- The Sixteenth Finance Commission: Challenges and Possibilities
- From Formation to Transformation of FPOs: Drivers for Success
- Separating Personal Data Protection from Non-personal Data Governance
- The Russian Offensive, Unravelling of Ukraine, and Geopolitics

#### **BOOK REVIEWS**

- Terror Trials: Life and Law in Delhi's Courts
- Water in a Broken Pot: A Memoir

#### SPECIAL ARTICLES

- Role of Intensive and Extensive Margins in India's Agricultural Exports
- Moving from Food Insecurity to Food Security: Implementing NFSA in Bihar and Haryana
- Of Conflict and Collaboration: Mamata Banerjee and the Making of 'Franchisee Politics' in West Bengal

#### DISCUSSION

 Rising India—China Trade Deficit: Policy for Bridging the Gap

#### **CURRENT STATISTICS**

#### POSTSCRIPT

#### **Franchisee Politics in West Bengal**

Franchisee politics and its transactional mode as a progeny of party society nullify divisive politics as affiliation to a party generates a stronger sense of belonging than one's identification with any social or religious group. page 46

#### **India's Agricultural Exports**

Export diversification holds the key to further expansion of exports with a wide scope for expansion through the development of new product varieties and markets. page 31

#### India-China Trade Deficit

India's imports from China have shown an upward trend since 2020 in major sectors, except fertilisers, and China is gradually reducing its dependence on most of India's main exports, except cereals. page 56

#### Russia-Ukraine Conflict

All sides to the conflict see it as existential, and want a settlement on their terms, but sadly there is no talk of negotiated peace based on common or mutual security. page 24

#### Caste as Theft

Baburao Bagul's story shows how a Dalit is often compelled to hide—or steal—a vital component of their own identity away from others to avoid a burst of disrespect from caste-prejudiced minds. page 65

SEPTEMBER 2, 2023

### nomic&PoliticalweekLY

A SAMFEKSHA TRUST PUBLICATION

www.epw.in

Acc. No. Jo6870

## 15 SEP 213

#### **EDITORIALS**

- Consumer Prices
- Teachers Need an Education in Compassion

#### **ALTERNATIVE STANDPOINT**

Making Sense of the Property Tax Increase in Kerala

#### COMMENTARY

- Protecting Employees' Personal Data: The Legislation
- Exploring Alternative Stratification Variables for Sampling of Households in the PLFS
- Land Subsidence and the Sinking City Dynamics in Joshimath
- Marriage Equality in India
- Compensation to Victims of National Polio Eradication Programme

#### **BOOK REVIEWS**

- Hijras, Lovers, Brothers: Surviving Sex and Poverty in Rural India
- Syed Mahmood: Colonial India's Dissenting Judge
- History of Science, Technology, Environment, and Medicine in India

#### INSIGHT

 Role and Impact of Inflation Targeting Regime on Households' Inflation Expectation

#### SPECIAL ARTICLES

- How Effective Is e-NAM in Integrating Food Commodity Prices in India?
- Educational Deprivation of the Tribes Insights from the Block-level Study
- Foreign Direct Investment, Trade Openness, and Economic Growth

#### **CURRENT STATISTICS**

#### **Education in Tribal Blocks**

Against the backdrop of the ineffectiveness of uniform tribal development programmes, a more decentralised education system, sensitive to the diversity within the tribal societies, is necessary to cater to the block-, region- or tribe-specific needs. page 52

#### **Marriage Equality and Beyond**

While the extension of marriage rights to same-sex couples can make some of the vital legislative frameworks more LGBTIQ+ inclusive, as things stand, it may benefit only a privileged few among the vastly diverse LGBTIQ+ groups. page 23

#### e-NAM and Onion Markets

While multiple relations were found to be governing onion prices across states during 2010-16, the introduction of e-NAM in 2016 has improved market integration for onion prices in India. page 44

#### **Vulnerability of Joshimath**

The case of sinking and cracking of houses in Joshimath is testimony to unsustainable tourism affecting the social, environmental, and economic structures of the region. page 20

#### **Property Tax in Kerala**

The comprehensive property tax reform is imperative for sustaining both fiscal decentralisation and to empower the municipal governments. page 10

### Economic&PoliticalWEEKLY

A SAMEEKSHA TRUST PUBLICATION

www.epw.in

Acc.No. J06856

12 SEP 2163

#### **EDITORIAL**

On the Global Education Monitoring Report 2023

#### COMMENT

 ECI Appointments: Constitutional and Moral Imperatives

#### STRATEGIC AFFAIRS

 BRICS De-dollarisation: Essential for an Equitable World Economic Order

#### COMMENTARY

- The Need for Developing a New Taxonomy for MSME: The Case for Nano-enterprises
- Political Economy of (De)Carbonisation
- The Forest (Conservation) Amendment Act, 2023: A Death Knell
- In Defence of the Affiliated College System

#### **BOOK REVIEWS**

- The Emerging Face of Transformative Politics in India: Farmers' Movement
- Universities as Transformative Social Spaces: Mobilities and Mobilizations from South Asian Perspectives

#### **SPECIAL ARTICLES**

- Poly Crisis or Organic Crisis? The Crisis of the United States and the US-led World Order
- Do Policies Targeting Poor Districts Work?
   An Evaluation of Backward Regions Grant Fund Programme
- Skewed Food Policies, Distorted Inter-crop Parity, and Nutri-cereal Farmers: An Empirical Analysis

#### **CURRENT STATISTICS**

#### **Poly Crisis or Organic Crisis?**

Looking at three ways in which to think about the nature of the world crisis and the crisis of American power, an outline of key aspects of the crisis and change in the world and in the United States is provided. page 38

#### **Evaluating the BRGF Programme**

The analysis of the impact of the Backward Regions Grant Fund on change in access to amenities for more than 5,000 subdistricts reveals that the programme failed to improve public goods access in backward areas. page 46

#### Skewed Food Policies

By leveraging a large database spanning a 35-year period, farmer profitability, cost of food production, and associated issues facing nutri-cereal farming are analysed. page 54

### Forest (Conservation) Amendment Act, 2023

The FCAA is geared more towards meeting economic, defence, and infrastructural imperatives rather than the stated purpose of conservation and enrichment of forests. page 24

#### **Affiliated College System**

The impending dismantling of the ACS appears ill-conceived, for no comprehensive surveys were undertaken to assess its long-term impact. page 28

AUGUST 19, 2023

Vol LVIII No 33

### **Economic&PoliticalWEEKLY**

A SAMEEKSHA TRUST PUBLICATION

www.epw.in

Acc. No. Jo6806

0 1 SEP 2 1 1

#### **EDITORIALS**

- Embedding Climate Policies in Trade Regulations
- Protecting the Rights of the Dead and Their Kin

#### **LAW & SOCIETY**

Savarna Solidarities and Same-sex Marriage

#### COMMENTARY

- The NFHS Data on Women's Landownership: Pitfalls and Prospects
- Multidimensional Poverty as an Instrument of Programmatic Intervention
- Biometric Electronic Point of Sale Machines and Food Security
- Role of International Financial Institutions in Pandemic Treaty

#### **BOOK REVIEWS**

- Agolamooladhanavum Dakshinenthiyaile
   Thottamthozhilaalikalum (Global Capital and Peripheral Labour: The History and Political Economy of Plantation Workers in India)
- Food for All: International Organizations and the Transformation of Agriculture

#### SPECIAL ARTICLES

- Multidimensional Deprivation in Rural India
- Digital Readiness of States for Direct Benefit Transfer of Fertiliser Subsidy
- Non-beneficiary Tenant Farming under the Rythu Bandhu Scheme: The Case of Telangana

#### **CURRENT STATISTICS**

**POSTSCRIPT** 

#### **Women's Landownership Data**

Figures on women's landownership derived from the woman's questionnaire of the NFHS appear to be highly inaccurate, inconsistent, and vastly inflated, while the more consistent figures from the household questionnaire are absent from its reports and policy considerations. page 13

#### **Poverty Indices and Politics**

The selection of indicators, data sources, weightages, threshold limits, etc, for constructing multidimensional poverty indices should be kept above the short-term politics of the regime. page 18

#### **Technology for Food Security**

The use of electronic point of sale machines in the public distribution system helps improve the nutrition of children apart from reducing the leakages. page 21

#### **Multidimensional Deprivation Index**

The multidimensional deprivation index is strongly and positively correlated with the poverty ratio, and inversely with the per capita income indicating the need for targeted spatial interventions within social sector policies. page 37

#### **Digital Benefit Transfer**

Based on secondary institutional data, the digital readiness for direct cash transfer of fertiliser subsidy to the farmers in the north-eastern states is found to be the lowest. page 46

Vol. 68, No.2, June 2023

PRINT ISSN - 0424-2513 ONLINE ISSN - 0976-4666

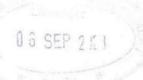
# Economic Affairs



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

Print ISSN: 0424-2513

Online ISSN: 0976-4666



#### Contents

Acc. NO. TO6851

Economic Affairs: Vol. 68, No. 02, June 2023

#### RESEARCH PAPERS Comparative Growth Performance of Okra in Punjab and Haryana 995 Parveen Kumar Nimbrayan, Vishal Johar, Sarthi, Sakshi and Shivam Factors Determining Labour Absorption in Agriculture in Different Agro-Climatic Regions of Rajasthan 1001 Arjun Singh Rajput, Latika Sharma, Vikash Pawariya, Nishu Kumari, Shikha Yadav, P. Mishra and Akanksha Choudhary Cost-Benefit Analysis of Kinnow and Major Traditional Crops (Wheat and Cotton) in Sirsa District of Haryana 1009 Sumista Rani, Choote Lal and Rohtas Determinants of Employee Fraud in Workplace: A Fraud Triangle Perspective 1015 Amirah Mohd Sham, Kamaruzzaman Muhammad, Erlane K Ghani and Citra Sukmadilaga Factors Influencing the Intention to Adopt Cloud Accounting Among Malaysian North Borneo SMEs: A TOE Model Approach 1027 Liyana Nadhirah Kamal, Nur Syuhada Jasni, Fazlida Mohd Razali and Shazerinna Zainal Osman Shah Green Intellectual Capital and Sustainable Performance of Hotels in Malaysia 1041 Rabiaal Adawiyah Shazali, Amrizah Kamaluddin, Shukriah Sa'ad and Muhammad Khalique Crop Insurance in Odisha - Progress, Deficit and Scope 1053 Saddam Hossen Majumder, Biswajit Mondal and Nivedita Deka

Growth and Decomposition Analysis: Major Cereal Crops in Uttar Pradesh	1063
Asawari Joshi, H.K. Balai and P.K. Malviya	
Socio-economic Impact on Livelihood of Black Rice Growers in Manipur: Heckman Selection Model Approach	1069
Manish Sharma, Ram Singh, N. Anandkumar Singh, L. Devarani and L. Hemochandra	
Profitability and Resource Use Efficiency of Cabbage Production in Temperate Zone (High- Hills) of Himachal Pradesh	1075
Parul Barwal, Subhash Sharma, Diksha Bali and Ekamdeep Kaur	
Growth of Foodgrain Production in India	1081
Mamta Rani and Rupinder Kaur	
Economic Analysis of Value Added Product Vacuum Fried Carrot Chips	1089
P. Babu, G.K. Rajesh, Jinukala Srinivas, S. Sai Mohan and Sudheer, K.P.	
A Descriptive Study on the Performance of <i>Beti Bachao Beti Padhao</i> (BBBP) and <i>Mahila Shakti Kendra</i> (MSK) Schemes in Nagaland	1095
Nchumbeni S Ovung and Debojit Konwar	
Economic Analysis of Shiitake Mushroom Cultivation as an Agribusiness Enterprise in India	1101
Shweta Bijla and V.P. Sharma	
Comparative Exploration of Traditional versus Improved Cultivation Practices vis-à-vis Return on Investment of Jute Production System in Lower Gangetic Plain of India	1107
Amrita Kumar Sarkar and Sudhanand Prasad Lal	
Deriving Willingness to Pay: A Framework for Environmental Protection	1113
Ujwal Prakash	
Composting of Natural Fibre Wastes for Preparation of Organic Manures and Bio-enhancers	1121
Nilimesh Mridha, Deb Prasad Ray, Atul Singha, Avijit Das, Manik Bhowmick, Rakesh Kumar Ghosh, Manjunatha, B.S., Biplab Saha, Alok Nath Roy, Laxmikanta Nayak and Amit Das	

Assessment of Cost of Cultivation, Resource Use Efficiency and Constraints in Cumin Production in Jodhpur District of Rajasthan	1129
Uttam Chand, M. Anoop and Avdhesh Sharma	
A Snapshot of Food Accessibility and Dietary Diversity of Households in A Marginal Farmer Dominant Economy: A Study in Birbhum, West Bengal	1135
Shibani Bagchi and Archita Ghosh	
The Role of Customs Control in Ensuring Economic Security in the Conditions of European Integration Trends in the Development of Public Administration Systems	1141
Roman Pasichnyi, Vita Harbarynina, Iryna Kveliashvili, Halyna Razumei, Dominika Rosłoń and Vasyl Mykhalchuk	
Economic Analysis of Litchi Production in Muzaffarpur District of Bihar	1153
Sandeep Kumar, Sargam Swami, Meera Kumari, Anita Kumari and C.K. Panda	
Dynamics of Maize Production in Changing Climatic Scenario of Bihar: A Stochastic Frontier Approach	1163
Vijay Kumar, Ashish Ranjan Sinha and S.M. Rahaman	
Role of Kitchen Gardening in Ensuring Food Security among Rural People of Jharkhand	1171
Shamsul Akhtar and Debashis Sarkar	
Digital Education: Its Uses and Perception among the Students of Raiganj University and Adjacent Institutions - The Social, Technological & Economical Context	1179
P.K. Paul	
REVIEW PAPERS	
SWOT Analysis of Indirect Tax System: From the Perspectives of the Lower	
Income Group in Malaysia	1193
Nur Erma Suryani Mohd Jamel, Nadiah Abd Hamid, Zarinah Abdul Rasit, Karsam and Saifulrizan Norizan	

Thematic Review Paper on Business Zakat from 2015 to 2020	1213
Nurul Fatma Aziz@Awang, Rosiati Ramli, Amizawati Mohd Amir, Hairunnizam Wahid, Siti Maziah Ab Rahman and Saliza Sulaiman	
Developing Pathway towards Fraud Prevention in an Organization: The Application of Levers of Control and Fraud Diamond Theory	1227
Noor Hasniza Haron, Norhayati Alias, Tuan Zainun Tuan Mat and Mazurina Mohd Ali	
Human Right and Stable Economic Growth: Implications for Corporate Social Responsibility	1235
Ahmad Aref Almazari, Oyewobi Ifeoluwapo Adebimpe and Mazurina Mohd Ali	
A Qualitative Investigation on Risk Management Implementation in the Malaysian Public Sector	1247
Azleen Ilias, Nasrudin Baidi, Erlane K Ghani and Akrom Omonov	
Public Management and Legal Support of Economic Modernization of Society  Peter Jakúbek, Viera Guzonova, Olha Rudenko, Mykola Latynin and Sergey Stepanenko	1263
A Company's Digital Goodwill: The Concept and Valuation Possibilities  Larysa Tiesheva and Ihor Smyrnov	1279
The Impact of Digital Technologies on the Companies' Strategic Management  Vasyl Goi, Iryna Ahieieva, Kostiantyn Mamonov, Svitlana Pavliuk and Andrii Dligach	1291
Sustainable Development Goals 2030 and Ways of Achieving Them in a Global Dimension	1301
Mykhailo Goncharenko, Viktoriia Myronchuk, Yuliia Lemko, Yaryna Zavada and Oksana Kruchinina	
Mechanisms of Post-War Economic Recovery in Ukraine: The Role of the International Community	1311
Mykhaylo Kocherov, Olha Dzhyhora, Mariia Dykha, Valentyna Lukianova and Valentyna Polozova	
Modernization of the Taxation System for Harmful Substances Emissions Caused by Vehicles	1323
Danylo Bevzo, Maksym Pavlovskyi, Danylo Vankovych, Vira Kmit and Roksolana Paslavska	

Preparation of Theoretical and Practical Recommendations for the Transformation of the Economic Security System of Enterprises during the Digitization Process Olena Khadzhynova	1329
Smart Cities and its Economic Aspects: An Indian Perspective	1337
Nilanjan Das, Ritam Chatterjee, Abhijit Bandyopadhyay and Mahabubul Hoque	
CASE STUDY	
Exploring Challenges in Managing Operational Risk Among Micro and Small Enterprises	1347
Rina Fadhilah Ismail, Nur Hayati Ab Samad and Agung Nur Probohudono	
Preserving Human Capital in Ukraine in times of War	1355
Olha Hapieieva, Volodymyr Sarychev, Adel Bykova, Dmytro Dziuba and Oleksandr Pohorilyi	

Vol. 68, No.1, March 2023

PRINT ISSN - 0424-2513 ONLINE ISSN - 0976-4666

# Economic Affairs



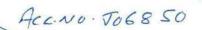


Agricultural Economics and Social Science Research Association - AESSRA (India)

Print ISSN: 0424-2513 Online ISSN: 0976-4666

0 6 SEP 2 E 1

#### **Contents**



Economic Affairs: Vol. 68, No. 01, March 2023

RESEARCH PAPERS	
Market Arrival and Price Behaviour of Potato in Tripura, India	371
Soma Deb and Debashis Sarkar	
Economic Analysis and Growth Pattern of Ajwain in Chittorgarh District of Rajasthan	379
Lal Chand Yadav, Hari Singh, G.L. Meena and Sarla Meena	
Future Outlook of Maize Sector in Pakistan: A 2030 Perspective	385
Nabeel Hussain, Chetna, Pradeep Mishra, Yashpal Singh Raghav, Rajani Gautam and Supriya	
Rabi Pulse Crops Cultivation in Madhya Pradesh (India): Growth and Decomposition Analysis	391
Shalini Mishra, H.K. Balai and P.K. Malviya	
Study on the Application of "RECSA" Model to Evaluate the Customer Satisfaction towards Call Taxi Services Offered	397
A. Kandeepan, S. Kavitha and N. Narmadha	
Arrival and Price of Potato in Assam: A Zonal Perspective	403
Sujata Baruah, Udeshna Talukdar, Sangita Borah and Nivedita Deka	
Decomposition Analysis of Dynamic Changes in Aggregate Crop Revenue in Kymore Plateau Agro-climatic Zone of Madhya Pradesh	409
Poonam Chaturvedi, Gourav Kumar Vani and Ankita Rainut	

Assessment of Efficiency of Marketing Channels and Constraints in Marketing of Jute in Cooch Behar District, West Bengal	417
Dipankar Barman and M. Anoop	
Kharif Oilseed Crops Cultivation in Madhya Pradesh (India): Growth and Decomposition Analysis	423
Babita Baghel, H.K. Balai and P.K. Malviya	
Input Use Pattern of Temperate Fruits Production in Himachal Pradesh: A Comparative Study of Across Farm Size	429
Sikander Kumar and Vishal Chauhan	
Economic Impact of Primary Agricultural Cooperative Societies (PACS): Findings from Nadia District of West Bengal	435
Pijush Kanti Ghosh, Jayanta Dutta and Arabinda Mitra	
Volume of Timber Consumption in Sawmill Industries of Valley Districts of Manipur State, India: Its Determinants and Implications	445
Hanjabam Isworchandra Sharma and Lynda Thoudam	
Resources Use Efficiency in <i>Sali</i> (Winter) Rice Cultivation in Upper Brahmaputra Valley Zone of Assam- A Comparative Study of Mechanised and Non-mechanised Farm	455
Horindra Gogoi, R.A. Halim, Trishnalee Saikia, Nivedita Deka and Soibam Peter Singh	
Economic Analysis of Garlic (Allium sativum) Stalk Cutter cum Grader Machine  Charan Singh, Neha, Ravi Kumar and Vijay Kumar Singh	463
Study of Cropping Pattern and Profitability Analysis of Major Crops of North Eastern Ghats Agro-Climatic Zone of Odisha	469
Prangya Paramita Sahoo, Khitish Kumar Sarangi and S.N. Mishra	
Comparative Financial Performance Analysis of Farmer Producer Companies in Eastern Uttar Pradesh	479
Himadri Roy, Basavaprabhu Jirli and Saikat Maji	

Project in Andhra Pradesh: A Linear Programming Approach	491
Ch. Srilatha	
Growth Performance and Instability of Pearl Millet in Gujarat vis-à-vis India	499
Madhu J Saravand, K.P. Thakar and Soumya C	
Anti-corruption Management Mechanisms and the Construction of a Security Landscape in the Financial Sector of the EU Economic System Against the Background of Challenges to European Integration: Implications for Artificial Intelligence Technologies	509
Khalel Kussainov, Nataliia Goncharuk, Leonid Prokopenko, Larysa Pershko, Bohdana Vyshnivska and Oleksandr Akimov	
Economics of Chakhao (Black Scented Rice) Cultivation in Manipur  Thongam Kanyalaxmi Devi and Hulas Pathak	523
Economic Viability of Sprinkler Irrigation System in Southern Haryana  Indu Walia, Sanjay Kumar and Janailin S. Papang	533
Trade Directions of Indian Basmati Rice Export- Markov Chain Approach Sanket D Chavan, Surbhi Bansal, Shruti Mohapatra, Lavleen Kaur and Aditya Jadhav	541
Economic and Educational Dimensions of Efficiency Justice	549
Oksana Holovchenko, Yuriy Safonov, Olena Pavlenko, Ievgen Bazhenkov and Yevhenii Doiar	
REVIEW PAPERS	
A Review of Deep Learning Models for Price Prediction in Agricultural Commodities	561
Gowthaman, T., Adarsh, V.S., Sathees Kumar, K. and Manobharathi, K.	
Modernization Processes Development in the Implementation of Intellectual Capital in a Crisis	569
Galyna Kucheruk, Olha Vovk, Nataliia Kovalenko, Valentina Romakh and Valentina Shevchenko	

Economic Effectiveness of State Policy in Reforming Higher Library and Information Education in Ukraine	599
Tetyana Byrkovych, Anatolii Humenchuk, Natalia Kobyzcha, Liudmyla Akimova, Larysa Grinberg and Oleksandr Akimov	
Theory and Practice of Public Management of Smart Infrastructure in the Conditions of the Digital Society' Development: Socio-economic Aspects	617
Volodymyr Yermachenko, Dmytro Bondarenko, Liudmyla Akimova, Marta Karpa, Oleksandr Akimov and Nadiia Kalashnyk	
CASE STUDY	
Economic Viability of Mentha Processing Units - A Case Study of Punjab	635
Divanshi Agarwal, I.M. Singh and Aniketa Horo	

583

Integration of the Financial Market in the EU Economic System: The Role of

Olena Bobrovska, Tetiana Savostenko, Taisiia Krushelnytska, Olena Kakhovska and Liliia Shevchenko

Artificial Intelligence





#### **EXPERT SPEAKS**



How Startups Can Embrace Governance as an Enabler

BY SUMIT KESHAN, MANAGING PARTNER, WIPRO CONSUMER CARE- VENTURES



Forging the Future of Healthcare

BY PADMAJA RUPAREL, CO-FOUNDER, INDIAN ANGEL NETWORK, FOUNDING PARTNER, IAN FUND



14

Thriving in the AI era: Is your organization ready to seize Generative AI?

BY AAKRIT VAISH, CO-FOUNDER AND CEO, JIO HAPTIK



15

Bridging the Gap Between Shared Mobility & EV Boom

BY AFDHEL AW, FOUNDER, INDUSGO



#### TRENDS & UPDATES

#### ODE TO THE ENTREPRENEUR

**8** An Ode to the Man Who Inspired Indian Youth to Dream Big

#### HAPPENINGS

10 The Rise of SaaS in India

#### STARTUP

#### OPPORTUNITY

**16** Making India a Green Hydrogen Power

#### GROWTH

#### M&A

38 Acquisitions Gone Astray

#### LEGACY

**62** Innovator of Pain Free Living

#### MONEY

#### **FAMILY OFFICES**

**64** How Viable Are Family Offices for Startups?

#### WEALTH

#### **CORPORATE BONDS**

**68** Should You Boost Your FD Portfolio With Corporate Bonds?

#### TECH

#### APPS

**41** Top 5 Startups Transforming Parking Solutions Pan India

**80** Yashraj Mukhate's 4 Favourite Apps

#### CORPORATE INNOVATION

#### **CONSUMER DURABLES**

70 Why Consumer Durables Sales Are Still Under the Weather?

#### LEADERSHIP

72 "Thinking Like a Startup Means Innovation"

#### AUTO

74 Bharat NCAP- What it means for the Auto industry

#### WEB3

#### BANKING

76 The New Face of Money

#### LIFE

#### FOOD

78 Dining With the Stars

#### THE OTHER SIDE

82 The Uptempo



## FIIB Business Review

Volume 12 • Issue 3 • September 2023

Acc. No. Jo 6914

#### Perspective

227 Changing Nature of Work and the Gig Economy: Theory and Debate

#### Case

Power and Politics: A Case of Hotel
Amada

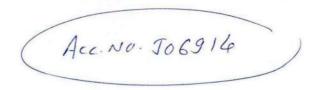
#### Review

- 243 A Systematic Literature Review of Work-Life Balance Using ADO Model
- 259 Conference Review: FIIB Research
  Conference 2023: Humanizing Business for a
  Better World of Work

#### Research

- Understanding the Impact of Occupational Stress on the Home Environment: Evidence from Oman
- Modelling the Impact of Emotional Intelligence, Career Success and Happiness on Turnover Intention Among Managerial-level Employees in the Information Technology Industry
- Dimensions of Psychological Well-being and Subjective Happiness in the New Normal: An Exploration
- Freely Engaged: Volition and Work Engagement Among Temporary Agency Workers of the Indian IT Industry
- Perceived Organizational Support and Intention to Stay: The Mediating Effect of Employee Engagement
- 328 Employee Experience: Construct Clarification, Conceptualization and Validation of a New Scale

#### **Contents**



#### Perspective

Mohit Yaday and Nitin Simha Vihari

rerspective	
Changing Nature of Work and the Gig Economy: Theory and Debate  Balwant Singh Mehta	227
Case	
Power and Politics: A Case of Hotel Amada Ruturaj Baber, Prerana Baber and Alka Sanyal	238
Review	
A Systematic Literature Review of Work-Life Balance Using ADO Model Rosy Singh, Shalini Aggarwal and Shalini Sahni	243
Conference Review: FIIB Research Conference 2023: Humanizing Business for a Better World of Work  Prashant Kumar Pandey and Kokil Jain	259
Research	
Understanding the Impact of Occupational Stress on the Home Environment: Evidence from Oman Shweta Belwal, Ahad Ali Hamil Al Maqbali and Rakesh Belwal	263
Modelling the Impact of Emotional Intelligence, Career Success and Happiness on Turnover Intention Among Managerial-level Employees in the Information Technology Industry Shubham Sharma and Vivek Tiwari	279
Dimensions of Psychological Well-being and Subjective Happiness in the New Normal: An Exploration Uma Warrier, Dilip D., Heena Jain and Kakul Agha	294
Freely Engaged: Volition and Work Engagement Among Temporary Agency Workers of the Indian IT Industry Rajthilak R., Swati Alok and Navya Kumar	306
Perceived Organizational Support and Intention to Stay: The Mediating Effect of Employee Engagement Meenakshi Nargotra and Rajani Kumari Sarangal	317
Employee Experience: Construct Clarification, Conceptualization and Validation of a New Scale	328

PHILIPPINES' 50 RICHEST

YTL'S FRANCIS YEOH

AUGUST 2023

**BEST UNDER A BILLION** 

IMPACK PRATAMA INDUSTRI

ACCNO. JOB835

SABIN ABOITIZ LEADS A MAJOR MAKEOVER OF **ABOITIZ EQUITY VENTURES** 

WWW.FORBES.COM

DISPLAY UNTIL MID-SEPTEMBER 2023

AUSTRALIA. CHINA... HONG KONG

.....A\$15.00 INDIA...... ...RMB 95.00 INDONESIA...... ......HK\$100 JAPAN..... 

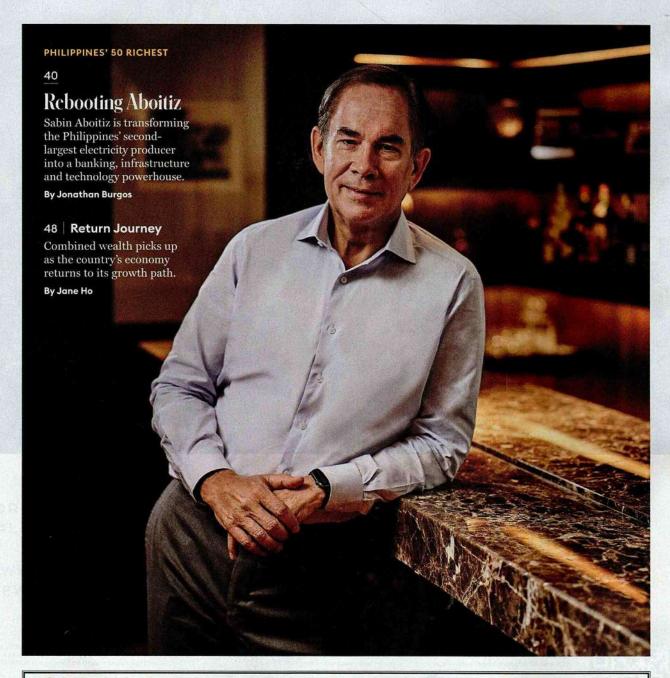
0000

.....NZ \$15.00 PHILIPPINES... SINGAPORE.... TAIWAN......

...S \$14.00 .NT\$300

.P400 THAILAND.... .B 320 ...US \$15.00 OTHERS...

### INSIDE



COVER CREDIT SABIN ABOITIZ: Photograph by Jason Quibilan for Forbes Asia





#### THE LIST

#### 12 | Asia's Best Under a Billion

The annual Best Under A Billion list highlights the region's publicly listed small and midsjzed companies in Asia-Pacific with revenue under \$1 billion.

**Edited by Ardian Wibisono** 

#### 22 | High Tech Profits

Alchip Technologies provides the chips that are powering the artificial intelligence boom.

By Yessar Rosendar

#### 26 | Raising the Roof

Roofing-maker Impack Pratama Industri seeks to win market share from metal counterparts with cuttingedge plastic products.

By Gloria Haraito



#### **FEATURES**

#### 32 Powering Up

The data center market in Southeast Asia is heating up and YTL wants in on the action. Malaysian tycoon Francis Yeoh and his family are on a mission to diversify their 68-year-old conglomerate with new economy infrastructure. The catch—leading the charge with renewable energy.

By Jessica Tan

#### NEXT BILLION-DOLLAR STARTUPS

#### 56 Rise of the Tractor Bots

Monarch CEO Praveen Penmetsa wants to save America's farms with robots. Can Old MacDonalds learn new tricks?

Plus: The Next Billion-Dollar Startups

By Amy Feldman



#### THE INVESTIGATION

#### 66 The Fabulous Mr. Lo

For years, Calvin Lo has relentlessly pitched himself as a globetrotting billionaire financier-cum-philanthropist with a world-class collection of champagne, homes on three continents, a fleet of exotic supercars and investments in a five-star hotel and an F1 team. Great story—too bad it's (mostly) fiction.

By Robert Olsen, John Kang and Zinnia Lee

#### THE TREND

#### 72 Wiz Kid

Cloud security standout Wiz is one of the fastest-growing software startups ever, with \$200 million in sales and a \$10 billion valuation in just three years. But CEO Assaf Rappaport, a new billionaire, is leaving singed eyebrows with his ultra-aggressive approach.

By Alex Konrad

Plus: The Cloud 100

By Kenrick Cai

#### 9 Tech Connector

Rich Karlgaard

Star performance.

#### 10 | Fact & Comment

**Steve Forbes** 

AI is no Frankenstein.

80 | Thoughts
On intensity.







FAMILY BUSINESS

#### 34 • SCIENCE AND THE SACRED

For Rajiv Modi, science and spirituality complement growth and market share, which may be why the second-gen chairman and managing director of Cadila Pharmaceuticals has stayed away from Dalal Street

#### 40 • ASTRAL'S FULL-STACK PLANS

The Engineers are hoping to recreate their success in pipes across their newer verticalsadhesives, bathware and paints

#### 50 • SHAKING THINGS UP

With a legacy of over 100 years, Alembic Pharma's fourth generation Pranav and Shaunak Amin are running the show with an innovation-led approach

#### 60 • LEARNING FROM LEGACY, ADAPTING TO CHANGE

The younger generations are expanding into new markets, while introducing innovative technology and marketing ideas

#### 70 • FINDING THEIR FEET

Ahmedabad is fast turning into an emerging startup hub, though challenges remain

#### 78 • HALL OF FAME

Visionaries and renowned people who have, over the years, shaped the city of Ahmedabad

#### 86 • IT'S ALL IN THE (AHMEDABAD) FAMILY

How entrepreneurs from the city have been covered by Forbes India over the years

#### 90 • WHAT IS THE BUSINESS OF THE FAMILY?

It's rare to not think of business as one's business alone; it's an opportunity for doing things for the country and for the larger society



#### 94 • WHY GUJARATI BUSINESS FAMILIES TASTE SUCCESS

They marry the traditional style of running the business with what's taught in B-schools

#### IN FOCUS

#### 98 • CO-BRANDED CREDIT CARDS: THE BATTLE FOR THE TOP SLOT

With reward points and cashbacks, the challenge for issuers is to keep their cobranded card the top-of-thewallet one

#### 107 • RURAL ECONOMY: NOT OUT OF THE WOODS YET

As rural spending fell to 2.8 percent in the previous quarter, some warn that there are no visible green shoots of a meaningful recovery

#### INDIA'S CHANGEMAKERS

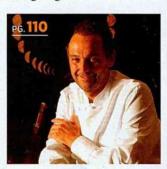
#### 102 • TECH TITANS

Those leading the technology transformation are driving faster business results, and solving user and customer problems

#### **FORBESLIFE**

#### 110 • 'CAVIAR AS LUXURY IS NOW AN OLD IDEA'

Daniel Humm, chef and owner of New York restaurant Eleven Madison Park, on why he upended his successful format to begin again







Saumya Engineer, Kairav Engineer and Sandeep Engineer, are expanding Astral Limited into newer categories



Chirayu Amin (left), Alembic Pharma's chairman, with son Pranav



(From left) Priyam, Parag, Rasesh and Paras Desai have expanded the Wagh Bakri brand slowly and steadily



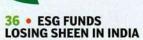
Physicist Vikram Sarabhai was the son of industrialist Ambalal Sarabhai



VOLUME 15 ISSUE 18



#### CLIMATE SPECIAL



Despite regulatory push and improved awareness about the green economy and climate risks, investors' interest for ESG-focussed funds is waning

#### 40 • THE GREEN **HYDROGEN GAMBIT**

The carbon-free gas has the potential to help India achieve its net zero ambitions and the government is putting its might behind it with its National Green Hydrogen Mission

#### 44 • GDP AND JOBS: WARNING BELLS

Rising temperature, climate change risks, plastic pollution and high carbon emission not only impact lives and jobs, but also rising commodity, especially food, inflation

#### 48 • GROWING UP

Hydroponic farming in India is coming of age with large-scale ventures that use efficient and indigenised technology, and claim to be profitable

#### 54 • A SOLAR PUSH FOR WOMEN

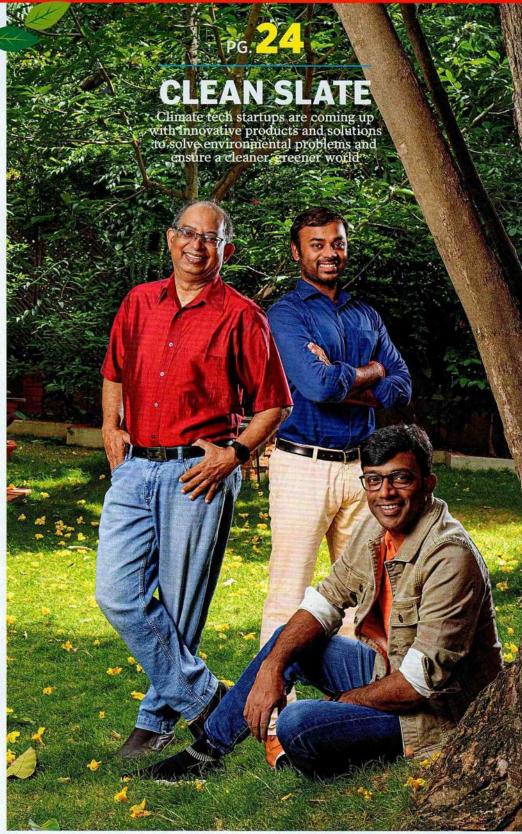
From garages to papad-making machines, solar-powered technologies are providing women with home-based micro-entrepreneurship opportunities

#### 58 • A STUDY IN GREY

While efforts to educate young minds gain momentum, critics argue the current education system still falls short

#### 62 • DRAWING **ATTENTION**

With cartoons and graphic novels, a bunch of artists is raising awareness about climate change and ways in which to address different issues



From left: Shrikumar Suryanarayan, co-founder and MD, Sea6 Energy; Kushagra Srivastava, co-founder and CEO, Chakr Innovation, and Mainak Chakraborty, co-founder and CEO, GPS Renewables

FORBES INDIA . SEPTEMBER 8, 2023

#### Forbes Contents

#### 68 • BUILDING RESILIENCE AMONG CLIMATE EXTREMITIES

Climate extremities create an extra burden on developing economies, where they grapple with building new infrastructure while operating the existing ones

#### 70 • THE AIR THAT WE BREATHE

Political promises ring hollow as climate change impacts biodiversity and induces unprecedented hazards across the country

#### IN FOCUS

#### 72 • HOW INDIA IS TAKING UPI GLOBAL

As UPI takes its first steps in going international, a look at what that entails

#### 77 • FRESHWORKS & THE AGE OF EFFICIENCY

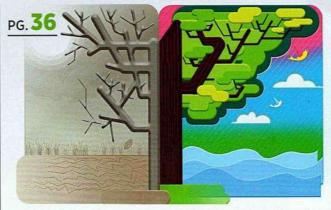
The current environment in the SaaS sector calls for growing sustainably, experts say, and Indian software companies may have some advantages

#### 80 • PIVOT TO PROFITABILITY

A funding winter, tighter credit markets, slower consumer spending, and a global tech stock rout are forcing startups to abandon the growth-at-allcosts mentality and rework business models

#### 82 • BANK MORE TO GAIN MORE

Axis Bank might have irked customers after its recent devaluation of reward points on its credit cards, but its message was clear



ESG-focussed funds are seeing net outflow for the last 12 months



#### 84 • NEW KID ON THE MICROFINANCE BLOCK

With consistent growth and new business lines, Fusion Microfinance adds to the list of investible companies in the sector

#### 95 • EMPTY NEST

A startup raises around \$110 million from marquee backers, gets valued at close to \$220 million, and then gets sold at \$11 million. Why did the funding birds abandon NestAway?

#### 98 • A SUGAR-COATED FMCG GAMBIT

The DS Group has been diversifying over the last few decades. But can the maker of Rajnigandha pan masala beef up its non-tobacco play in terms of revenue?

#### 103 • INSIDE BUMBLE'S NEXT PHASE OF GROWTH

With an increasing focus on global markets, Bumble Inc's flagship dating app is experimenting big time with artificial intelligence and machine learning

#### 106 • MEET KOTA'S JOMOSAPIENS

A growing pack of students is enjoying the 'joy of missing out' in the cut-throat coaching hub of India. Here's a glimpse into their carefree lives

#### 108 • THE FLIP SIDE OF CREDIT UPTICK

Surge in demand for unsecured loans signals improved consumption and spending, but experts say the risk of high defaults is not being seen

#### INTERVIEW

#### 87 • 'THE ONLY WAY YOU CAN SURVIVE 150 YEARS IS BY DISCIPLINE'

David Kohler, the chair and CEO of Kohler, talks about the company's India plans, and why there is an X factor when a member of the founding family runs the business

#### INDIA'S CHANGEMAKERS

#### 90 • CURIOUS MINDS

Harnessing the power of tech and data, CTOs and CIOs are fostering innovation and improving efficiency at their workplaces

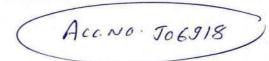
#### FORBESLIFE

#### 110 • HIS MAESTRO'S VOICE

He might be 87, but Mumbai-born conducting legend Zubin Mehta just wants to go on and on



#### Contents



#### **Articles**

Dynamics of Twin Deficits: An Enquiry of the Mundell–Fleming Proposition for India	363
Manisha Devi and Amiya Sarma	
Factors Associated with Growth in India's International Reserves: VECM Analysis	386
Latha Sreeram and Samie Ahmed Sayed	
Measuring Export Related Port Logistics in India:	
An Attempt to Rank Major Ports	401
Dripto Mukhopadhyay, Sanjib Pohit and Devendra B. Gupta	
Testing for the Bidirectional Relationship Between FDI in Services and Trade in Services: Evidence from Emerging Economies P. Jithin and M. Suresh Babu	412
Determinants and Potential of Seafood Trade: Evidence from	
a Transitional Economy	428
Chung Van Dong and Hoan Quang Truong	
2 9 000 0 4 3	

#### **Book Review**

Naoto Jinji, Xingyuan Zhang and Shoji Haruna (Eds), Deep Integration,	
Global Firms, and Technology Spillovers	455
Fliaza Mkuna	



Growing Legacies

There's Business In Water Why India's EV Infra Rots Battle To Watch: Jio Fin Vs Bajaj Fin

# FORTUNE INDIA



A FORTUNE INDIA-WATERFIELD ADVISORS RANKING OF THE COUNTRY'S DOLLAR BILLIONAIRES.



SPECIAL ISSUE: INDIA'S RICHEST

22

#### Why EV Charging Infra Rots

Lack of standardisation, maintenance are likely to dent India's EV dreams. BY KARAN DHAR & ASTHA ORIEL

32

#### Battle To Watch: Jio Fin vs Bajaj Fin

Reliance, with its scale and capital, will make it tough for fintech players. BY V. KESHAVDEV

42

#### **Business Of Water**

A lowdown on the evolution of an organised industry. BY P.B. JAYAKUMAR & JOE C. MATHEW

64

#### Philanthropy's Great Convergence

Impact investments help ventures scale up for a change in society. BY JOE C. MATHEW 74

#### Economic Rise, Owners' Pride

This year's roster of India's dollar billionaires is a reaffirmation that the growth story is perpetual.

BY V. KESHAVDEV

106

#### Pharma's Richest Ride Demand Tailwinds

Promoters reap benefits of growth in India and new launches in key markets.

BY JOE C. MATHEW

110

#### Hitting The FMCG Jackpot

Owners see a decent rise in net worth despite tough year.

BY URVASHI MISHRA

116

#### In Trusts They Trust

38 billionaires have 24.90% of their cumulative wealth of ₹32.52 lakh crore secured in trusts

BY V. KESHAVDEV

#### **Features**

#### **Foreword**

10 The Chaos in India's EV Charging Ecosystem

Despite 3 lakh EVs plying on the roads, India did not zero in on the charging standard it must follow. BY RAJEEV DUBEY

#### **The Conversation**

12 Sophie Bellon

Chairwoman & CEO, Sodexo Group, on how the services industry has transformed post Covid. INTERVIEW BY AJITA SHASHIDHAR



#### The Brief

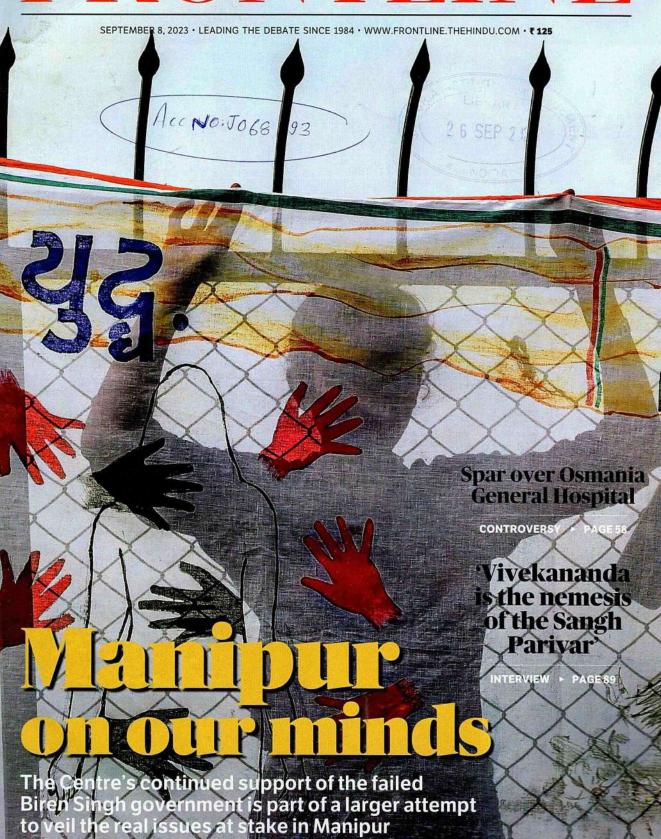
18 What Next After Capex Front-loading?

Despite Centre's capex cycle gaining momentum, gross fixed capital formation—a proxy for investment—lags. It needs attention.

BY ASHUTOSH KUMAR



# FRONTLINE



### **FRONTLINE**

Volume 40 - Number 17 - August 26-September 08, 2023 - ISSN 0970-1710 - www.frontline.thehindu.com - 118 pages



COVER STORY

## Smoke and mirrors

12/ Home Minister Amit Shah's statement blaming "illegal migrants" from Myanmar for the Manipur violence is misplaced and dangerous. Is New Delhi simply buying the Meitei majoritarian narrative for political capital? Is it trying to blur the focus on its own failures? Or is the government genuinely uninformed about the ground realities?

#### Related Stories

21/ A judicious response

25/ Interview: Manoj Kumar Jha

27/ The disturbing role of the Meira Paibis

32/ The 'peace process' in Manipur

37/ Peace moves in the NE region

Cover photo: At a demonstration against the violence in Manipur targeting women, in Ahmedabad on August 10. SAM PANTHAKY/AFP Cover Design: B. Srinivasan Caricatures: Satish Acharva

#### POLITICS

38/ The BJP's blame game

46/ Delhi:

Losing their capital

48/ Karnataka:

Burden of guarantees

51/ Interview: Dushyant Chautala

#### SPOTLIGHT

40/ Gyanvapi survey and the Places of Worship Act

#### PARLIAMENT WATCH

44/ Acting in a hurry

#### CONTROVERSY

55/ Institutions under siege

58/ Osmania General Hospital caught up in a tussle

62/ A landmark edifice

#### REPORTS

63/ FAO's latest report on food insecurity

#### UCC

**68**/ How uniform is Goa's uniform civil code?

#### SATIRE

72/ Lord Krishna as mediator

#### WORLD AFFAIRS

74/ Bangladesh's moment of reckoning approaches

#### CLIMATE CHANGE

**82**/ Is IPCC the answer to the climate crisis?

#### WILDLIFE

**86**/ Airport project threatens the tigers of Thano

#### INTERVIEW

**89/ Govind Krishnan V.:** On Vivekananda and the Sangh Parivar

#### CULTURE

95/ The Sahitya Akademi: Caught in a time warp

#### BOOKS

100/ Interview: Thomas Abraham

104/ In review



10/ The fortnight

#### COLUMN

66/ C.P. Chandrasekhar

80/ Ganesh Devy

93/ Prathyush Parasuraman

8/ Letters

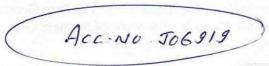
112/ Staying in

113/ Stepping out

114/ Back page

116/ On our bookshelf

#### **Contents**



Chandrima Ganguly and Joydeb Sasmal

Original Articles	
Role of Mediator in Examining the Influence of Antecedents of Mobile Wallet Adoption on Attitude and Intention  Deepak Chawla and Himanshu Joshi  2 8 SEP 2 1 3	609
The Role of Macroeconomic and Financial Factors in Bond Market Development in Selected Countries Ameenullah Aman, Mohamad Yazid Isa and Asmadi Mohamed Naim	626
Green Human Resource Management (GHRM) Practices and Millennial Employees' Turnover Intentions in Tourism Industry in Malaysia: Moderating Role of Work Environment Md Asadul Islam, Amer Hamzah Jantan, Yusmani Mohd Yusoff, Choo Wei Chong and Md Shahadat Hossain	642
Risk and Performance in Emerging Economies:  Do Bank Diversification and Financial Crisis Matter?  Syed Moudud-Ul-Huq, Changjun Zheng, Anupam Das Gupta,  S. K. Alamgir Hossain and Tanmay Biswas	663
Interest Rate Deregulation, Financial Development and Economic Growth: Evidence from Bangladesh Md Shakhaowat Hossin	690
Tell Me a Story! Antecedents to Purchase of Handloom Products in India Payal Mohitkumar Trivedi, Falguni Vasavada-Oza and Rajneesh Krishna	704
Investigating Influence of Moderators in Adopting Internet: Indian Seniors Perspective Hory Sankar Mukerjee, G. K. Deshmukh, Dewashish Mukherjee and Nidhi Chawla	721
Wage-differentials and Their Determinants Across Industries in the Organized Manufacturing Sector of India	742

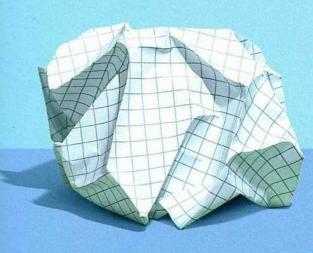
The Mediating Effect of Employee Engagement: How Employee Psychological Empowerment Impacts the Employee Satisfaction?	
A Study of Maldivian Tourism Sector	768
Subburaj Alagarsamy, Sangeeta Mehrolia and Rekha Hitha Aranha	
Environmental Versus Firm-level Determinants of Firm Growth: A Structural	
Equation Modelling for Micro-level Analysis of Business Group Firms  Matilde Bini, Leopoldo Nascia and Alessandro Zeli	787
Electricity Consumption-Economic Growth Nexus: Evidence from	
ARDL Bound Testing Approach in the Tunisian Context  Zouheir Mighri and Hanen Ragoubi	800
Home Country Innovation Performance: Moderating	
the Local Knowledge and Inward Foreign Direct Investment	812
Marco Túlio Dinali Viglioni and Cristina Lelis Leal Calegario	



# Reskilling in the Age of AI

New approaches for managers and employees

PAGE 56







"Many employees are grappling with stressors such as social isolation, economic uncertainty, and lingering effects of the pandemic."

"HELPING AN EMPLOYEE IN DISTRESS," PAGE 38

#### **Contents**

#### 37 Spotlight

Leading the Anxious Workforce

38

#### Helping an Employee in Distress

Managers shouldn't try to be therapists, but they should know the basics of mental-health first aid. Kiran Bhatti and Thomas Roulet

46

#### Free Your People from the Need for Social Approval

A good manager makes sure employees don't worry about what others think of them. Michael Gervais

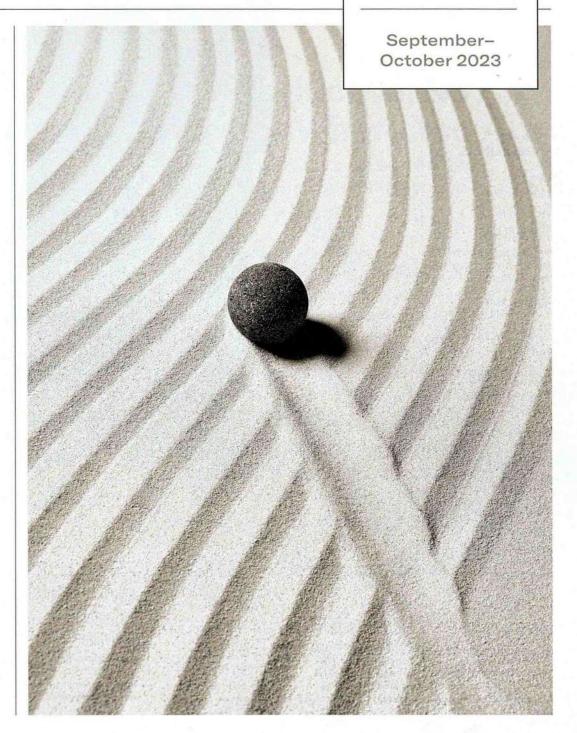
52

#### The Anxious Micromanager

Why some leaders become too controlling and how they find the right balance Julia DiGangi

**COVER PHOTOGRAPH** 

Dan Saelinger



#### September-October 2023

#### 56 Features

56 TALENT MANAGEMENT

#### Reskilling in the Age of Al

Five new paradigms for leaders—and employees Jorge Tamayo et al.

66 NATIONAL COMPETITIVENESS

#### The New Era of Industrial Policy Is Here

Are you prepared? Willy C. Shih

76 ORGANIZATIONAL CHANGE

#### Create Stories That Change Your Company's Culture

Work with these six building blocks. Jay B. Barney, Manoel Amorim, and Carlos Júlio

86 FEEDBACK

#### When Diversity Meets Feedback

How to promote candor across cultural, gender, and generational divides *Erin Meyer* 



98 AI & MACHINE LEARNING

#### We're All Programmers Now

With generative AI, anyone can code. Here's how to help your enterprise embrace this change.

Thomas H. Davenport, Ian Barkin, and Kerem Tomak

108 CORPORATE GOVERNANCE

#### What Does "Stakeholder Capitalism" Mean to You?

A guide to the four main types Lynn S. Paine 120 INNOVATION

#### A New Approach to Strategic Innovation

A tool for connecting your projects with your goals Haijian Si, Christoph Loch, and Stelios Kavadias 130 AI & MACHINE LEARNING

#### How Al Affects Our Sense of Self

And why it matters for business Gizem Yalcin and Stefano Puntoni

#### Our Commitment to Sustainability

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



#### 19 Idea Watch New Research and

New Research and Emerging Insights

9 PRODUCT LAUNCHES

#### Should You Launch Products During a Recession?

Countercyclical rollouts can be a smart tactic— but you need to keep several factors in mind.

Lus What back-to-back video meetings do to your brain, why you should give your virtual influencer a friend, and more

30 DEFEND YOUR RESEARCH

#### People May Be More Trusting of Al When They Can't See How It Works

If they can't investigate the system, they're more apt to approach it with blind faith.

32 HOW WE DID IT

#### The CEO of ADM on Expanding Its Focus from Commodities to Consumers

How the agricultural products company moved into value-added nutrition Juan Ricardo Luciano

#### 139 Experience

Advice and Inspiration

139 MANAGING YOURSELF

#### How to Shine When You're Put on the Spot

A guide to spontaneous communication Matt Abrahams

144 CASE STUDY

#### When the CEO Dies, What Comes First: His Company or His Family?

An entrepreneur's widow wonders whether to lean in to work or step back. C. Maria Rex Sugirtha

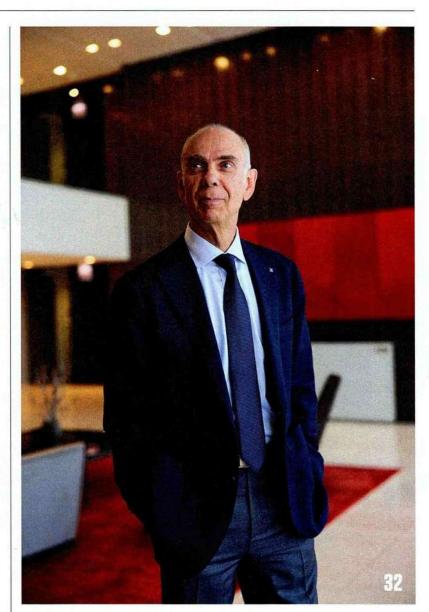
150 SYNTHESIS

#### Commerce After Covid

Lessons from (mis)managing a crisis Walter Frick

156 LIFE'S WORK

Chris Paul



#### Departments

12 FROM THE EDITOR

14 CONTRIBUTORS

152 EXECUTIVE SUMMARIES

"Our new corporate purpose is 'to unlock the power of nature to enrich the quality of life."

-JUAN RICARDO LUCIANO, CEO OF ADM

# Higher Education for the Future

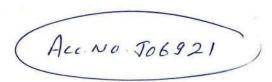
Volume 10 Issue 2 July 2023

ACCNO. TO 6921





#### Contents



#### Editorial

Return to Engaged Textual Learning Rajan Gurukkal

133

#### **Original Articles**

Outcome-based Education as Janus-faced Travelling Theory:
Appeal for a Broader Research Agenda

139

Debarun Sarkar and Anitha Kurup

153

Madhu Prabakaran

Sphota Theory of Knowing and Its Implications for Higher Education

168

The Secularization of Knowledge in the Age of Reformation Chetna Trivedi

Integrating Computational Data Science in University Curriculum for the New Generation of Scientists

N. Renu and K. Sunil

183

An Enormous Reckoning: Unfinished Projects and New Agendas for the History and Philosophy of Science and Education Dhruy Raina

196

Ecologization of the Course of Organic Chemistry, Forming Ecological Knowledge and Education Arailym Trenova, Azimkhan Seitzhanov, Bakdolot Kosobaeva and Bazarkhan Imangaliyeva

209



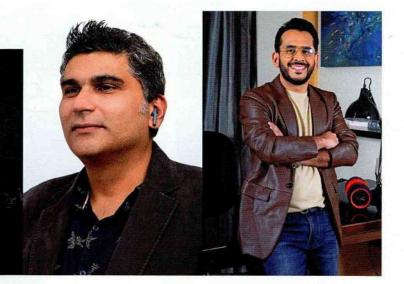
# RETAIL

18.

**Cover Story** 

How BOAT Rocked India's Market for Audibles

Sameer Mehta, Co-founder of Boat on the remarkable story of a company that started selling mobile phone chargers and later evolved as a leader in audibles and wearables boasting a ₹4,000 annual turnover.



10.

**National Newsmakers** 

22.

#### Category Watch | CDIT

**CDIT Monitor** 

An overview of the evergreen Consumer durables and IT (CDIT) category that has grown exponentially in the last few years.

26.

#### Category Watch | Gadgets

'We Were the First to Offer EMI, Not Apple'

Subhash Chandra, Managing Director of the Sangeetha Mobiles speaks about the company's many firsts, its plans and the dark side of the smartphones business.

30.

#### Category Watch | Watches

We're 20-25% Better Than Our Nearest Competition: Gaurav Khatri, Founder & CEO, Noise

Noise announced achieving revenue over Rs 2,000 crore, with a year-on-year growth rate of more than 100% in the FY23.

32.

#### Spotlight

Inside Snapdeal 2.0: Unboxing the Former E-commerceStar's Comeback Plan

Himanshu Chakrawarti, CEO of Snapdeal, reveals how the e-commerce platform is quietly working on fulfilling the value lifestyle aspirations of 64% of Indians residing in Bharat, in its new avatar.



36.

#### Digital Commerce

'Every Product and Service Provider Will be on ONDC. It's a Matter of Time': T Koshy

T Koshy, Managing Director and Chief Executive Officer of ONDC speaks about the initiative's progress so far, its ambitions and potential. 40.

#### Retail Experience

#### **Magic Moments With Machines**

Differentiating through experiential selling of CDIT products.

42.

#### Research

ONDC to Revolutionise B2B Digital commerce in India: Deloitte

ONDC is dedicated to establishing an interoperable marketplace that accommodates sellers of all scales – from small and medium-sized enterprises (SMEs) to larger entities.

46.

#### Virtual Retail

Retail Metaverse: Virtual Shopping with Companions and Communities

Metacommerce's ability to connect with other users in a virtual environment reinvents the social aspect of shopping and rekindles a sense of togetherness that accompanies a physical shopping trip.

# SHOPPING CENTRE News DEVELOPING RETAIL SPACES IN INDIA

#### 50.Store Arrivals

New store launches in shopping malls across India.

#### 54.Retail Icon

#### 'Our Focus is on Delhi NCR and Rajasthan'

Uddhav Poddar, Managing
Director & Group CEO, Bhumika
Group speaks about creating
a successful modern retail
destination in a traditional tier 2
city like Udaipur, and the brand's
focus considering the changing
trends in retail real estate.

#### 60.Mall Watch

#### CDIT Continues to Click for Shopping Malls

CDIT is still an important category for shopping centres, contributing to a substantial amount of footfall, traffic and variety.



#### 66.In Focus

#### Prestige Group Unveils Forum Kochi at Maradu

With an investment of Rs700 crore and spread over a total expanse of 6.5 lakh sq. ft., the brand-new Forum Kochi from Prestige Group is the quintessential shopping paradise for shopaholics.

#### 70.Retail Strategy

#### Understanding Customers is Key for a Winning Brand Mix: Sameep Pathak

With an upcoming expansion plan of a mixed development featuring 1 million plus sq. ft in Borivali, Oberoi Realty aims to add organic growth to the vertical.

#### 74. Expert Speak

#### Exploring Omnichannel Marketing Strategies for a Cohesive Retail Experience

Implementing omnichannel marketing strategies empowers malls to create a comprehensive and compelling shopping experience that connects with customers across various channels.

#### 76. Opinion

#### Outlet Malls: Inevitable Future of Indian Retail

Retailers cannot disregard the reality that outlet malls, positioned along highways, represent the future, and their engagement with this concept will be essential to effectively connecting with their customer base.

#### 78. What's Hot

#### The New Avatar of East Delhi Mall

The mall has invested in transforming its look and feel, tenant mix, engineering infrastructure, food & beverage offerings and overall customer experience.

#### 82.Report

Retail Leasing Witnessed a 24% Y-o-Y Growth in the Jan-June'23 Period: CBRE

#### 86. Snapshots

Special events in shopping malls across India.

## PHYGITAL PHYGITAL AND DIGHTAL BUSINESS

#### 90. TECH ICON

#### Experimentation with Technology is Essential

Praveen Shrikhande, the Chief Digital & Information Officer (CDIO) at Aditya Birla Fashion Retail Ltd. (ABFRL) on the company's continued focus on technology adoption for improved efficiencies and its unwavering commitment to ensuring that both its front-line and back-end staff are optimally trained to harness technology for the ultimate enhancement of the customer experience.

#### 96.Industry Dynamics

#### Unlocking the Potential of In-store Technologies

While backend technology plays a crucial role in strengthening the business infrastructure, front-end technology is equally vital in upholding impeccable customer service standards.

#### 104.Retail

#### Technology

#### Scanning the Selfcheckout Space

The trend of self-checkouts is fast catching in India. Here's a look at what's driving the adoption and who are the front-runners.

#### 108. Case Study

Decathlon India Boosts Shopping Experience, Increases Efficiency by 15%

Long queues at its in-store checkout counters were impacting Decathlon's business. Here's how the brand used technology to not only achieve faster checkouts but also increase store efficiency.



#### 110.Industry

#### Insight

#### Start-up Perspectives: India Start-up Deals Tracker H1 CY23

The report by PwC outlines a comprehensive analysis of SaaS, D2C and FinTech being the top sectors in terms of investments.

#### 116.Industry

#### 65% of Indian Consumers to Boost Online Shopping in the Next 6 Months

The industry shall witness an upsurge in the next six month thus ending 2023 on a positive note, as per Global Consumer Insights Pulse Survey: India perspective by PwC.



#### 120.Quick Read

E-commerce Industry Records 26%Y-o-Y Order Volume Growth in FY23

According to India's e-commerce Index by Unicommerce, electronic peripherals and home appliances reported a whopping 47% increase in order volumes during FY-23.

Vol. 8 | Issue 3 | No. 87 | September 2023 | ₹100

Big Picture: What Ayn Rand Got Right
Has World War III Already Begun?
Forces to Drive Circular Economy Initiatives
IFSC in GIFT City: A Paradigm Shift
Unleashing the Power of 5G Technology

SPECIAL: FOR RECORD JUNE QUARTER RESULT DIGEST

Acc. No. To 6889

# ROBUST EARNINGS GROWTH IN Q1FY24

Steady interest rates, strong demand, and cost savings boosted financial performance of the Indian companies for the quarter ending June 2023



# COVERSTORY ROBUST EARNINGS GROWTH IN Q1FY24 71.82



08 BIG PICTURE What Ayn Rand Got Right



12 GLOBAL VIEW Has World War III already begun?

#### 44 MARKET

Market Buzz



15 IE&M INITIATIVE
Siddharth Agarwal
Founder, Mobicule Technologies



22 TRENDING GIFT City: A Paradigm Shift

#### ALL REGULARS

- Spotlight
- · Bookworm's Bite
- · Tech-Talk
- Success Mantras
- · Leaves From a Yogi's Life

## Indian Journal of Corporate Governance

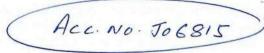
Volume 16 Issue 1 | June 2023



find this journal Online at http://journals.sagepub.com/home/ijc



#### Contents



0.000.3	
Editorial	7
Empirical Research Paper	
Does Corporate Governance Impact Risk Disclosure?  An Empirical Analysis in the Indian Context  Ritika Gupta and Jacqueline Symss  1 1 SEP 2 16 3	9
Original Research Papers	
Corporate Governance and Islamic Behavioural Finance: A Review from Malaysia and GCC Countries Ooi Kok Loang	28
Effects of Corporate Governance on Creative Accounting Practices: Evidence from NSE-listed Companies in India Juhendra Debbarma and Chinmoy Roy	52
Effect of Governance Practice on Firm Value: Governance Professionals' Perception Study Azhaguraja N, Malabika Deo and S.Thiyagarajan	79
Empirical Research Papers	
Status of Women in Corporate Governance in the Private Sector Companies in India Rajesh Raut, Amruta Deshpande, Kirti Gupta, Natashaa Kaul and Nivedita Ekbote	94
Board Attributes and Corporate Social Responsibility: A Systematic Literature Review and Future Research Perspectives Shuchi Pahuja and Anita Agrawal	108

₹ 350/-

Source Normalized Impact per Paper (SNIP): 0.628

SCImago Journal Rank (SJR): 0.243; Scopus CiteScore (2021) = 2.1;

Scopus CiteScore Journal Rank: 127/203

Google Scholar h5-index: 16

(Google Scholar Citations: 4,500 + Citations)

# Indian Journal of MARKETING

VOLUME: 53

ISSUE NUMBER: 8 (MONTHLY)

**AUGUST 2023** 

In This Issue

The Non-Fungible Token (NFT) Marketplace:

Technological Innovation and Opportunities for Creators

ACC. NO. JO6800

A. C. Balaji

Padmakumar K.

S. Anuradha

A Systematic Literature Review of

Quasi-Experimental Studies on Consumer

Behavior in the Sustainability Domain

Yogesh Mahajan Natashaa Kaul

Sanjay Sharma

Sustainable Consumption: Consumer

**Behavior When Purchasing** 

Sustainability-Labeled Food Products

**Zainab Sharief** 

**Anupama Panghal** 

Consumers' Readiness and Acceptance of Beacon Technology

Ruchita Pangriya

ACC-NO J06814

August 2023 Vol. 19 • No. 2









# International Journal of Rural Management





# **Contents**

ACC. NO. TO 6814.

# Research Articles

Understanding Poverty and Survival Strategy among Ethiopian Pastoralists: The Boorana Pastoralists Perspectives Galgalo Dika, Degefa Tolossa and Shiferaw Muleta Eyana	171
Understanding What Informs the Choice of Agro-Processing Firm Siting: Evidence from a Developing Country Isaac Nyame and Livingstone Divine Caesar	189
Financial Leverage and Financial Performance of Savings and Credit Co-operative Societies in Tanzania Nathaniel Naiman Towo	214
Upgrading Opportunities and Challenges for Small Coffee Producers in Sidama Region of Ethiopia Gashaw Addisie and Lika Tebarek	2 1/2 3
Traditional Knowledge and Practices in Natural Resource Conservation: A Study of the Zukpiri Community Resource Management Area, Ghana Louis Baaweh, Issah Baddianaah and Bernard Nuoleyeng Baatuuwie	253
The Hiring of Labour for Field Cultivation: A Study in the Brahmaputra Valley of Northeast India Anup Kumar Das	274
The Occupation of Last Resort? Determinants of Farming Choices of Small Farmers in Nigeria Toritseju Begho and Mary Omokhose Begho	298

# Research Note

La Rioja in a Cheese	319
Evangage Eusté Earné	





# COMMUNICATIONS

**Special Issue:** Communication in the Time of Uncertainty and Misinformation

Guest-Editor: Yangsun Hong and Rajat Roy

Volume 18 • Number 2 • 2023 • July

ACC. NO. JO6803



# Contents

0 i SEP 2123

# **Guest Editorial**

Acc. NO. JO6809

Communication in the Time of Uncertainty and Misinformation
Yangsun Hong and Rajat Roy

131

# **Original Articles**

COVID-19: Examining the Roles of Traditional and Social Media Attention in the Amplification of Risk William Kinnally, Patrice A. Kohl, Steven Collins, Martin Eichholz and Chelsea Schafer

133

Bibliometric Review of Research on Misinformation: Reflective Analysis on the Future of Communication

Swetabh Pandey and Munmun Ghosh

149

# **Special Issues**

The Effect of Social Media on Preventive Behavioural Intention During the COVID-19 Pandemic: Mediating Roles of Interpersonal Communication, Social Media Expression and Knowledge

Woohyun Yoo, Sang-Hwa Oh and Taemin Kim

166

Analysis of the Engagement with COVID-19 Vaccination-Related Posts in Sri Lankan Health-Oriented Social Media: A Social Listening Approach Poorna Fernando, R. A. D. L. M. K. Ranwala, I. K. Rasanka Ashoranga, Malinda De Silva and Sonali Apsara Lunuwila

183

Online Health Information Seeking Behaviour	199
Lyounghee Kim, Yangsun Hong, Sumaira Abrar and Courtney A FitzGerald	
Communication Strategies in Relation to COVID-19 in South Africa and Ghana:	
A Systematic Review	214
Akwasi Bosompem Boateng and Nkonzo Gumede	

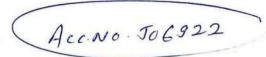
Relationships Between Social Media Use, Exposure to Vaccine Misinformation and

Visit journals.sagepub.com/home/crc Free access to tables of contents and abstracts.

# Journal of Emerging Market Finance

Volume 22 Number 3 September 2023

# Contents



# **Original Articles**

Financial Institutions Dynamics, Investments and Development Rexford Abaidoo and Elvis Kwame Agyapong	247
The Effect of Investment Inefficiency on Expected Returns Jains P. Chacko and Lakshmi Padmakumari	272
An Assessment of Unconventional Monetary Policy During COVID-19 Pandemic in India D. Tripati Rao and Rahul Kumar	297
Beware of Extreme Investor Sentiments! Indian Evidence on the Performance of Neuro-specific Options Volatility Trading Strategies on the Facets of COVID-19	326

2 8 SEP 2 K J

# Journal of Entrepreneurship and Innovation in Emerging Economies

Volume 9 - Issue 2 - July 2023

# Contents

Acc. NO. J06920

# **Editorial**

157

#### Conference Notice

19th International Forum Conference. Padua, Italy. 6–8 September 2023 'Entrepreneurship: Analogue to Digital'

159

# Special Issue on "Islam, Entrepreneurship and Economic Development:" An Introduction

161

# **Special Issue Articles**

2 8 SEP 2

Sociocultural Factors, Religion and Cognition Development: An Integrated View of Psychological Empowerment of Female Entrepreneurs Talat Rehman and Asma Basit

165

# Entrepreneurial Leadership and Innovative Work Behaviour:

Moderating Role of Islamic Work Ethics

181

Riffat Hussain, Madiha Gohar, Yasmine Muhammad Javaid Iqbal and Hammad Ali Khan

100

Identity Construction of Pakistani Female Entrepreneurs in Religious Framework: An Interplay of Sociocultural and Religious Factors Javeria Aftab, Ayesha Abrar and Lubna Maroof

198

# Special Issue Critical Essay

Traditional Versus Born-Global Theories and the Internationalisation of Halal Food SMEs from an SSMC: Conceptual Framework and New Propositions Nuruldiana Mak Hj Mohammad Sufri, Yazid Abdullahi Abubakar, Masairol Bin Haji Masri and Mohamed Syazwan Ab Talib

222

### Other Research Articles

Proble Priorie initovacion and Doing Business in Sub-Sanaran Arrica	230
Simplice A. Asongu	
Drivers of Rural Entrepreneurship in Northern Ghana: A Community	
Capitals Framework Approach	270
Akanganngang Joseph Asitik	

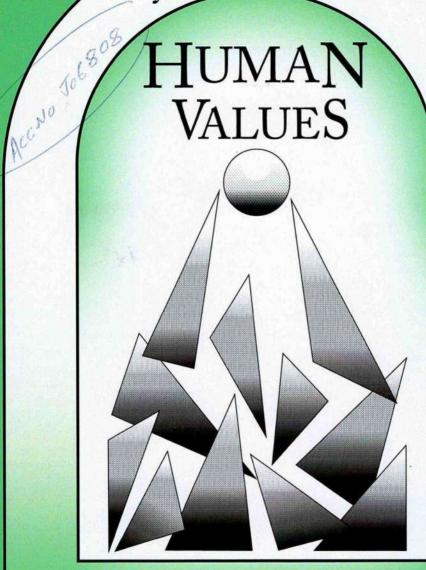
# Point of View

Role of EDPs in Harnessing Local Resources—with Special Reference	
to Hyderabad and Rangareddy Districts	288
Vinutha Kandukuri and V. Samunnatha	

Visit journals.sagepub.com/home/eie
Free access to tables of contents and abstracts.



# HUMAN VALUES



MANAGEMENT CENTRE FOR HUMAN VALUES INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

**VOLUME 29** 

**NUMBER 3** 

**SEPTEMBER 2023** 

# Contents

Editorial 175 ACC.NO. JO6808 **Articles** Spiritual Leadership and Organizational Commitment: A 21-year Systematic Literature Review 177 Hakim Lahmar, Farid Chaouki and Florence Rodhain Self and Reality: An Upanișadic View 200 Puja Raj Moral Legislation and Crime Against Women: Explorations in Indian and Western Values 209 Mayavee Singh Time to Teach Age Old Values Yamas and Niyamas as Part of Value Education to School children 222 J. K. Swapna and Karuna Nagarajan The Gunas Personality Framework: Validating a Contemporary Scale 244 Surabhi Sachar, Zubin R. Mulla and Venkat R. Krishnan Crime and Punishment: How Historical Narratives Affect the Evaluation of Restorative and Retributive Justice 261 Juan David Hernandez-Posada, Javier Corredor and Alejandra María Martínez-Salgado Ideologies of Masculinity and Femininity in the Projection of the 'National Language': Gendered Discourse of Hindi-Urdu Dichotomization and Standardization 274 Atul Kumar Singh and Prabha Shankar Dwivedi

Ecocritical Wisdom for Ecojustice: The Quintessence of Human Existence	285
Bavetra Swaminathan and Ravi Chakravarthy	
When Do Personal Factors Make Autonomy Motivational Orientation Worthwhile?	
A Case of Turnover Intentions	296
Saidatt Senapaty and Pulidindi Venugopal	

### **Book Review**

Vishal Gupta, FIRST AMONG EQUALS: 'T-R-E-A-T' Leadership for 'L-E-A-P' in a Knowledge-Based World
305
Sabzar Ahmad Peerzadah

Visit http://journals.sagepub.com/home/jhv Free access to tables of contents and abstracts.



# JOURNAL OF INFORMATION AND KNOWLEDGE

Volume 60, Issue 3, June 2023

# **CONTENTS**

# **EDITORIAL**

A Note from the Editor K. S. Raghavan





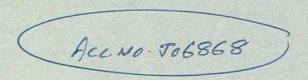
# **ARTICLES**

CCLitBox. A Wikidata Gadget to Classify World Literature Carlo Bianchini	133-141	
Machine-Generated Colon Class Numbers: Automatic Classification of Indian Literary Works in the Wikidata Environment Debkanta Halder, Meghna Biswas	143-149	
FOLIO: The Future of Library is Open Satbir Chauhan, K. Kandhasamy, N. Sakthivel	151-157	
Identifying Stylometric Characteristics of Domain Specific Texts Using Classification Algorithms: A Study of Library Science Articles published in 2020 Mousumi Saha, Saptarshi Ghosh	159-167	
Decoding Predatory Publishing practices for Academia S. Nayanthara, Anila Sulochana	169-174	
Scholarly Communication and Machine-Generated Text: Is it Finally AI vs AI in Plagiarism Detection?  Patit Paban Santra, Debasis Majhi	175-183	
Design and Development of InfoRef using Dialogflow: A 24/7 Online Reference Service Platform Priya, K. Shivarama Rao	185-190	
Implementation of Electronic Resource Management System: A case study of Central Library, IIT Delhi Priya, K. Shivarama Rao	191-197	
An Application of TAM on Use of Remotely Accessible E-Resources of Dhanvantri Library, University of Jammu Bindu Sharma, Reenu Arti Thakur, Diksha Sharma	199-207	
Bibliotherapy – Use of books for healing: an Experiential Study to Introduce Prospective Bibliotherapy Service in Libraries Rummana Nazi, P. M. Naushad Ali, Deoshree Akhouri	209-215	



# Journal of Management Research

Volume 23, Number 1 • January - June 2023



Rina Neoh Siew Lian, Anbalagan Krishnan, Siti Khadijah Mohammed Nasrah and Franco Gandolfi

Egwunatum I. Samuel and Oboreh C. Justina

Elham Shahmiri Lakeh, Alireza Khorakian and Mahdi Forghani Bajestani

Olusola Joseph Dahunsi

Zhang Xiayi

Tuba Nafees, Muhammad Shafiq and Khalid Hafeez Corporate Governance and the Influence of Board Characteristics: A Malaysian Study

Implementation of Effective Knowledge Management Practices for Improving Productivity of Nigerian Construction SMEs

Knowledge Absorptive Capacity and Organizational Responsiveness: The Moderating Role of Strategic Orientation

Competition and Innovation in Nigeria's Manufacturing Industry: A Cause-Effect Relationship

The Financial Impact of Ownership Reform on State-owned Enterprises in China

Influence of Firm size and Firm Age on Entrepreneurial Performance: An Empirical Study in Pakistan

Biannual Journal of Research in Management

# JOURNAL of

# Marketing

## ARTICLES

Beyond Income: Dynamic Consumer Financial Vulnerability Linda Court Salisbury, Gergana Y. Nenkov, Simon J. Blanchard, Ronald Paul Hill, Alexander L. Brown, and Kelly D. Martin	657
A Theory of Product-Form Strategy: When to Market Know-How, Components, or Systems? Kellilynn M. Frias, Mrinal Ghosh, Narayan Janakiraman, Dale F. Duhan, and Robert F. Lusch	679
A War on Sugar? Effects of Reduced Sugar Content and Package Size in the Soda Category	698
Understanding Customer Participation Dynamics: The Case of the Subscription Box	719

Marketing by Design: The Influence of Perceptual Structure on Brand Performance Felipe M. Affonso and Chris Janiszewski	736
Creating Effective Marketing Messages Through Moderately Surprising Syntax	755
Give Me the Facts or Make Me Feel: How to Effectively Persuade Consumers to Act on a Collective Goal Liyin Jin, Yajin Wang, and Ying Zhang	776
What Holds Attention? Linguistic Drivers of Engagement  Jonah Berger, Wendy W. Moe, and David A. Schweidel	793









# JOURNAL of

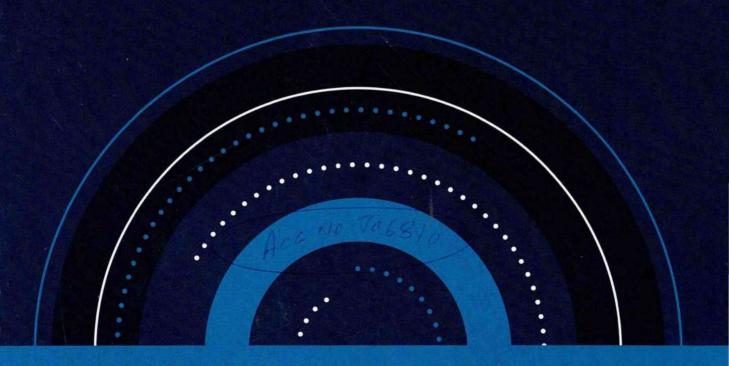
# Marketing

# ARTICLES

Information Disclosure in the Era of Voice Technology Johann Melzner, Andrea Bonezzi, and Tom Meyvis	491
Nudging App Adoption: Choice Architecture Facilitates Consumer Uptake of Mobile Apps Crystal Reeck, Nathaniel A. Posner, Kellen Mrkva, and Eric J. Johnson	510
Ask for Reviews at the Right Time: Evidence from Two Field Experiments  Miyeon Jung, Sunghan Ryu, Sang Pil Han, and Daegon C	<b>528</b> Cho
Innovation Potential, Insider Sales, and IPO	

Performance: How Firms Can Mitigate the Negative Effect of Insider Selling ...... Zixia Cao, Reo Song, Alina Sorescu, and Ansley Chua

Secondary Selling: Beyond the Salesperson-Customer Dyad	575
When and Why Consumers React Negatively to Brand Acquisitions: A Values Authenticity Account	601
Before or After? The Effects of Payment Decision Timing in Pay-What-You-Want Contexts Raghabendra P. KC, Vincent Mak, and Elie Ofek	618
Enhancing Donor Agency to Improve Charitable Giving: Strategies and Heterogeneity Emilie Esterzon, Aurélie Lemmens, and Bram Van den Bergh	636



# Journal of Services Research



Volume 22	Number 2	October 2022 - March 202
Archita Pal Choudhury Amit Kundu Dev Narayan Sarkar Arabinda Bhattacharya	Relations Or Transa Indian Banks	Acc-No-506926
R Sathya		n Cyberspace: A Study On Fouch Points For Online Food
Matti Haverila Caitlin McLaughlin Kai Haverila	Segmentation Of The Brand Community Members Using Actual Brand Community Motives As A Cluster Variate	
Nayan Shah Bala Krishnamoorthy Christine D'Lima	Lodha Developers- Study	A Service Business Case
Ravi Ranjan Renu Kamakshi Mehta Anita Sharma Shikha Sharma	Using The Digital P	Role Of Cryptic Factors In ayment Apps: The Mediating he Behavioural Intention

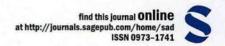
The Journal of Vedatya Institute

# Journal of South Asian Development

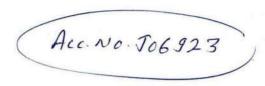


Volume 18 · Number 2 · August 2023

Acc No. TO 6923



# **Contents**



# **Research Articles**

Imagining, Conceiving and Implementing Development: Diaspora Philanthropic Interventions in Post-War Sri Lanka Mohamed Munas and Lothar Smith	169
'From Plot to People': A Photovoice Exploration of South Asian Farmer Livelihood Diversification Strategies When Extra Time and Money are Found Through Zero Tillage Adoption Brendan Brown, Akriti Sharma, Emma Karki and Anjana Chaudhary	193
Tāqat, Shakti or Empowerment(s)? Describing the Experience of Power: A Decade of Observations in one Informal Settlement of Patna, India Hugo Ribadeau Dumas	221
A Range of Informality Across Cities and Slums: Understanding Precarity in Patna's Slums Before and During the COVID-19 Pandemic Anirudh Krishna, Sujeet Kumar and Emily Rains	244
Groundwater Markets in South Asia: A Bibliometric Assessment of Challenges and Opportunities for Sustainable Irrigation Development Dishant Parakh and Sriroop Chaudhuri	265
Covid on the Coast: Pandemic Governance and Protests in Fishing Villages in South Kerala, India Johnson Jament, Max Martin, M.S. Visakh and Filippo Osella	295
Book Reviews	
Sujata Patel, D. Parthasarathy and George Jose, Mumbai/Bombay: Majoritarian Neoliberalism, Informality, Resistance, and Wellbeing Kaveri Medappa	321

28 SEP 311

bilaswati bilattacilai ya aliu i lelii ike Dollilei (Lus.), Giobulisiig	
Everyday Consumption in India: History and Ethnography	326
Suchismita Chattopadhyay	
Jelle J. P. Wouters (Ed.), Vernacular Politics in Northeast India:	
Democracy, Ethnicity, and Indigeneity	329
Vibha Joshi	

Visit http://journals.sagepub.com/home/sad Free access to tables of contents and abstracts.

# Management and Labour Studies

A Quarterly Journal of Responsible Management

#### **Research Articles**

Comparative Analysis of Pitch Ratings in All Formats of Cricket Chitresh Kumar and Girish Balasubramanian

Impact of Career Adaptability on Employee Performance: The Moderating Role of HR Practices Vikram Singh Chouhan

Analysing Determinants of Employee Performance Based on Reverse Mentoring and Employer Branding Using Analytic Hierarchical Process

Alpana Agarwal and Divina Raghav

An Empirical Analysis of Telecommuters: Their Level of Satisfaction, Commitment and Loyalty Mohd Tariq Jamal, Imran Anwar, Nawab Ali Khan and Manisha Singh

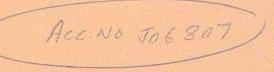
Human Resource Management Practices as Antecedents of Employee Competencies: Empirical Evidence from the Banking Industry

Mohammad Salman, Imran Saleem and Showkat Ahmad Ganle

Does Self-esteem and Social Identity Play a Role in Keeping the Family Occupation Alive? Madhuri Mahato and Julie Vardhan

Fraud Triangle as an Audit Tool Namrata Sandhu and Shefali Saluja

**Book Review** 





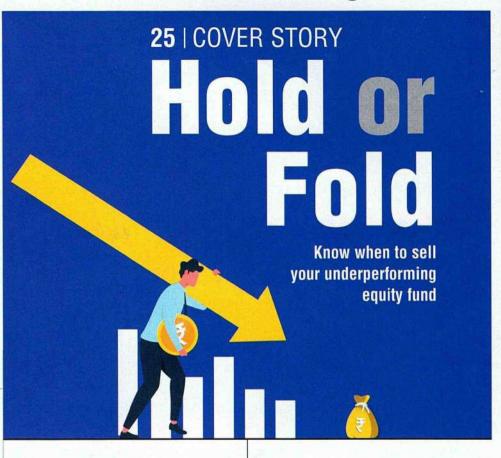


# Mutual Fund Insight

ACT.NO. JOB881

Know when to sell your underperforming equity fund

# **Mutual Fund Insight**



# 20 | QUICK CHAT

'Mid-caps and small-caps may not be as expensive'

Contrarian king, Taher Badshah, feels the rally is 'still in the initial phase'



# 54 | THE PLAN

How to reduce tax in the new tax regime

If you thought you don't get tax deductions anymore, you are in luck



9 FIRST PAGE
The
Final Step
Dhirendra Kumar



10 | INSIDE FUNDS | Most bought/sold stocks by funds & more

# 12 | VALUE RESEARCH PREMIUM | Duliness vs Excitement

Investing can be profitable and interesting, provided you can get someone else to do the dull parts.

We offer a solution.



16 | SPOTLIGHT

'We aim to be among the top 10 fund houses in India' Kailash Kulkarni CEO, HSBC Asset Management India



24 | SIP SAHI HAI SIP in ELSS funds

34 INVESTORS' JOURNEYS
Greed, prudence and
lessons from history
Shyamali Basu



38 | CATEGORY WATCH

Active funds prove their mettle
Actives in the 'growth' category are beating
the benchmark handsomely this year

42 FUND ANALYST'S CHOICE
Get 10 handpicked
flexi-cap, large &
mid-cap, and
value funds



52 | PERSONAL FINANCE INSIGHT

How to claim 'lost' money
Be it forgotten equity
investments or dormant bank
accounts, we show how you
can reclaim your money even



ASK VALUE RESEARCH
All your savings and
investment gueries answered

58 | SCOREBOARD

vears later

- NPS
- Equity, Hybrid & Debt funds
- Index fundsETFs



TOP-RATED FUNDS

\*\*\*\*

102

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

104 | SIP RETURNS | Value of ₹10,000 monthly SIP across different time periods



# **Journal**

An Academic Journal for HR Practitioners

Acc. NO. J06806

Volume 16 Issue 3 July 2023

# Special Issue

Employer Branding: Current Context and Future Ahead

> Guest Editor Gordhan K. Saini

Managing Editor
Pallab Bandyopadhyay

# **Articles**

Employer Branding: A Critical Review and Future Research  Gordhan K. Saini	220
Role of Employer-sponsored Health Insurance Benefits in Employer Attractiveness: Literature Review and Emerging Issues Reshmi and Zubin R. Mulla	233
Reimagining HR Practices to Attract and Engage Gig Talent: An Organisational Perspective Preethy Unnikrishnan and Rupashree Baral	248
Future of Employer Branding in the Era of Bard, ChatGPT, Metaverse and Artificial Intelligence Neeraj Pandey	258
Gamification as an Effective Employer Branding Strategy for Gen Z John Varghese and R. Deepa	269
Employer Branding and COVID-19:A Job Demand–Resource Model for Employee Attraction and Retention in Health Sector Mohammad Zoheb and Faiz Ahamad	280

Leveraging Social Media to Build Online Social Capital and Employer Brand Kumar Mukul and Urmila Jagadeeswari Itam	292
'Life @ Work' Storytelling: Exploring a New Meaning of Employee Experience Shrirang Ramdas Chaudhari, Ankita Singh and Gordhan K. Saini	303
Assessing Employer Branding Business Case and Proposing an Employer Brand Attractiveness Model Sandeep K. Krishnan, Abhishek Kumar, Suraj Jaganathan and Praveen Kumar Srivastava	321
Book Reviews	
Richard Mosley, Employer Brand Management: Practical Lessons from the World's Leading Employers Reviewed by Bhavya Kapoor	331
Helen Rosethorn, The Employee Brand: Keeping Faith with The Deal	332

POLITICS & ECONOMY Taiwan submarine dream overcomes China pressure

Norwegian telecom giant Telenor

fights to hold its ground across Asia page 22

asia nikkei.com KELASIa

Sept. 25-Oct. 1, 2023

Acc. NO. TO 6929

2 8 SEP 2 12 3

**Defending Japan** 

Jet fighter alliance signals Tokyo's new approach to security

# CONTENTS



14

THE BIG STORY

# HIGH SECURITY

MITSURU OBE Tokyo/London

Japan's new jet fighter alliance with the UK and Italy tests the limits of Tokyo's defense policy

#### DATAWATCH

7 Japan's world-leading chip materials makers risk being acquired RIHO NAGAO

# OPINION

8



ALEXANDER L. VUVING
Vietnam needs more than
an upgraded US partnership

- 10 Why Thaksin no longer scares
  Thailand's establishment
  THITINAN PONGSUDHIRAK
- 12 Editorial: Russia-North Korea military ties are cause for concern

#### BUSINESS

22 Norwegian telecom giant Telenor fights to defend its ground in Asia FRANCESCA REGALADO Bangkok

26



Indonesian companies show fresh interest in Nusantara, but foreign investors remain cold

NANA SHIBATA Jakarta

- Wietnam's factory doldrums show the limits of shifting out of China LIEN HOANG Ho Chi Minh City
- 29 China leads high-tech research in 80% of critical fields: report

  KAORU TAKATSUKI Tokyo

Cover image: An artist's rendering of the sixth-generation fighter plane to be produced under the Global Combat Air Programme, a collaboration between Japan, Italy and the U.K. (Courtesy of Mitsubishi Heavy Industries)

### THROUGH THE LENS

30 | New day, ancient attraction

### **POLITICS & ECONOMY**

32 Taiwan's submarine dream surfaces as China tensions rise

THOMPSON CHAU Taipei

Putin psychological analysis shows anger and disgust, but no fear

KEN MORIYASU Tokyo

38 Afghanistan's secret schools for girls defy the Taliban's ban

KANIKA GUPTA Berlin

40



China home prices drop in more cities, but bright spots emerge
CK TAN Xi'an, China

LIFE & ARTS

42 Renzo Piano reflects social change through architecture

AYAKO OTA Tokyo

# TEA LEAVES DAG UNITED TO

Japan's 'yukata' boom is more than a fashion statement

NOBUKO KOBAYASHI

# ON THE WEB



COMMODITIES

Australia miners BHP, Fortescue race to curb iron ore dependence



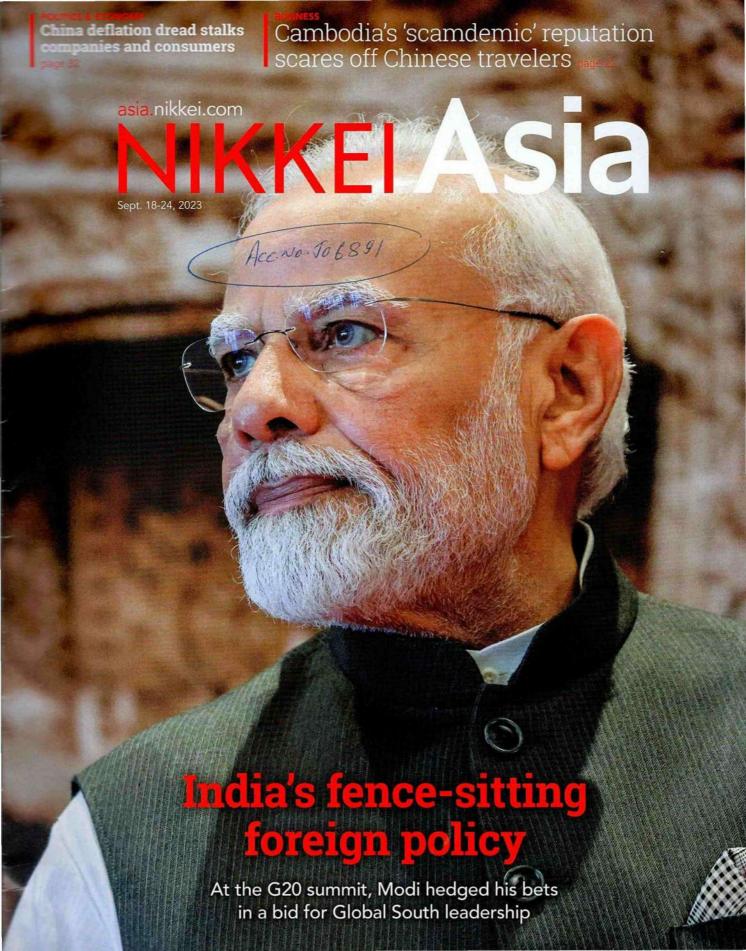
POLITICS BANGKOK

Thailand's Pita resigns as Move Forward leader



TRAVEL & LEISURE

Muji brand owner woos travelers with renovated Japanese houses



#### CONTENTS



THE BIG STORY

# TOGETHER?

STEVEN BOROWIEC/KIRAN SHARMA New Delhi

How Prime Minister Narendra Modi used this year's G20 summit to showcase India's risk-averse foreign policy

## DATAWATCH

Surging e-commerce imports threaten Japan's retail sector AIKO MUNAKATA

# OPINION



NARENDRA MODI

As G20 president, India has made the global table larger

Japan has been transparent and open about Fukushima RAHM EMANUEL

12 Editorial: China must end its diplomacy of coercion

### BUSINESS

- 22 Cambodia's 'scamdemic' reputation scares off travelers from China SHAUN TURTON/HUANG YAN Phnom Penh
- 26 Chinese and Thai companies fill Myanmar's economic vacuum NIKKEI STAFF WRITERS Bangkok/Yangon

28



Junket agents find ways to bring high rollers back to Macao's casinos PEGGY YE/KENSAKU IHARA Hong Kong

#### THROUGH THE LENS

30 Poverty and pride

CORRECTION: A graphic in the story "Lost Realim." in the Sept. 11-17 issue ("Finding the lost sultans of Sulu"), contained an incorrect photo for the late Sultan Mohammed Esmail Kiram. The comed photo has been replaced online.

Cover photo: For Indian Prime Minister Narendra Modi, who is seeking to extend his rule, the timing of the G20 summit was ideal as it allowed him to project an image of a strong and influential India ahead of general elections next year. hoto by Ken Kobayash

Follow us @NikkeiAsia







#### POLITICS & ECONOMY

- 32 Chinese deflation dread stalks the property trade and struggling companies CISSY ZHOU Hong Kong
- Thailand's new prime minister lays out plans to kick-start the economy FRANCESCA REGALADO Bangkok
- Pakistan's inflated electricity rates spark a public uproar ADNAN AAMIR Islamabad
- Taiwan presidential contender
  Lai takes a big lead in opinion polls
  THOMPSON CHAU Taipei



Japan's lunar lander begins its journey to the moon following India's success MITSURU OBE Tokyo

## LIFE & ARTS

42 Photographer Hans Sautter captures kaleidoscopic Japan STEPHEN MANSFIELD

# TEA LEAVES

45 Indonesia's lessons in capital relocation

JOHANNES NUGROHO

# ON THE WEB



BELT AND ROAD
BELING

China's Belt and Road at crossroads as more loans turn sour



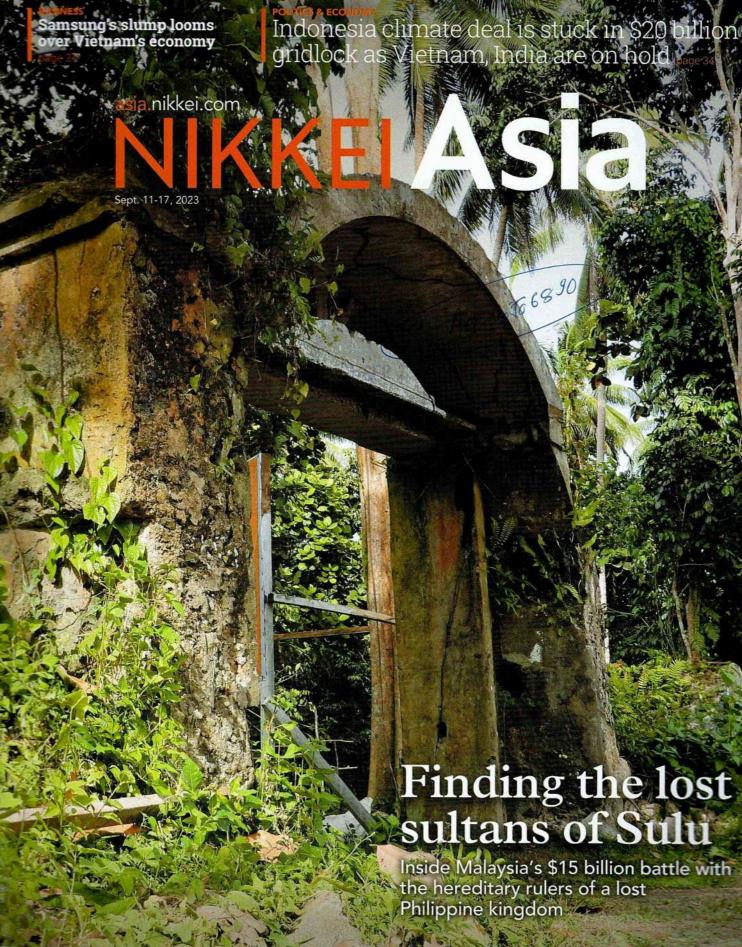
SEMICONDUCTORS

MediaTek to use TSMC's cutting-edge tech for mobile chips in 2024

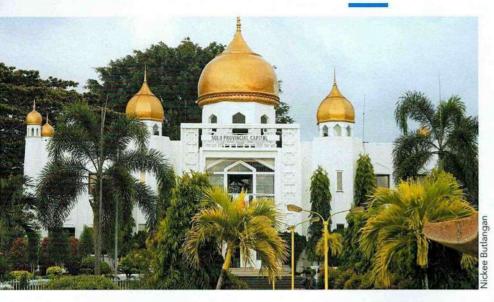


AUTOMOBILES

Nasdaq-listed VinFast pushes EVs in Vietnam ride-hailing sector



# CONTENTS



14

THE BIG STORY

# LOST REALM

FRANCESCA REGALADO Lahad Datu, Malaysia

How the hereditary rulers of the vanished Sultanate of Sulu seek to reclaim their former greatness

# DATAWATCH

7 'Greedflation' still grips Europe TAKERO MINAMI/HISASHI TSUTSUI

# OPINION



MASAAKI SHIRAKAWA
China can avoid 'Japanification'
with prompt action

- 10 Pakistan's military can now legally do whatever it wants SALMAN RAFI SHEIKH
- 12 Editorial: China must stop its citizens' irrational harassment of Japan

# BUSINESS

24



Samsung's smartphone slump casts a shadow over Vietnam KIM JAEWON/LIEN HOANG Seoul/Ho Chi Minh City

- 26 Don Quijote spearheads Japan's discount store boom in Asia
  RYO ASAYAMA Tokyo
- 28 Singapore data centers look to Malaysia and Indonesia to satisfy demand
  TSUBASA SURUGA Singapore
- 30 BYD leads China's surge in EV exports
  NIKKEI STAFF WRITERS Tokyo
- 31 Thailand's durian growers brace for El Nino and a slowdown in China
  APORNRATH PHOONPHONGPHIPHAT
  Bangkok

Cover photo: The ruins of an archway at Astana Darul Jambangan, the sultanate's ancestral seat, in Jolo, Philippines. (Photo by Nickee Butlangan)









#### THROUGH THE LENS

32 | Cash for the afterlife

### **POLITICS & ECONOMY**

34 Indonesia climate deal is stuck in \$20 billion gridlock as Vietnam, India are on hold

SAYUMI TAKE/ERWIDA MAULIA

Tokyo/Jakarta

Japan 'cannot maintain' security at its current capabilities, says SDF chief

41



Ex-Deputy Prime Minister Tharman is elected Singapore's next president TSUBASA SURUGA/DYLAN LOH Singapore

# LIFE & ARTS

42 Mumbai's last remaining 'Irani' cafes recall the lost culture of Bombay
TEJA LELE Mumbai

# TEA LEAVES

Hong Kong's Tai O village offers political lessons HUMPHREY HAWKSLEY

# ON THE WEB



TECHNOLOGY TAIPEI

Is the new Mate 60 Pro a 5G comeback for Huawei?



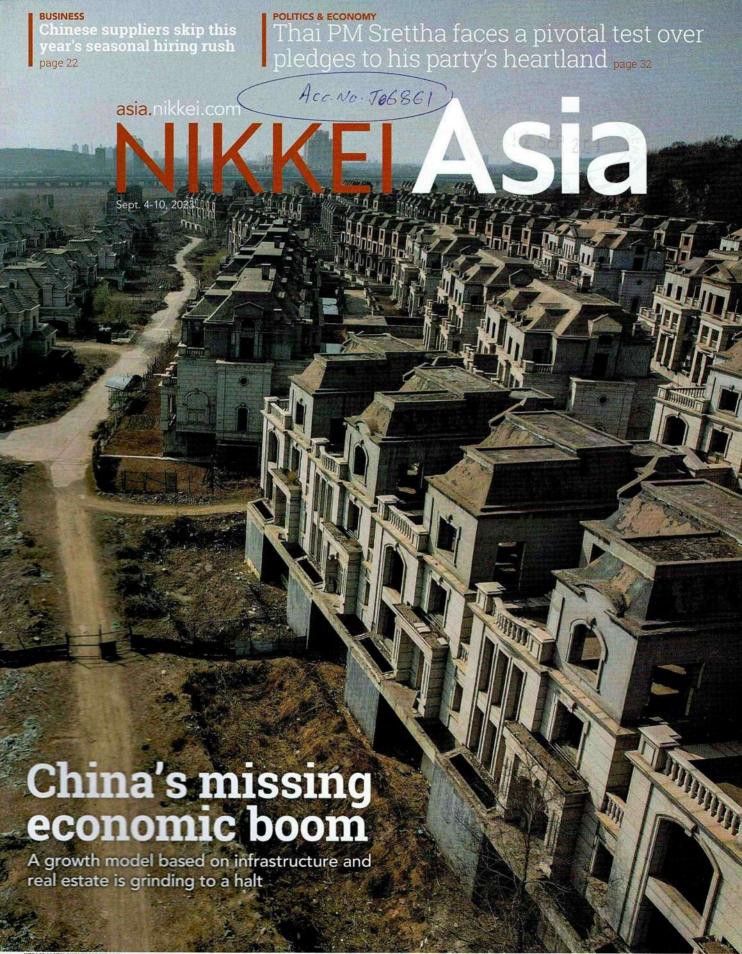
MARKET SPOTLIGHT JAKARTA/KUALA LUMPUR

Indonesia, Malaysia push biofuel to offset palm oil price downturn



AEROSPACE & DEFENSE INDUSTRIES

India launches sun probe after moon landing success



#### CONTENTS



14

THE BIG STORY

#### SHATTERED DREAM

CK TAN/KENJI KAWASE/GRACE LI

Dongguan, China/Hong Kong

China's missing economic boom points to troubling fundamentals

#### DATAWATCH

7 A coal-addicted world
HIROKI SAKURAGI/KENTARO TAKEDA

#### OPINION

8



YUN DUK-MIN

A new era of South Korea-US-Japan trilateral cooperation has begun

- Anwar must listen to Malaysia's voters BRIDGET WELSH
- 12 Editorial: China's ban on Japanese seafood is absurd

#### BUSINESS

- 22 Tech suppliers in China skip seasonal hiring rush amid weak demand LAULY LI/CHENG TING-FANG Taipei
- 25 Huawei's mobile OS Harmony falls out of tune with growth TAKASHI KAWAKAMI Guangzhou

26



Taiwan's Starlux Airlines flies high by betting on luxury HIDEAKI RYUGEN Taipei

28 Hilton is ready to expand its
Waldorf Astoria brand across Asia
MAYUKO TANI Singapore

#### THROUGH THE LENS

30 Hands up for hoops

Cover photo: Half-finished luxury mansions lie empty and unsold in Shenyang, in China's northeastern Liaoning province -- a stark symbol of China's crippled housing market and the post-COVID-19 economic boom that wasn't. (Photo by AFP/Jiji)

Follow us @NikkeiAsia







#### POLITICS & ECONOMY

Thai PM Srettha faces a pivotal test over pledges to his party's heartland FRANCESCA REGALADO

Khon Kaen, Thailand

36 Inside STRATCOM, the core of America's nuclear deterrence KEN MORIYASU Omaha, U.S.

Japan to expand stipends to boost study abroad numbers HIROYUKI OMOTO Tokyo

40 July WANT JUSTICE

Pakistan's blasphemy law and violence threaten its EU trade status ZIA UR REHMAN Karachi

#### LIFE & ARTS

Traveling off the beaten path in Iran
TALA TASLIMI Aras, Iran

#### TEA LEAVES

No reservations in
Japan's restaurant scene
MELINDA JOE

#### ON THE WEB



TAIWAN ELECTIONS

Foxconn's Terry Gou announces bid for Taiwan's presidency



SCIENCE TOKYO/NEW DELHI

India moon landing paves way for lunar water search with Japan



AUTOMOBILES

China's BYD breaks into world's top 10 automakers with EV push

Takashi Kawakan

SUBSCRIEFR

NOT FOR RESALE CODY IS INEGAL.
Sale and purchase of this CODY IS INEGAL.

Mastering Immutable Infrastructure: Step-By-Step Guide To Building Golden AMI The Challenges Of Using Al Tools To Generate Code

₹120 ISSN-2456-4885

Note that the complete magazine on open source of the complete magazine on open source

Acc NO. J06821

An EFYGROUP Publication

# Devops

Enabling The Success Of DevSecOps With Al

How DevOps
Differs From
Traditional IT,
And Which One
Is Better

DevOps As A Career: Education, Experience and Opportunities 11011101 01110110



Coq And Lean: Powerful Interactive Theorem Provers Streamlining Software Delivery With Tekton Pipelines

### CONTENTS

SEPTEMBER 2023 | ISSN-2456-4885

#### FOR U & ME\_

The Challenges of Using Al Tools to Generate Code

#### FOCUS\_\_\_\_

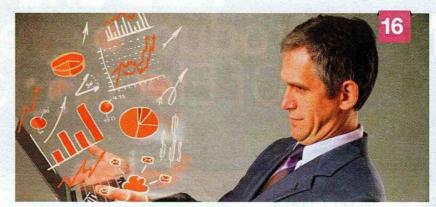
- Streamlining Software Delivery with Tekton Pipelines
- MLOps: Benefits, Applications and Popular Platforms
- 33 Enabling the Success of DevSecOps with Al
- Embracing Progressive Delivery in Kubernetes with GitOps
- Continuous Integration with GitHub Actions
- How DevOps Differs from Traditional IT, and Which One is Better
- DevOps as a Career: Education, **Experience and Opportunities**

#### DEVELOPERS \_\_\_\_

- R Series: mlr3 Package
- Cog and Lean: Powerful Interactive Theorem Provers
- Data Analysis: Web Scripting with Python
- Building Fast and Feature-Rich Web Applications Using HyperApp
- **Demystifying Connection** Pools: A Deep Dive
- Unleashing the Power of ReactPy

#### ADMIN \_\_\_\_

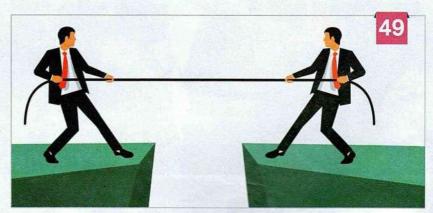
Mastering Immutable Infrastructure: A Step-by-Step Guide to Building Golden AMI



Data Analysis with Pandas AI, the Generative AI Python Library



The Al and Cybersecurity Capabilities of GitLab's CI/CD Platform



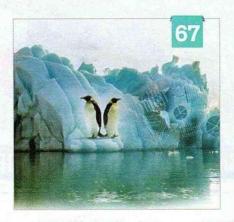
DevOps Vs Agile: What You Should Know

**REGULAR** FEATURES FossBytes

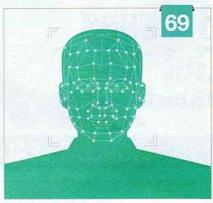
#### CONTENTS



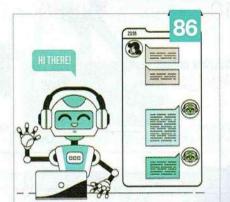
How AI/ML can Automate DevOps



Using Apache Iceberg for Developing Modern Data Tables



OpenCV: Bringing Al Within Your Reach



Building a Chatbot Application with IBM Watson



Cloud Orchestration with Infrastructure as Code (IaC): The Benefits

# **OPSEARCH**

Journal of the Operational Research Society of India

Official Publication of the Operational Research Society of India



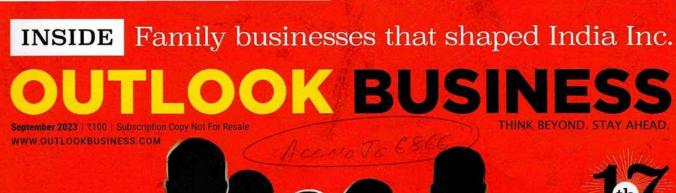


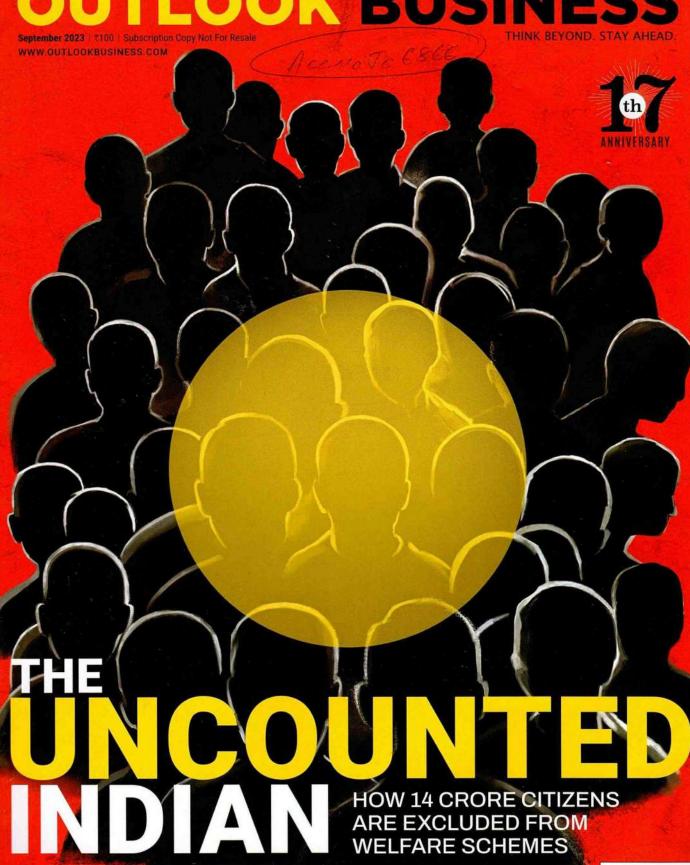
#### **Application Articles**

Acc No. Jo6910

1.	Profit maximization fuzzy 4D-TP with budget constraint for breakable	
	substitute items: a swarm based optimization approach	571
	P.K. Giri, M.K. Maiti and M. Maiti	
2.	Attribute-based characterization, coding, and selection of joining	
	processes using a novel MADM approach R.S. Saluja and V. Singh	616
3.	Pricing and revenue management for bank home loans: a mathematical	
	approach	656
	S. Natesan, D. Thakur, G. Dutta and M.K. Tiwari	
4.		
	Amendment Act 2019	688
	P. Kaur, P.K. Jain, A. Singh and N. Kumar	
5.		
	for order of preference by similarity to ideal solution environment H.D. Arora and A. Naithani	701
6.	Optimal production run in an imperfect production process with	
	maintenance under warranty and product insurance P.K. Ghosh, A.K. Manna, J.K. Dey and S. Kar	720
7.	Product process innovation model of fuzzy optimal control of	
	nonlinear system with finite time horizon under granular	
	differentiability concept S. Hati and K. Maity	753
8.	Investigating the ability of fuzzy and robust DEA models to apply	
	uncertainty conditions: an application for date palm producers	776
	M. Mardani Najafabadi, H. Kazmi, S. Shirzadi Laskookalayeh and	
	A. Abdeshahi	
9.	Markov interval chain (MIC) for solving a decision problem	802
	S. Semati and A. Gasmi	
10.	Statistical characterization of managerial risk factors: a case of	
	state-run hospitals in India	812
	C.R. Vishnu, E.N. Anilkumar, R. Sridharan and P.N.R. Kumar	

11.	Heuristics for the shelf space allocation problem K. Czerniachowska, K. Michalak and M. Hernes	835
12.	MMD labeling of EASS of cartesian product of two graphs R. Revathi, D. Angel and I. Annammal	870
13.	Modeling and solving the problem of scheduling university exams in terms of new constraints on the conflicts of professors' exams	
	and the concurrence of exams with common questions S. Bazari, A. Pooya, O. Soleimani Fard and P. Roozkhosh	877
14.	A grey multi criteria decision making application for analyzing	016
	the essential reasons of recurrent lane change Y. Çelikbilek and S. Moslem	916
The	oretical Articles	
15.	Statistical brand switching model: an Hidden Markov approach K. Kumaraswamy and N.Ch. Bhatracharyulu	942
16.	An inventory model for two-parameter Weibull distributed ameliorating and deteriorating items with stock and advertisement frequency	
	dependent demand under trade credit and preservation technology  A. Hatibaruah and S. Saha	951
17.	More on matrix splitting modulus-based iterative methods for solving linear complementarity problem  B. Kumar, Deepmala, A. Dutta and A.K. Das	1003
18.	Strategy selection for multi-objective redundancy allocation problem in a k-out-of-n system considering the mean time to failure S. Azizi and M. Mohammadi	1021
19.	Deriving priority vector from pairwise comparisons matrix with fuzzy elements by solving optimization problem  J. Ramík	1045





# Contents

VOLUME 18, ISSUE 9, SEPTEMBER 2023

PUBLISHED ON SEPTEMBER 1, 2023

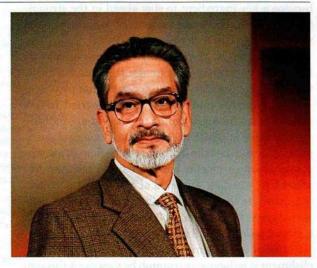


# 12 MISSING IN THE SCHEME OF THINGS

The delay in conducting Census 2021 has resulted in government policies continuing to rely on outdated data. This, in turn, has kept crores of eligible beneficiaries out of ambit of welfare schemes

# NO FAULT IN THE SAMPLING

There is nothing wrong in the sampling methodologies conducted for national surveys in the country, former chief statistician of India Pronab Sen insists. No procedure can correct faulty sampling due to delayed census, he says





# 39 ALL IN THE FAMILY

In the second part of the 17th anniversary coverage, *Outlook Business* profiles five business groups which are held together through kinship

### Contents

# BYJU ON THE CHOPPING BLOCK

Byju Raveendran finds himself staring at an imminent threat of being sidelined or removed from the company that he led all these years. Can he withstand the new power centres?



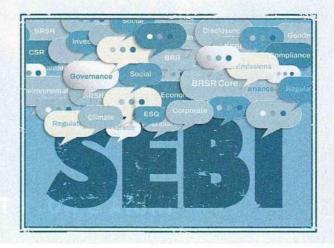
#### 56 FADED EMAMI GLOW

In over four decades, FMCG major Emami has filled up its basket with popular brands like Navratna oil, BoroPlus, Kesh King and others. However, the past five years have been disappointing, especially at the bourses

### 118

#### SEBI'S SOFT TOUCH ON ESG COMPLIANCE

SEBI's BRSR Core framework, though an additional burden for companies already struggling to meet existing ESG requirements, is aimed at preparing them for a global business ecosystem



# Outlook

SEPTEMBER 2023 • ₹70 | NC.1 PERSONAL FINANCE MAGAZINE | WWW.OUTLOOKMONEY.COM



#### **GET YOUR MONEY DECISIONS RIGHT**



Top financial experts tackle key questions on investing, insurance, banking, taxation and financial planning

### CONTENTS



20 SEP 213

SEPTEMBER 2023 • VOLUME 22 • ISSUE 9

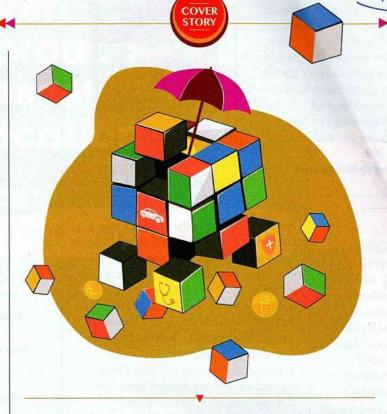
ACC.NO. J06887

#### 8 INVESTMENT

The principles of investing remains the same even as the investing landscape in India has changed drastically over the years. Ambareesh Baliga, market analyst, throws light on stock investing and Radhika Gupta, CEO, Edelweiss Asset Management speaks on mutual funds

#### 24 INSURANCE

Kamlesh Rao, MD and CEO, Aditya Birla Sun Life Insurance and Tapan Singhel, MD and CEO, Bajaj Allianz General Insurance, answer some key questions on life and general insurance



#### ANNIVERSARY SPECIAL

#### 46

#### BANKING

Adhil Shetty, CEO and co-founder, BankBazaar, tackles issues on borrowing

#### 60

#### FINANCIAL PLANNING

Lovaii Navlakhi, MD and CEO, International Money Matters, talks about why financial planning is important

#### **72**

#### TAXATION

Tax planning is important. Archit Gupta, CEO, Clear, and Sudhakar Sethuraman, Partner, Deloitte Touche Tomatsu India LLP, have a few suggestions



### 84 DIGITAL FRAUD: SENIORS AT RISK?

The elderly are more susceptible to digital frauds, but a little awareness and carefulness can keep them safe

#### 88

#### MF RECIPE TO RETIREMENT PLAN

Swarup Mohanty, Director and CEO, Mirae Asset Investment tells how MFs can help fund your golden years

#### 89

#### TIE PRODUCTS TO YOUR NEEDS

If you don't invest in products suitable to your needs, your retirement goals will remain a dream, writes Nilanjan Day

#### 98

#### EXPLAINER

#### ICCR

We delve into what incremental cash reserve ratio entails, its significance, and how it aids liquidity management



#### Contents

## Acc. NO. JO 6816

#### **Articles**

Do Disclosures Drive Socially Responsible Investing? Rabi Narayan Kar and Amanbreet Kaur Legal Underpinnings Drive ESG Amidst Global Flux 27 Rahul Gossain Stock Return Synchronicity and Profitability: Evidence from India 47 R. L. N. Murthy and Hardeeb Singh Mundi The More I Have Fun, the More I Experience Life Satisfaction: Gender Moderated and Engagement-mediated Model of Life Satisfaction 60 Fazeelat Masood and Naveed R. Khan Do Entrepreneurial Orientation and Market Orientation Matter for MSMEs Performance? A Systematic Literature Review 78 Namita Kaushik and R. C. Dangwal Industry Insight Importance of Critical Success Factors in Retail-banking Domain to Bring Customer Satisfaction and Delight Jayanti Talapatra

#### **Book Reviews**

Harish Mehta, The Maverick Effect:The Inside Story of India's IT Revolution Nabendu Paul and Mallikarjun Gudadinni	
Datafication of Public Policy	101

Visit http://journals.sagepub.com/home/par Free access to tables of contents and abstracts.

ndia's thriving lealthTech evolution p1( Cracking the code of healthcare interoperability p33



The power and pitfalls of Al in healthcare p39



Exploring mobile game development strategies and innovations p62



TECH TODAY & TOMORROW

To



Unlocking the potential of generative Al in cybersecurity

# The Health Tech Revolution

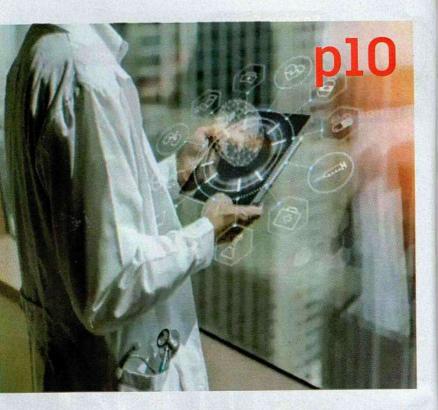


Special Subscription offer on page 46

76 pages including cove



# **EXPLORE**



HEALTHTECH

**India's Thriving HealthTech Revolution** 

ViewSonic ID2456 Digital **Smart Podium** 

p73

HEALTHTECH

#### **p13**

The HealthTech revolution transforming India's healthcare landscape

**Empowering rural** India: HealthTech transformations

Navigating challenges in Healthtech: Data security. privacy, and quality

A revolution in diagnostics and personalized patient care

Using AI to transform diagnostics and personalized care

**Revolutionizing healthcare** access: The impact and challenges of telemedicine

The impact of wearable devices

Securing healthcare connectivity to improve patient digital experiences

Navigating the ethical landscape of HealthTech and Al

#### **p18**

**Metaverse** and telemedicine: Creating a seamless virtual healthcare experience

Securing the future of telemedicine and wearables

Cracking the code of healthcare interoperability

The power and pitfalls of Al in healthcare

Unlocking synergy between startups & established healthcare institutions

#### **ELECTIVE VEHICLE** 1

**Transformation of India's** electric motorcycle industry

#### GAMING

#### p62

**Exploring mobile game** development strategies and innovations

#### ELECTIVE VEHICLE 1

What is the future of EV battery tech?

#### CYBERSECURITY

#### p66

Unlocking the potential of generative AI in cybersecurity

#### ASSISTIVE TECHNOLOGY

The NeoMotion's quest for inclusive mobility

#### **METAVERSE**

**Empowering the** Metaverse: Tech shaping a digital frontier

ISSN 0975 - 2854
Indexed in Google Scholar
Indexed in Scopus (Q2)
Included in UGC's - CARE List of
Journals (Group II)

#### JOURNAL METRICS

Source Normalized Impact per Paper (SNIP): 0.760
SCImago Journal Rank (SJR): 0.294; Scopus CiteScore (2022) = 2.7
(Scopus CiteScore Journal Rank: 102/214)

Google Scholar h5-index: 14; Google Scholar h5-median: 22

₹ 350/-

## PRABANDHAN: INDIAN JOURNAL OF MANAGEMENT

VOLUME: 16 ISSUE NUMBER: 8 AUGUST 2023 (MONTHLY)

ACCINO JOBS

MSMEs in Emerging Markets : An Exploration of the Stage Model of E-Commerce Adoption

- Pawan Kumar
- Harpreet Kaur
- Gursimranjit Singh

Boundaryless Career : A Bibliometric Analysis

- Sunil Kumar
  - Adil Khan
- Anshu Lochab
- Vijay Prakash Gupta
  - Amit Kumar Arora

Work-Life Balance and Work-Life Conflict: A Bibliometric Analysis

- Soni Rathi
- Praveen Kumar

Circular Economy Elements in Marketing Communications : An Opinion Perspective for a Sustainable Future

Sabari Shankar Ravichandran

# OCTOBER 2023 PRICE \* 1X.00 \* 125.00 AMAGES CO. D. A. P. C. S. C. D. P. C. D.

WHERE EXCELLENCE GUIDES THE SUCCESS

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

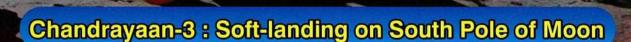
Annual Special-2

# CIVIL SERVICES Mains Special

Model Papers

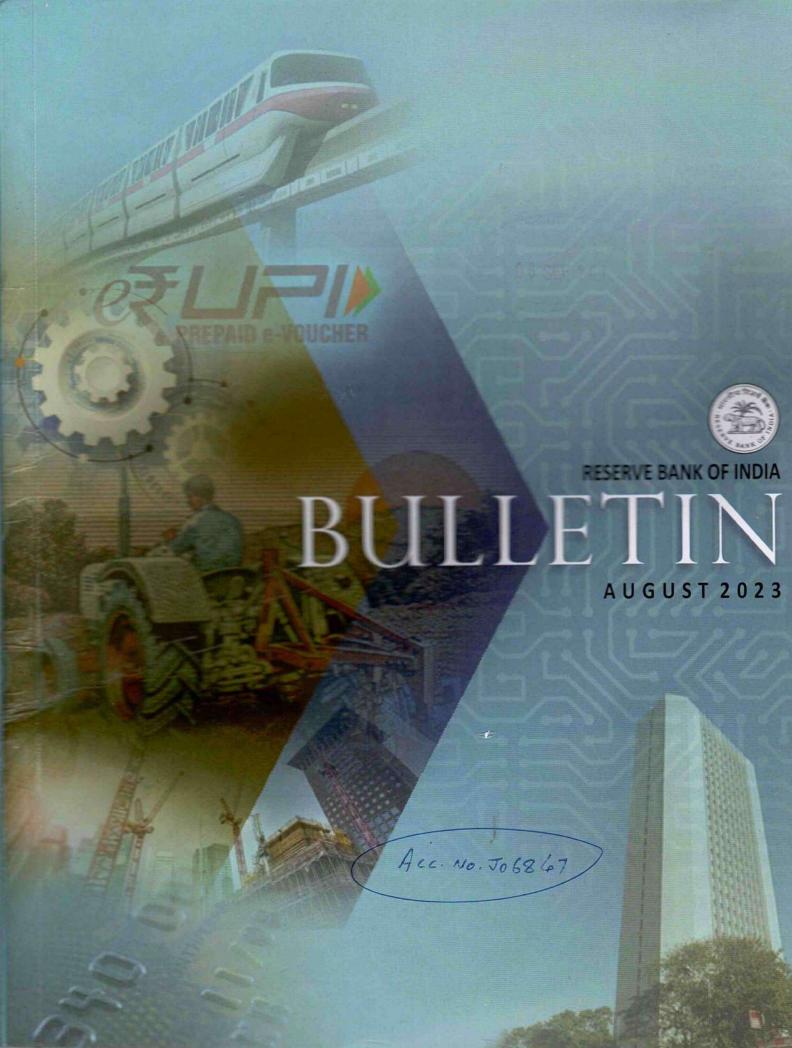
- Civil Services (Mains)
  - RAS/RTS (Mains)
  - 69th BPSC (Pre.)

(Based on Latest Pattern)

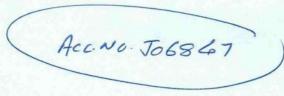


- ◆ 15th BRICS Summit Concludes in Johannesburg: 6 New Countries Included in BRICS
- ◆ Exercise Bright Star-23 ◆ WHO Launched Global Initiative on Digital Health
- 6th Census Report on Minor Irrigation Schemes
- India's First 3D-Printed Post Office Inaugurates in Bengaluru
- Parliament Passes Jan Vishwas Bill, 2023
- India may Become World's Third Largest Economy by FY 2027-28
- Status of Oil India and ONGC Videsh Upgraded
- ◆ WTO Ranks India 18th in Merchandise Exports and 9th in Merchandise Imports in 2022
- ◆ Union Cabinet Approves PM Vishwakarma Scheme and PM e-Bus Sewa Scheme
- ◆India's Decade of Disparity: A Deep Dive into NASA's Latest Poverty Index
- ◆69th National Film Awards ◆ 19th World Athletics Championships, 2023
- BWF World Badminton Championship, 2023

Solved Paper
Haryana
PSC Civil Services
(Pre.), 23



#### **CONTENTS**



#### Governor's Statement

**Recent Publications** 

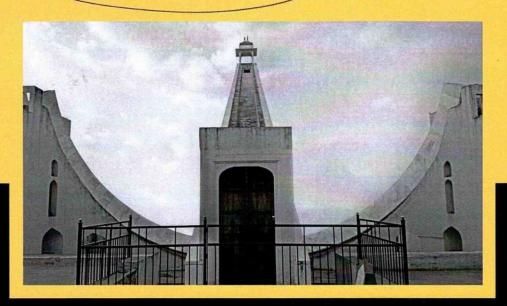
Governor's Statement	
Governor's Statement	1
Monetary Policy Statement for 2023-24	
Monetary Policy Statement, 2023-24 Resolution of the	
Monetary Policy Committee (MPC) August 8-10, 2023	7
Statement on Developmental and Regulatory Policies	
Statement on Developmental and Regulatory Policies	11
Speeches	
Global Economy: Challenges, Opportunities and Way Forward	
Shri Shaktikanta Das	15
Climate Implications for Central Banking	
M. Rajeshwar Rao	19
Articles 0 6 SEP 2 K 1	
State of the Economy	23
Shifting Tides: Growing Influence of Non-Bank Investors in	
G-Sec Market in India	67
Exogenous Shocks and India's Growth Performance	
Post COVID-19	79
Agriculture's Dependency on Monsoon Rainfall in India	99
Private Corporate Investment: Performance and	
Near-term Outlook	115
Current Statistics	127

180

# Science, Technology and Society

An International Journal

ACC-NO. TO6925



Volume 28 ► Number 3 ► September 2023

#### Special Issue:

Rethinking Innovation and Development Discourses in the Light of COVID-19

#### Guest Editors:

Fayaz Ahmad Sheikh and Xiaobo Wu

#### Articles

The COVID-19 Crisis, National Innovation Systems, and World Development BENGT-ÅKE LUNDVALL	359
Digital Healthcare Innovation and Development in Saudi Arabia During and	
Beyond COVID-19	370
ABDULAZIZ AHMED ABDULAZIZ,	
ABDULELAH MARWAN ALGOSAIBI,	
ABDULLAH SAAD ALQUHAIBI, FATIMAH NURI ALALI,	
MOHAMMED SAMI ALMUTAWAA,	
MUHAMMAD AZAM ROOMI and	
YASSER AHMAD BHATTI	
Endogenous Knowledge and Secondary Innovation in the Age of COVID-19:	
A Global South Civilisational Dialogue	387
OGUNDIRAN SOUMONNI and MAMMO MUCHIE	
Exploring the Roles of Social Networks and Absorptive Capacity in Local	
Firms' Strategic Flexibility: An Empirical Investigation of	
Chinese Firms	407
ZHIGANG FAN, XUANSHUN ZHAI and DONG WU	
COVID-19 and Rapid Response in Healthcare: Enacting Bricolage to	
Overcome Resource Constraints	428
SOUMODIP SARKAR and SARA MATEUS	
Knowledge Coupling and Organizational Resilience: The Moderating Effect of	
Market Orientation	444
DONG WU, TANFEI LIU, WEN YANG and XINYUAN CUI	
Research Note	
Rethinking Innovations and Growth Models in Post-Covid World MUHAMMAD YUNUS	463

#### **General Articles**

Suspect AI: Vibraimage, Emotion Recognition Technology and	
Algorithmic Opacity	468
JAMES WRIGHT	
Network Characteristics of Innovation Ecosystem: Knowledge Collaboration	
and Enterprise Innovation	488
VANILIZHANG DANTONG WANG and VIN VIAO	

Visit http://journals.sagepub.com/home/sts Free access to tables of contents and abstracts.



# **JOURNAL** OF INDIAN MANAGEMENT



Volume XX Number - 2 April - June 2023

Acc. NO. JO6906

ISSN 0973 - 3167

#### Scopus

A Qualitative Case Study Analyzing Leadership Characteristics Emerged During COVID-19: Implications for Management and Governance

Suresh C. Joshi, Chih-Wei Wang, Amanda Sainz, and Mary V. Alfred



The Role of Collectivism's Innovation Capacity as a Predictor of Recovery in Industrial Estate Performance Bambang Dwi Suseno and Ahmad Mukhlis

UGC Care Group II List

Cross-country Analysis of Social Entrepreneurship Ecosystem and Support System in India and Malaysia Nurhanani Izzati, Puteri Fadzline Muhamad Tamyez, Senthil Kumar and Sripirabaa B



Effects of Dividend Policy on the Value of Listed Companies: Evidence from Vietnam Loc Dong Truong, Tran My Ngo, and Ngan Ngoc Huynh

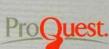


A DMAI-Based Approach for Supplier Selection for a Spare Part Manufacturing Unit Amit Pratap Singh, Dr. Anupam Das and Dr. Amar Nath Sinha



The Influences of Online Shopping Value on Consumer Purchase Intention: An insight during COVID-19 pandemic lockdown

R. Goswami and R. K. Jena



Personal Agency: Determinant of Student's Academic Performance in Entrepreneurship Courses Dr. Neha Parashar and Dr. Anamika Sinha



An Empirical Investigation of the Mediating Role of Job Involvement on Job Satisfaction and Employee **Optimism Relationship** 

Dr. Yasmeen Shamsi Rizvi and Dr. Ratika Sikand



Does Google Trend Affect Cryptocurrency? An Application of Panel Data Approach Dr. Ruchita Verma, Dr. Shiney Sam and Dr. Dhanraj Sharma



Stock Returns in The Context of Share Buybacks: A Case of the BSE 500 Index. Dr. Jyoti Pandey and Prof. (Dr.) P. C. Kavidayal

ISSN: 0972-818X

# EBI AND ORPOR

AN INSOLVENCY & COMPANY LAWS FORTNIGHTLY

HIGHLIGHTS

AccNo. J06903

- A State monopoly being run through medium of a Government company is not exempt from purview of Competition Act, 2002 (SC) 159
- Where period of disqualification of directors after name of company was struck off from register of companies had expired by efflux of time i.e. on account of lapse of five years, such directors became eligible for appointment/re-appointment unless they were disqualified again for any subsequent period on account of non-filing of returns (Delhi) 277
- Where petitioner had joined accused company as Chief Financial Officer on 2-5-2016 and resigned on 1-8-2016, he could not be held liable for alleged offence of not appointing a cost auditor within time limit prescribed under section 148(3) of Companies Act, 2013 i.e., on or before 1-10-2015 and, hence, impugned complaint against petitioner alleging violation of section 148(6) was liable to be quashed (Madras) 301
- There is no bar on a borrower to file a civil suit with respect to dispute which is falling within jurisdiction of DRT, however, once borrower makes that choice, he cannot change forum (Delhi) 306
- Where petitioner being Principal Secretary of Chief Minister of Kerala was arrested for allegedly taking bribe from one 'SE' for allocating contract to him for construction of residential apartments for flood victims and subsequently, rooted same through diplomatic channel to a foreign country, in view of fact that petitioner was a person having very much influence in ruling party of Kerala and investigation was at initial stage, petitioner was not to be released on bail (Kerala) 255
- Where NCLT vide impugned order directed State to grant permission of wind mill operations to corporate debtor despite pending clearances by forest department, since State had exercised its jurisdiction in directing corporate debtor to submit forest clearances, instant issue was in realm of public law and completely beyond purview of IBC and Tribunal had no jurisdiction to direct functioning of wind mill without forest clearance (Karnataka) 279

🔰 🦫 Fortnightly Browser

STATUTES [3-34]

**REPORTS** [159-316]

MAGAZINE [17-18]

TOTAL NO. OF PAGES 208 | MODE OF CITATION [2023] 179 SCL...(...)



#### **STATUTES**

#### CIRCULAR

Condonation of Delay in Filing Form-3, Form-4, and Form-11 under section 67 of the Limited Liability Partnership Act, 2008, read with section 460 of the Companies Act, 2013 - GENERAL CIRCULAR NO. 8/2023 [F. NO. POLICY-01/2/2021-CL-V-MCA-PART(3)], DATED 23-8-2023 3

#### **RULES/AMENDMENT RULES**

- Insurance Regulatory and Development Authority of India (Re-Insurance) (Amendment) Regulations, 2023 -NOTIFICATION F. NO. IRDAI/REG/5/193/2023, DATED 22-8-2023 29
- Securities and Exchange Board of India (Depositories and Participants) (Second Amendment) Regulations, 2023 - Amendment in Regulations 24, 28, 30 and 35; Substitution of regulation 23 - NOTIFICATION NO. SEBI/ LAD-NRO/GN/2023/147, DATED 22-8-2023 20
- Securities and Exchange Board of India (Facilitation of Grievance Redressal Mechanism) (Amendment) Regulations, 2023 - NOTIFICATION NO. SEBI/LAD-NRO/ GN/2023/146, DATED 16-8-2023 14
- Securities and Exchange Board of India (Infrastructure Investment Trusts) (Second Amendment) Regulations, 2023 - Amendment in regulations 2, 4, 12 and 22; Amendment in Schedule I, Schedule III and Schedule IV; Omission of Regulation 7A; Insertion of Schedule VIII - NOTIFICATION NO. SEBI/LAD-NRO/GN/2023/145, DATED 16-8-2023 8
- ◆ Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) (Third Amendment) Regulations, 2023 Insertion of Regulations 64A, 64B, 64C, 64D, 64E, 64F, 64G, 64H and 64-I NOTIFICATION NO. SEBI/LAD-NRO/GN/2023/149, DATED 23-8-2023 24

SEBIAND CORPORATE LAWS

AN INSOLVENCY & COMPANY LAWS FORTNIGHTLY

HIGHLIGHTS

ACC.NO. JO6857

SEP 213

- Section 140(5) of Companies Act, 2013 cannot be said to be arbitrary, excessive and violative of articles 14 and 19(1)(g) of Constitution of India and therefore, despite subsequent resignation of auditors, enquiry/proceedings/application under section 140(5) shall be maintainable (SC) 105
- Where appeal against order initiating CIRP against corporate debtor was pending before Supreme Court, subsequent CIRP order passed by NCLT on application of another financial creditor having attained finality was to be allowed to proceed further (SC) 9
- Disproportionate allotment to appellant group of shareholders under a rolled up offer of rights share in 1:1 ratio was not oppression of respondent group of shareholders when they did not apply for shares after receiving offer and after having got an opportunity to subscribe to offer (SC) 12
- Section 66 of IBC does not provide a remedy against third party and civil remedies which may be available in law, are independent of section 66 and it was for RP or successful resolution applicant(SRA) to take such civil remedies against third party, for recovery of dues payable to corporate debtor, which might be available in law (SC) 44
- If a person takes a bribe, he acquires proceeds of crime, so, activity of 'acquisition' takes place and even if he does not retain it but 'uses' it, he will be guilty of offence of money laundering, since 'use' is one of six activities mentioned in section 3 of PMLA, 2002 (SC) 49
- Where petitioner unsecured creditor challenged interim order of High Court extending transit anticipatory bail granted to respondents suspended directors of corporate debtor, but petitioner was neither informant nor a party to proceedings pending before High Court and was totally unconnected with FIR lodged against respondents by financial creditor, petitioner had no locus in matter and, thus, special leave petition filed against order of High Court was to be dismissed (SC) 4

PLUS Fortnightly Browser

STATUTES [1-2]

**REPORTS [1-158]** 

MAGAZINE [1-16]

Price : ₹ 600



#### **STATUTES**

1-2 SEP 911-4

#### **RULES/AMENDMENT RULES**

- Securities and Exchange Board of India (Settlement Proceedings) (Second Amendment) Regulations, 2023 -Amendment in rule 23 - NOTIFICATION NO. SEBI/LAD-NRO/ GN/2023/142, DATED 9-8-2023 1
- Securities and Exchange Board of India (Foreign Portfolio Investors) (Second Amendment) Regulations, 2023 Amendment in regulations 4 and 22 - NOTIFICATION NO. SEBI/LAD-NRO/GN/2023/143, DATED 10-8-2023 1

#### REPORTS: TABLE OF CASES

- Gluckrich Capital (P.) Ltd. v. State of West Bengal (SC)
   44
- Gluckrich Capital (P.) Ltd. v. State of West Bengal (SC)
- Hasmukhlal Madhavlal Patel v. Ambika Food Products
   (P.) Ltd. (SC) 12
- Mars Remedies (P.) Ltd. v. BDH Industries Ltd. (SC)
- T. V. Sandeep Kumar Reddy ν. State Bank of India (SC)
- Union of India v. Deloitte Haskins and Sells LLP (SC)
   105
- ♦ Y. Balaji v. Karthik Desari (SC) 49

#### **SUBJECT INDEX: CASES REPORTED**

COMPANIES ACT, 2013/COMPANIES ACT, 1956

#### Auditors

REMOVAL, RESIGNATION OF, AND GIVING OF SPECIAL NOTICE

 Section 140(5) cannot be said to be arbitrary, excessive and violative of article 14 of Constitution of India and/or violative of fundamental rights guaranteed under article

# SF Vol. 16, issue 1, 2021 RESEARCH REVIEW

ISSN 0975-895X E-ISSN 2581-7450

E: ACCNO TO 6872

An Empirical Analysis on Impact of Multiple Intelligence Assessment Tests on Student's Career Plannina

Dr. Simeon S Simon, Ms. Niharika Udaykumar Kunder

A Study on Teacher's Perspective on E-learning Ms. Sanchayita Banerjee, Mr. Denoy David, Ms. Gayatri Naik

Bibliometric Analysis of Bioremediation Literature in India: A Research Mr. S. Saravanan, Dr. C.Baskaran, Dr. V.Thanaavel

A Study on Human Perception of Personal Finance and the Need for Financial Literacy Ms. Manjiri Rajadhyaksha, Ms. Abigail D'Souza

A Study of Transformation In Business and Social Practices through Current and Future Leadership

Dr. Vishwanath Balaji Malji

Print ISSN: 2231-0649 Online ISSN: 2231-0657



#### Siddhant - A Journal of Decision Making

#### Peer Reviewed and Referred Journal

	Contents	Acc. NO. J06831
_	Volume 22, Issue 4, October-December	r, 2022
1.	Metaverse and the Upcoming Marketing Revolution Kaustubh Dhargalkar	135-142
2.	Redesigning Management Education : Shaping the Future N. Khomein Singh	143-147
3.	Indian EdTech Ecosystem: Drivers and Challenges Varun Bajaj and Mahima Mathur	148-154
4.	Innovation—Key to Management Success 'Hyperlocal Supply Chain' Chandravadan Goritiya and Vaidehi Ramdugwar	155-168

# SOUTH ASIAN JOURNAL OF BUSINESS AND MANAGEMENT CASES Acc. NO. JOG 924

#### Volume 12 Number 2 August 2023

**Special Issue:** Entrepreneurship, Innovation and Technology: Challenges, Opportunities and Prospects in the Central Asia Region

#### CONTENTS

#### Editorial

Insights into the Emerging Business Dynamics of Post-Soviet Central Asia **Dr. Anjan Ghosh** 

#### **Research Cases**

Symbolism of Strategy for Affirmative Disobedience in Cultural Entrepreneurship: The Case of the Ethnographic Museum of Kendebay Karabdolov, Shymkent, Kazakhstan

#### Fomina Victoria

Resilient Tightroping as Becoming Included: Theorizing from the Journey of Kazakhstani Disabled Entrepreneur

#### Madina Kenzhegaranova

A Process Model of Combining Life Trauma and Life Passion into Cultural Entrepreneurship: A Case Study of Art-Shelter Bunker Theatre

#### Nurlykhan Aljanova, Emina Yessekeyeva and Yerkinay Ernst

SME Internationalization as a Puzzle of Cultural and Bilateral Distances: Using the Eisenhardt Approach

#### Alima Buganova, Diptiman Banerji and Svetlana Buganova

Matkasym: An Entrepreneurial Journey from Bazaar to Factory

#### Bermet Talasbek kyzy, Talant Asan uulu and Urmat Ryskulov

Developing Management Accounting Systems as a Change Process for Economic Sustainability: A Case of Sportswear Manufacturing SME

#### Shahid Latif, Safrul Izani Mohd Salleh, Mazuri Abd. Ghani and Bilal Ahmad

Perceptions of Management Control in Post-acquisition Integration Context Through Sense-making: An Interpretive Case Study

Henri Teittinen, Jukka Pellinen and Marko Järvenpää





#### Contents

Acc. NO. JO6926

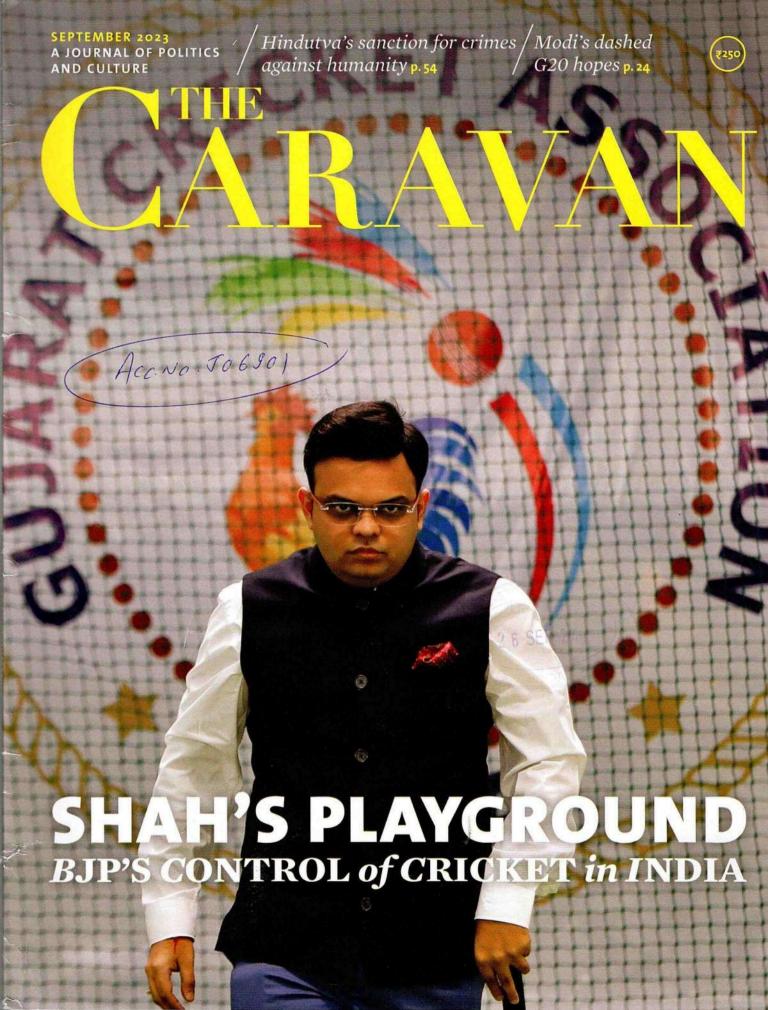
Contents 28 SEP 21.1

#### **Editorial**

Insights into the Emerging Business Dynamics of Post-Soviet Central Asia Dr. Anjan Ghosh	119
Research Cases	
Symbolism of Strategy for Affirmative Disobedience in Cultural Entrepreneurship: The Case of the Ethnographic Museum of Kendebay Karabdolov, Shymkent, Kazakhstan Fomina Victoria	122
Resilient Tightroping as Becoming Included: Theorizing from the Journey of Kazakhstani Disabled Entrepreneur Madina Kenzhegaranova	139
A Process Model of Combining Life Trauma and Life Passion into Cultural Entrepreneurship: A Case Study of Art-Shelter Bunker Theatre Nurlykhan Aljanova, Emina Yessekeyeva and Yerkinay Ernst	152
SME Internationalization as a Puzzle of Cultural and Bilateral Distances: Using the Eisenhardt Approach Alima Buganova, Diptiman Banerji and Svetlana Buganova	166
Matkasym: An Entrepreneurial Journey from Bazaar to Factory Bermet Talashek kyzy. Talant Asan uulu and Urmat Ryskuloy	194

Developing Management Accounting Systems as a Change Process for Economic Sustainability: A Case of Sportswear Manufacturing SME 207 Shahid Latif, Safrul Izani Mohd Salleh, Mazuri Abd. Ghani and Bilal Ahmad

Perceptions of Management Control in Post-acquisition Integration Context Through Sense-making: An Interpretive Case Study 222 Henri Teittinen, Jukka Pellinen and Marko Järvenpää

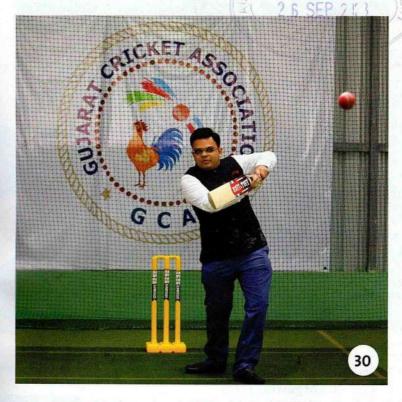


## CARAVAN

Acc. NO. Jo6901

Founder: Vishva Nath (1917-2002) Editor-in-Chief, Publisher & Printer: Paresh Nath

VOLUME 15 • ISSUE 9 SEPTEMBER 2023





**COVER STORY / SPORTS** 

30

#### Shah's Playground

BJP's Control of Cricket in India

SHARDA UGRA

The Board of Control for Cricket in India is the richest and most powerful body in the cricketing world. Its frequent announcements of lucrative sponsorship deals are met with great fanfare. The numbers distract an audience already hypnotised by Indian cricket's wealth. No questions are asked about where that money actually ends up once it has polished the IPL and the Indian national team, the BCCI's two shiniest properties. As secretary, Jay Shah has complete charge over the only golden goose in Indian sportfinancially independent and outside regulatory scrutiny. While it has its deepest connections at the top, its core is hollowed out by abuse and exploitation of domestic players across ages and genders. Its fan base and mammoth television audience give it currency and clout, but the BCCI continues to give the average fan the worst spectator experience in world cricket. Drunk on its wealth generated over a decade and a half, with the new muscle of its proximity to the BJP regime, the BCCI pays no attention to the acid in its groundwater.

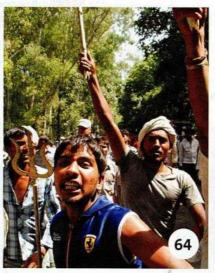




#### 54 Casting Them Out

Under Modi, Hindutva provides sanction for crimes against humanity

HARTOSH SINGH BAL





#### POLITICS

#### 64 Calling the Clans

How the Hindu castes were mobilised for the Muzaffarnagar violence ten years ago

SHIVAM MOGHA AND MOHAMMED KAMRAN





#### POLITICS

#### 80 Pushed to the brink

Cows, vigilantes and Meo Muslims in Nuh

HARSH MANDER





#### ENVIRONMENT

#### 10 Trampled Out

Elephants pay locals in Assam's south Kamrup unwanted surprise visits

PALOMA BHATTACHARJEE



#### AKI

#### 12 Art Activism

How Dalit digital artists are debrahminising Indian visual art

MOHAMMAD SHEHWAAZ KHAN



#### COMMUNITIES

#### 14 Keep Off the Grass

Bengaluru readers struggle to access municipal parks

HARSH SNEHANSHU AND SHRUTI SAH



THE BOOKSHELF EDITOR'S PICK 96 98





#### HISTORY

#### 16 Forgotten Tales

The NCERT debate misses the Sangh's grip over local histories ANANYA CHAKRAVARTI

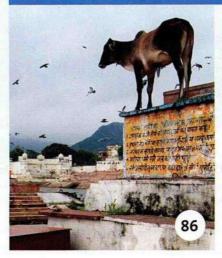


#### POLITICS

#### 24 Unlikely Event

The G20 summit is not the crowning glory Modi hoped for **SUSHANT SINGH** 

#### BOOKS





COMMUNITIES

#### 86 Beef and Bigotry

Meat-eating and the marginalisation of minorities KAASHIF HAJEE

THE CARAVAN

## The **Economist**

Ukraine: time for a rethink

Where next for OpenAl?

How to end AIDS

Did India order a hit in Canada?

SEPTEMBER 23RD-29TH 2023

Acc NO. J06912

## **INVESTING IN THE NEIGHBOURHOOD**

Asia's new model of regional integration



#### The world this week

7 A summary of political and business news

#### Leaders

- 9 Asian integration
  Investing in itself
- 10 Ukraine Time for a rethink
- 11 India and Canada
  Death in Vancouver
- 11 Artificial intelligence Beyond the hype
- 12 Public health
  How to beat HIV

#### Letters

14 On nuclear weapons, business agglomerations, heat pumps, the EU'S Council of Ministers, headline wordplay

#### Briefing a dused on

- 16 Can Ukraine hold out? The battle within
- 18 Ukraine and the West A lean patch



Bartleby Why it is a bad idea for managers to attempt to engineer office friendships, page 58



#### Asia

- 21 Intra-Asian aid
- 22 Rebuilding Tokyo
- 23 A killing in Canada
- 24 Banyan China's sea grab



#### China

- 25 Xi's troubled coterie
- 26 How China warps history
- 27 On the lookout for spies
- 28 Chaguan China and the global south



#### **United States**

- 29 Uninsurable America
- 30 Ken Paxton acquitted
- 31 Ending cash bail
- 32 Lonely at the UN
- 32 Ruling the internet
- 33 Wasted organs
- 34 Lexington Dumb budget fights in Washington



#### The Americas

35 The growing clout of Brazil's hinterland



#### Middle East & Africa

- 37 Ending AIDS
- 40 Iran's prisoner swap
- 40 Lebanon's prison crisis
- 41 The flood in Libya



#### Europe

- 44 Nagorno-Karabakh
- 45 Germany's energy angst
- 46 The EU and digital regulation
- 47 Charlemagne Babies and migrants



#### Britain

- 48 Rishi Sunak on greenery
- 49 Cutting drug deaths
- 50 Bagehot Russell Brand and a cruel era



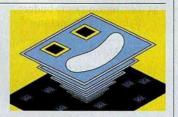
#### International

51 Meet the world's new arms dealers



#### **Business**

- 53 Where next for OpenAi?
- 55 Can Falcon AI soar?
- 56 California's emissionary zeal
- 57 Unions take on Detroit
- 57 Anti-cancer dealmaking
- 58 Bartleby Work friends
- 59 Schumpeter The dull IPO



#### Finance & economics

- 60 Asian commerce
- 62 Escaping the sack
- 63 The Chinese yuan
- 63 Macau's gamble
- 64 Buttonwood Size matters
- 65 Uranium prices
- 66 Free exchange Renewable energy's hidden costs



#### Science & technology

- 67 Can infections cause mental illness?
- 68 Bringing an asteroid to Earth
- 69 Hunting for aliens



#### Culture

- 71 The rise of BookTok
- 72 Publishing's past
- 73 The beauty of bears
- 73 An opera about Steve Jobs
- 74 Back Story Trump and absentee characters
- 75 The British Empire



#### **Economic & financial indicators**

76 Statistics on 42 economies

#### Graphic detail

77 China's "demographic dividend" appears to be a myth

#### Obituary

78 Mangosuthu Buthelezi, Zulu chief who played a double game

## The Economist

Dealing with Europe's hard right

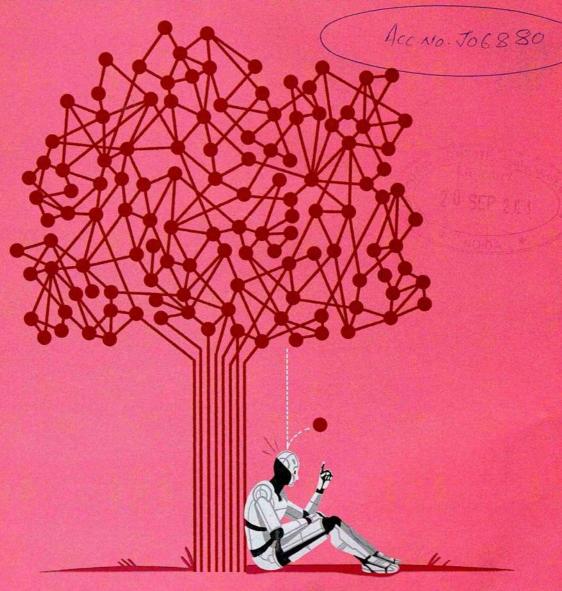
One nation under Modi

Mr Kim goes to Russia

The hunt for green metals

SEPTEMBER 16TH-22ND 2023

## HOW AI CAN REVOLUTIONISE SCIENCE





	A\$13(Inc.GST
Bangladesh	
Cambodia	US\$10.00
China	RM890

Hong Kong		
Indonesia.		
Japan 1	# 363+	Та

Korea	_Won13.000
Malaysia	RM33.00
Myanmar	US\$10.00
Nepai	NR850

New Zealand	NZ\$16.50	Sri Lank
Pakistan	PKR1700	
Philippines	Pesos500	Thailand
SingaporeS\$15.	00 (Inc. GST)	

#### The world this week

8 A summary of political and business news

#### Leaders

- 11 Artificial intelligence How AI can revolutionise science
- 12 Populism and
  democracy
  The real threat from
  Europe's hard right
- 13 Indian politics
  One country, 28 systems
- 13 Russia and North Korea Brothers in arms
- 14 Economic inactivity
  Why are so many Britons
  not working?

#### Letters

15 On Germany's economy, Gandhi, the slave trade, attacking the Assad regime, the hobby lobby

#### Briefing

16 Europe's hard right Swell of pride



Schumpeter The Mittelstand will redeem Germany as a place for investment and innovation, page 60



#### Asia

- 19 India's great divide
- 21 Rewilding Singapore
- 21 Russia and North Korea
- 22 Banyan Uniting India



#### China

- 23 Harsh treatment of ethnic minorities
- 24 Divisions over Ukraine
- 25 Corruption in health care
- 26 Chaguan Xi Jinping builds a police state



#### **United States**

- 27 Joe and the unions
- 28 Impeachment and Hunter
- 29 Starting school later
- 30 Drugs for alcoholism
- 30 Crypto in Wyoming
- 31 Ken Paxton's trial
- 34 Lexington The moral of Tim Scott



#### The Americas

- 35 Russian spies in Latin America
- 36 Gambling in Brazil



#### Middle East & Africa

- 37 Disasters in Morocco and Libya
- 38 The fight for Israel's democracy
- 39 The Oslo accords at 30
- 40 Africa and the climate
- 41 Kenya's inscrutable president



#### Europe

- 45 An interview with Volodymyr Zelensky
- 46 Ukraine's thriving Jews
- 47 Immigration and Italy
- 48 Germany's Afd on a roll
- 49 Charlemagne Bratislava's hipster mayor



#### Britain

- 50 Economic inactivity
- 51 A suspected spy in Parliament
- 52 Bagehot Centrists and politics



#### International

53 Are Ukraine's military tactics working?



#### **Business**

- 55 How to beat big tech
- 56 The Doj's search showdown
- 57 Bartleby Who matters most in a firm?
- 58 The tech war's mounting casualties
- 58 The EU v Chinese cars
- 59 E-two-wheelers in Asia
- **60 Schumpeter** Mittelstand mojo



#### Finance & economics

- 61 Green-metals crunch
- 63 Buttonwood Crazy diamonds
- 64 Indian property
- 64 Tuition drag
- 65 The mighty ECB
- 66 Free exchange China's bleak future



#### Science & technology

- 67 How At is changing science
- 70 Automating science



#### Culture

- 73 Fear throughout time
- 74 Conspiracy theories
- 75 Johnson Handwriting
- 76 Solo sailing
- 76 A novel about forgetting
- 77 Walter Isaacson on Elon Musk



#### **Economic & financial indicators**

79 Statistics on 42 economies

#### **Graphic detail**

80 Democratic backsliding is hard to quantify, but still worrying

#### Obituary

82 Douglas Lenat, computer-trainer by hand

## The Economist

China's Belt and Road at ten

When CEOs stay too long

The new Middle East

Meet Ernie, China's ChatGPT

SEPTEMBER 9TH-15TH 2023

GROWTH INDUSTRY

Wealth management for the many



AustraliaAS	13(Inc.GST.
Bangladesh	TK650
Cambodia	
China	DMDar

Hong Kong	
India	₹500
Indonesia	Rp130,000
- Jaman	MI SESTITA

Korea	Wan13,000	New Zealand	I N
Malaysia	RM33.00	Pakistan	P
Myanmar	US\$10.00	Philippines.	P
Monal			



#### On the cover

How the battle to become the wealth manager to the world's rich could reshape global finance, page 60. Wall Street has spotted a new market. That is a good thing: leader, page 11

China's Belt and Road at ten

The global infrastructure plan has had mixed results. America is leading a pushback, page 26. A slowing economy saps public backing for far-off megaprojects: Chaguan, page 29

When ceos stay too long

America's bosses are hanging around for longer. That could spell trouble: Schumpeter, page 59

#### The new Middle East

Its promise and perils: leader, page 14. The Gulf countries want to reshape the region in their image: briefing, page 17. Iran's zealots have tightened their grip but its protesters await their next opportunity, unbowed, page 39

Meet Ernie, China's Chatgpt Baidu's bot is catapulting its maker back to stardom, page 54

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

#### The world this week

8 A summary of political and business news

#### Leaders

- 11 Global finance Wealth management for the many
- 12 SCOTUS and ethics Reform thyself
- 12 Argentina's election Javier Milei's dangerous allure
- 13 Heat pumps In hot water
- 14 The new Middle East Promise and perils

#### Letters

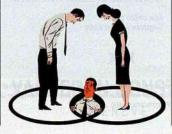
16 On the Asian Infrastructure Investment Bank, Britain's green belts, Germany, Malaysia, Saudi customs

#### Briefing / violation and state of

17 The Middle East Reorientation



Bartleby How to make networking marginally less awful for introverts, page 58



#### Asia

- 20 Indonesia after Jokowi
- 22 Bukhara's Jews
- 22 India's G20 presidency
- 23 Banvan America and Vietnam



#### China

- 26 The Belt and Road Initiative turns ten
- 29 Chaguan The public's view of faraway projects



#### **United States**

- 30 A SCOTUS ethics class
- 31 In praise of Olive Garden
- 32 The Defence Intelligence Agency
- 33 NYC v Airbnb
- 34 California school boards
- 35 Lexington Kennedy populism



#### The Americas

- 36 An interview with Javier Milei
- 38 Mexican politics



#### Middle East & Africa

- 39 Discontent in Iran
- 40 Egypt bulldozes the past
- 41 The Middle East's railway diplomacy
- 41 Preventing coups
- 42 Reforming Nigeria



#### Europe

- 43 After Macron
- 44 Ukraine's assassins
- 45 Corruption in Ukraine
- 46 Turkey's Greek minority
- 46 Stuttgart's rail nightmare
- 47 Charlemagne End the rotation!



#### Britain

- 48 Environmental drift
- 49 Pollution and housing
- 50 A bigger economy



#### International

51 How to take on the NIMBYS



#### **Business**

- 54 Meet China's ChatGPT
- 55 German builders crumble
- 56 TikTok, the e-merchant
- 57 Chevron's Aussie pickle
- 57 India's most enduring product
- 58 Bartleby Networking for introverts
- 59 Schumpeter CEOS who won't go

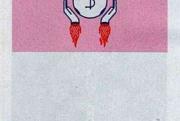


#### Finance & economics

- 60 The \$100trn wealth battle
- **62 Buttonwood** When to fix your mortgage
- 63 Russian oil tactics
- 64 Indian finance
- 64 Asia's China exposure
- 65 American justice
- **66 Free exchange** Saving Argentina

#### Science & technology

- 67 Greener heat pumps
- 69 How plants hear
- 70 Dusting leaves for DNA





#### Culture

- 71 Country music's rise
- 72 A history of vaccines
- 73 Back Story When famous artists die
- 74 Zadie Smith on fraud
- 74 Pontificating popes
- 75 South African comedy



#### **Economic & financial indicators**

76 Statistics on 42 economies

#### **Graphic detail**

77 The pandemic has broken a benchmark economic survey

#### Obituary

78 Isabel Crook, an anthropologist who tracked China's revolution

## The Economist

Paranoid nationalism and corruption

America's property-price paradox

Arms control: Oppenheimer's nightmare

**Lessons from Mao's Third Front** 

SEPTEMBER 2ND-8TH 2023



How artificial intelligence will affect the elections of 2024



Australia	AS13(Inc.GST)
Bangladesh	TK650
Cambodia	US\$10.00
China	RMB90

Sri Lanka	Rs.1800
Taiwan	
Thailand	Baht330
Vietnam	US\$10.00



#### On the cover

How artificial intelligence will affect political contests in 2024: leader, page 9. At will change American elections, but not in the obvious way, 20ge 29

Paranoid nationalism and corruption Cynical leaders are scaremongering to win and abuse power: leader, page 10.
Sing paranoia not only makes governments nastier, it also lets mem be more crooked: briefing, 12ge 18. Why Asian democracies decline: Banyan, page 24

America's property-price paradox Mortgage payments

e soaring, but house prices emain high. What is going on?
The Gr. High interest rates have mortgage markets.
The show to fix them: leader,

s control: Oppenheimer's thare America, China and sa must agree on mutual ants before it's too late: page 11. The coming ear contest will be harder to than the one during the ear, page 51

mos from Mao's Third Front momic logic could not stop mous drive for self-reliance: man, page 28

digital element of your ption means that you arch our archive, read daily journalism and audio versions of our Visit economist.com

#### The world this week

7 A summary of political and business news

#### Leaders

- 9 Misinformation
  Al voted
- 10 Paranoid nationalism
  The abuse of power
- 11 Nuclear weapons
  A three-way arms race
  - 11 Home loans
    Great Danes
  - 12 American drug prices
    Flawed new rules

#### Letters

16 On corporate lobbying, ultra-processed foods, life sciences, Chinese youth, the Luddites, public toilets, holey socks

#### Briefing by to weiv A

18 Paranoid nationalism
Looters with flags

Economic & financial ind

wiznes books angew y toged for the teachers of gner (four to Applied)

French education nifey r capriel Atral, decoun-

Muslim girls will not be wed in wear the abaga, we as fitting full-length rob changs. Wearles are

•

**Schumpeter** Cherish your Uber drivers. They will soon be robots, *page* 59



#### Asia

- 21 Japan's next big quake
- 22 Weed in Thailand
- 23 Taiwan's election
- 23 North Korean dissidents
- 24 Banyan Asia's declining democracy



#### China

- 25 Pets and animal welfare
- 26 Old music and soft power
- 27 A row over tainted water
- 27 Life-saving insurance
- 28 Chaguan When China feared invasion



#### **United States**

- 29 AI and elections
- 32 Kia boys
- 32 Websites and lawsuits
- 33 Bodice-ripping
- **34 Lexington** Biden's rotten poll numbers



#### **The Americas**

36 Chile's troubled history



#### Middle East & Africa

- 39 Africa after Wagner
- 40 Zimbabwe votes
- 41 Coups in Africa
- 42 A row in Libya over Israel



#### Europe

- 43 Ukraine's drone attacks
- 44 Unwilling combatants
- 45 Business and Germany's far right
- 46 Americans in Europe
- 47 Charlemagne Spanish football



#### Britain

- 48 Scottish politics
- 49 Stormont and fury
- 50 Bagehot Beware of GB News



#### International

51 A new nuclear arms race



#### Business

- 53 Amazon v Hollywood
- 55 Exotic new airlines
- 55 Drug pricing in America
- 56 The embattled Adanis
- 57 Asian investors wake up
- 58 Bartleby The minus mindset
- 59 Schumpeter Rise of the robotaxis



41 Coups in Africa

#### Finance & economics

- 61 Property paradox
- 62 Banknote battles
- 63 Europe's economy
- 63 German banks
- 64 Buttonwood Bondmarket dangers
- 65 China's financial shadows
- 66 Free exchange Public debt



#### Science & technology

67 Chronic pain



#### Culture

- 71 Decoding bestsellers
- 72 Betty Friedan and Now
- 73 A view of volcanoes
- 74 Calculators' history
- 74 A backlash in gaming
- 75 Chinese food



#### **Economic & financial indicators**

76 Statistics on 42 economies

#### **Graphic detail**

77 Wagner's blood-thirsty record in Africa

#### Obituary

A WAR TO THE FUTURE

78 Andriy Pilshchykov, the Ukranian pilot who called for F-16s

## The Economist

Thaksin Shinawatra's grubby deal

Biden's Asian alliance-building

The race to build a superbattery

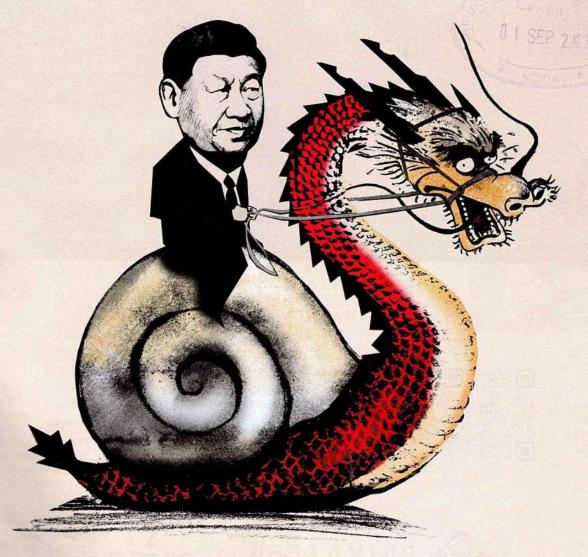
Of India, vultures and sanitation

AUGUST 26TH-SEPTEMBER 1ST 2023

ACC. NO. TO6817

## XI'S FAILING MODEL

Why he won't fix China's economy





TK650
US\$10.00
RMB90

Hong Kong	HK\$10	
India	₹50	
Indonesia	Rp130,00	
Japan	¥1,363+Ta	

Korea	Won13,000
Malaysia	
Myanmar	US\$10.00
Nonal	NDOSO

New Zealand	NZ\$16.50
Pakistan	PKR1700
Philippines	Pesos500
Singapore S\$1	

Sri Lanka	_Rs.1800
Taiwan	NT\$300
Thailand	Baht330
Vietnaml	JS\$10.00



#### On the cover

China's economy is suffering because an increasingly autocratic government is making bad decisions: leader, page 9. Why economic remedies are politically unpalatable, page 54. What China's troubles mean for the rest of the world, page 57

Thaksin Shinawatra's grubby deal A political compromise with the army has enraged Thai woters: leader, page 12. The monarcho-military establishment stiffs the democrats, page 18

Biden's Asian alliance-building

America's president is transforming his country's relationships in Asia: leader, page 11. Australia is America's new launch-pad. Some Australians are worried, page 17

The race to build a superbattery Longer range and faster charging are coming for Evs-provided battery-makers can source enough raw materials, page 63

Of India, vultures and sanitation The sudden demise of Indian vultures killed thousands of people: Graphic detail, page 73. Bindeshwar Pathak, social reformer and champion of proper toilets in India: obituary, page 74

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

#### The world this week

6 A summary of political and business news

#### Leaders

- 9 Chinese growth Xi's broken model
- 10 Yevgeny Prigozhin Götterdämmerung
- 10 Extreme weather Fair warning
- 11 Global alliances Mateship reinvented
- 12 Thailand Thaksin's true colours

#### Letters

13 On trafficking children, electric cars, liberal values, narrow banking, Warren Buffett, Saudi customs

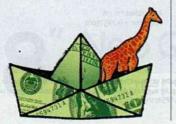
#### Briefing

14 El Niño A problem child

Acc. NO. JO6817



Free exchange Noah's Ark, round two. What if the boat-builder was an economist? Some biblical lessons for today's conservationists, page 62



#### Asia

- 17 US-Australia relations
- 18 A new Thai government
- 19 Japan's porn industry
- 20 Banyan Trashing Muhammad Yunus



#### China

- 21 The decline of Mandarin
- 22 Biden mulls an old deal
- 23 Village football
- 24 Chaguan The lessons from Hong Kong



#### United States

- 25 School attendance
- 26 Migrants in New York
- 27 The return of leprosy
- 27 Trang, a flesh-rotting drug
- 28 Throngs of praise
- 29 Lexington Republicans debate



#### The Americas

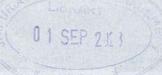
- 30 Tax havens in trouble
- 32 A win for democracy



#### Middle East & Africa

- 33 Zimbabwe's election
- 34 Vox pops on Niger
- 35 Lebanon's tourism boom
- 35 Rehabilitating Iraqi jihadists
- 36 Palestinian wine-making





#### Europe

- 37 A jet falls in Russia
- 38 Ukraine's sour mood
- 39 Spain's many languages
- 39 Belgrade graffiti fight
- 40 Italian populism
- 41 Charlemagne Italian beaches



#### Britain

- 42 The low-wage economy
- 43 The British Museum
- 44 Bagehot "Cozzie livs"



#### International

45 Reassessing Obama's red line in Syria



#### Business

- 47 Corporate disruption
- 49 Arm's listing plans
- 49 The IPO revival
- 50 Tourism in Europe
- 51 America's steelmakers
- 52 Bartleby Mentoring
- 53 Schumpeter The Supreme Court and business



35 Lebanon's rourism boom
35 Rehabilitating Iraqi
35 Rehabilitating Iraqi
35 Jihadists

#### Finance & economics

- 54 China's economic mess
- 57 China and the world
- 58 American growth
- 59 Goldman Sachs
- 60 Argentina's perma-crisis
- 62 Free exchange Noah's Ark



#### Science & technology

63 The race to build a superbattery



#### Culture

- 66 China's Monkey King
- 67 Four female philosophers
- 68 Ukrainian culture
- 69 America's top song
- 69 Africa's biggest fraudster
- 70 Back Story The casting wars



#### **Economic & financial indicators**

72 Statistics on 42 economies

#### Graphic detail

73 Why the death of Indian vultures killed thousands of people

#### Obituary

74 Bindeshwar Pathak, India's Toilet Man



The race to build a superbattery Longer range and faster charging are coming for Eys—provided battery-makers can source enough raw



ISSN 2349-7483



The Monthly Journal Published by the Indian Banks' Associat

English & Hindi Monthly
September 2023

Volume XI Issue 2

Pages: 68

Mumbai Price: ₹ 60



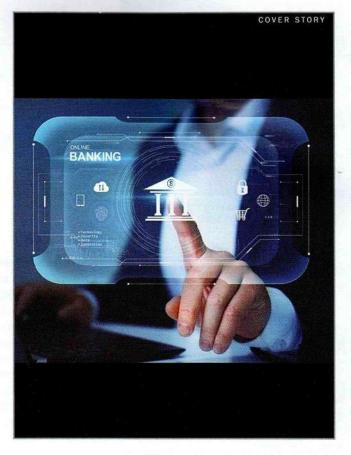
Acc. No. TO 6882

### Digital Banking in India

Impact on Customer Satisfaction







#### **COVER STORY**

## Digital Banking 12 in India

Impact on Customer Satisfaction

- Dr Narinder Kumar Bhasin

ARTICLE

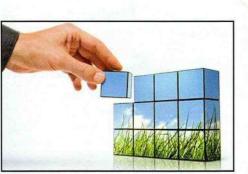
Multifaceted Dimensions of Risk Management in Banks

Lessons from the SVB Collapse

- Deepika Ramnani

40

#### Contents



NEWSROOM	
IL II OI TOOTII	



Green Bonds 28
India's Launchpad to Sustainable Finance

36

43

56

62

- Raiba Spurgeon



Cryptocurrency

- Naveen Singhal



Service Jurisprudence Relating to Probation and Confirmation

- Anil Kumar Bansal



#### ARTICLE

National Bank for Financing Infrastructure and Development (NaBFID)

- Ganga Datt Pant



2023

#### लेख

भूमि सुधार एवं बैंक ऋण की कार्यनीति

- सुबह सिंह यादव

लख

प्रत्यायोजन् एवं कार्यान्वयन

कुशल नेतृत्व के महत्वपूर्ण अंग

- विनय कुमार पाठक

The Indian Banker

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



# VOL. XXXXIII - NO. 08 - August 2023-ISSN-0971-4480

#### In this issue

The Holistic approach towards Enterprise Risk Management (ERM)

War exclusion and its implication on cyber attack claims

The Impact of Geopolitical Uncertainties on Marine Insurance

Side A cover-Directors and Officers liability insurance

Health Insurance Claims Mismanagement in Psu Insurers is an eye opener

#### Report on

"Technology: Changing the landscape of the Insurance Industry" - Insurance Institute of India, 68th Foundation Day

#### Report on

"Corporate Good Governance for Managing Risk and Promoting Brand" Kolkata Insurance Institute

#### Join RMAI Online

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

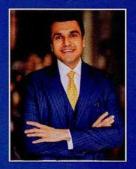




prescriptive and principlebased. The IRDA needs to take risks and not draft regulations for the lowest possible denominator, acknowledging that some will not adhere to regulations." Sakate Khaitan Senior Partner Khaitan Legal Associates

"Geopolitics uncertainties can significantly impact the marine insurance sector, introducing new challenges and complexities that require careful navigation."

Rohit Boda **Group Managing Director** J. B. Boda Group





Mr S. G Afzal Biya Bani our Resident Editor interacted with Ms. Saroja Gunatilleke, Actuary, Sri Lanka.

### Contents

### News

General Insurance News	07
Insurance Regulator Update	10
Health Insurance News	12
Life Insurance News	14
International News	16



#### **Articles**



Sanjay Singh	18
War exclusion and its implication on cyber attack claims Suvajit Chandra	22
The Impact of Geopolitical Uncertainties on Marine Insurance Rohit Boda	26
Side A cover- Directors and Officers liability insurance Kanishka Gadi	33
Health Insurance Claims Mismanagement in PSU Insurers is an eye opener Jagendra Kumar	34

#### Features

From the Editors Desk	05
Interview with Saroja Gunatillek, Managing Director / Actuary, S G Actuarial Consultancy (Pvt) Ltd. Sri Lanka.	29
3 Pitfalls in Insurance	39
Wild West of maternity coverage	40
Seminar on "Technology: Changing the landscape of the Insurance Industry"	41
Report on the National Seminar on "Corporate Good Governance for Managing Risk and Promoting Brand"	43
New Product Launches	45
Insurance Caselaws	
IRDAI Corner	51
Statistics - Non Life Insurance	53
Statistics - Life Insurance	54
Interview with Sakate Khaitan, "a sharp corporate lawyer with	55



IJAF®

# The IUP Journal of APPLIED FINANCE

Vol. 29 No. 3 (Quarterly)

Hyderabad, July 2023

Impact of Economic Policy Uncertainty on Stock Market Returns and Turnover: A VAR Analysis

Devika Dileep Kumar

Acc-NO JOE849

An Analysis of Interactions Between Bitcoin Spot and Futures Markets

Karamjeet Kaur

Linkage Between Oil Price, Trade Openness Climate Variability and Food Inflation in India

Pratap Kumar Jena, Sanjita Pagal and Minati Mallick

Trends and Structure of Digital Payments in India: A Non-Parametric and Post Hoc Analysis

Sweta Lakhaiyar and Mukta Mani



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

The IUP Journal of

## Business Strategy

Vol. 20 No. 2 (Quarterly)

Hyderabad, June 2023

Dimensions of Market Conduct for Indian Real Estate Industry: A Theoretical Review

;

Manaswini and Monica Aggarwal

Acc. NO. TO 6848

Strategic CSR and Talent Attraction:

A Perception Study of Senior Managers in India

20

Esrafil Ali and Biswajit Satpathy

Netflix's Blue Ocean Strategy:

An Empirical Study on Its Shareholder Returns

37

Suvodip Sen

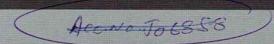


IUP Publications (A Division of The ICFAI Society) www.iupindia.in

## The IUP Journal of



## Financial Risk Management



Vol. 20 No. 1 (Quarterly)



Hyderabad, March 2023

5

50

#### Financial Literacy and Risk Management:

A Study on Small Independent Women Entrepreneurs

Narayana Maharana, B Udaya Bhaskara Ganesh, Jyotirmayee Mohanty, Ashok Kumar Panigrahi and Suman Kalyan Chaudhury

#### Research on Asset-Liability Management:

A Bibliometric Analysis 25

Seema Kumari and Silender Singh

#### Grover's G-Score Analysis:

An Indian Perspective on Financial Distress 40

Shubham Kumar

#### Caselet

Portfolio Growth and Risk Management:

**Using Index Options and Index Futures** 

Dharmendra Makwani and Santosh Viswanathan



J O U R N A

## The Journal of ENTREPRENEURSHIP

Vol. 32 No. 2 July 2023

ENTREPRENEURSHI

Acc. No. Jo6812

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



Entrepreneurship Development Institute of India



0 i SEP 2 1 1

479

ACC. NO. TO 6812

#### Articles

Framework for Integrating Lean Thinking with Industry 4.0:	
Way Ahead for Entrepreneurs in Indian MSME's	271
Surajit Bahulikar, Arundhati Chattopadhyay and Manoj Hudnurkar	
Unregistered Firms, Financial Access and Innovation	307
Sam Z. Njinyah and Simplice A. Asongu	
Estonian Digital Entrepreneurship Ecosystem Based on	
Digital Platform Economy Index 2020	347
Byambasuren Dorjnyambuu	
Regional Legacy Effects on Radically Innovative New	
Ventures' Risks	376
Claudio Loporcaro, Vito Albino and Angelo Natalicchio	
Commitment to Learning and Open Innovation in Family Firms:	
Exploring the Moderating Effect of Family-to-firm Identity Fit	420
Sami Basly and Yosra Abdelwahed	
Does Narcissism Influence Entrepreneurial Intentions? A Theory	
of Planned Behaviour Perspective	449
Rahul Yadav and Safal Batra	

#### **Book Review**

R. Smilor, Fire in the Classroom	: Creativity, Entrepreneurship, and
the Craft of Teaching	
Reviewed by Baishali Mitra	

**INDIA-CANADA TUSSLE** TRUDEAU'S RISKY GAMBLE AIRLINES **DUOPOLY HITS FLIERS** 

JOURNALISM WITH A HUMAN TOUCH | www.theweek.in | ① TheWeekMag | ② TheWeekLive





**Dementia Caregivers** 

ACC. NO. TO6908

HEROES OF HOPE

otlight on the less Efforts of **Dementia Caregivers** 





Hope Ek A.S.H.A. is a Voluntary Organisation Dedicated to the Care of Persons with Dementia & their Caregivers

FOR THE WEEK SEPTEMBER 25 - OCTOBER 1



**COVER STORY** 

**HAIFA HIGH** 

#### PLUS

#### India's ambitions of having a larger strategic and commercial presence in the Middle East has found an anchor in the Haifa Port in Israel. Acquisition of the port has placed India at a vantage point of the India-Middle East-Europe Economic Corridor that connects the east and the west, bypassing the Suez Canal. THE WEEK reports from Haifa

- Ultimate goal is to boost regional connectivity: Eli Cohen, foreign minister, Israel
- Haifa is potential alternative to Suez Haifa Port

- Canal: Ron Malka, executive chairman,
- India and Israel have a natural synergy: Fleur Hassan-Nahoum, special envoy for innovation, Israel foreign ministry



- Justin Trudeau is taking a big gamble by blaming India for the killing of Khalistani leader Hardeep Singh Nijjar
- **ASIAN GAMES** Top medal hopefuls
- **BUSINESS** India is on the cusp of an aviation boom, but a duopoly might ruin it

 Vistara fills a void in the market, offering the best of Indian hospitality: Vinod Kannan, CEO, Vistara



Understanding the life and philosophy of Spinoza Prize winner Joyeeta Gupta



#### CIRCUS

How some Indian circuses are reinventing themselves post pandemic

#### COLUMNS

- 10 POWERDRIVE R. Prasannan
- 45 MANI-FESTO Mani Shankar Aiyar
- **48 BITTER CHOCOLATE** Swara Bhasker
- 66 CHIC MAGNET Namrata Zakaria

#### 74 LAST WORD



Sharad Yadav said, "Women like you with short hair are the types to advocate for this law (women's reservation bill)."

-Barkha Dutt



COVER PHOTO SHUTTERSTOCK COVER DESIGN BINESH SREEDHARAN

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

· Focus/Infocus features are paid marketing/PR initiatives

MAGSAYSAY AWARDEE
DR RAVI KANNAN'S WORK & PHILOSOPHY

A WILL BE A GAME-CHANGER

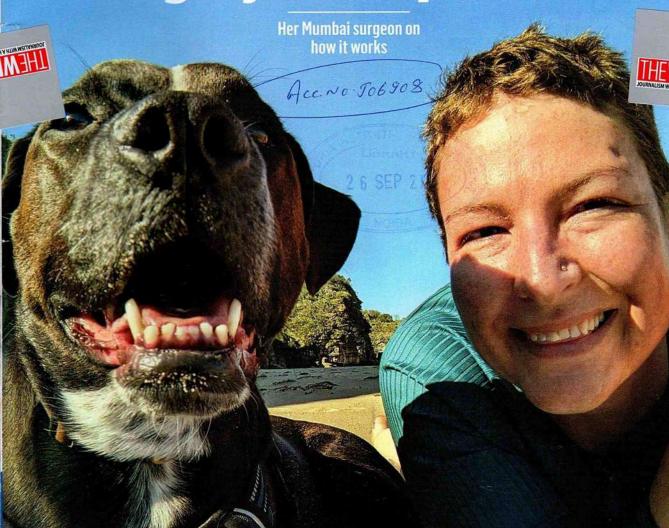
HEART ATTACKS HOW TO PREVENT IT IN THE YOUNG

**OCTOBER 1, 2023** 

# THEWEEK www.theweek.in

At 14, Sarah Reeves wanted to die.

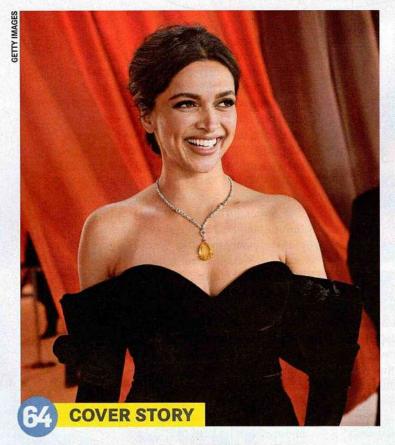
Now she wants to live after her rare **Surgery for Depression** 





### contents

FOR THE WEEK SEPTEMBER 18 - SEPTEMBER 24



#### A WORLD OF HER OWN

Deepika Padukone's is a face that has launched many brands in India and abroad. In the last year alone, she has been appointed global brand ambassador for Louis Vuitton, the world's richest fashion label, Qatar Airways and Cartier jewellery. Alongside films and endorsements, Padukone is busy building her own brand and business

**EXCLUSIVE**INTERVIEW

I have global ambitions, but much of it is being beyond a movie star, says Deepika Padukone



POWERDRIVE R. Prasannan

28 SOUND BITE Anita Pratap

86 CHIC MAGNET Namrata Zakaria

90 LAST WORD Shashi Tharoor

#### 83 DETOUR



"Watch Harish
Salve's moves on
the dance floor,
and John Travolta
can take a walk.
How do I know?
I jived with him
briefly."

-Shobhaa De



CURRENT EVENTS

BJP will win the biggest-ever mandate in the state: Shivraj Singh Chouhan, chief minister, Madhya Pradesh

36 ANDHRA PRADESH

BJP's suspected role in N. Chandrababu Naidu's arrest has led to distrust of the party in the Telugu states

38 G20 SUMMIT

India proved to be the glue that bound together disparate opinions on varied issues

44 HISTORY

How an ambassador to Norway almost swung the Nobel Peace Prize for Mahatma Gandhi in 1961

50 WORLD CUP 2023

How Kuldeep Yadav made his much-awaited comeback into the Indian team



70 LEISURE

Japanese chef Masaharu Morimoto is taking the dosa back with him to create different versions with his own twist

> COVER DESIGN BINESH SREEDHARAN

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

•Focus/Infocus features are paid marketing/PR initiatives

# THE MEK

**SUPPLEMENT** 

Achievers



Dr. Sharadi Shreemoyee

Ashok Chakraborty

Swarnali Choudhuri



Satya Narayan Prasad Sah



Surya Sinha



Chandrima Syam

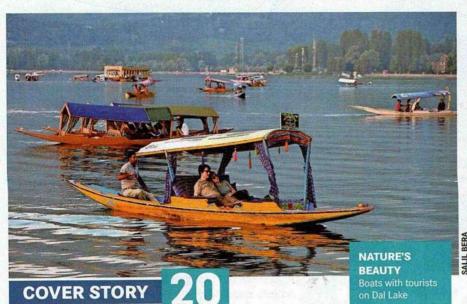


Madhuchhanda Dutta Choudhury

SEPTEMBER 24, 2023



FOR THE WEEK SEPTEMBER 10 - SEPTEMBER 17



#### **NEW DAWN IN** THE VALLEY

Kashmiris' cathartic release is no longer throwing stones, but building an edifice of peace. The conflict has tired out generations, and now they are embracing change, slowly opening their hearts and minds to new thoughts

#### PLUS

- The changemakers of Jammu and Kashmir
- Expecting many countries to withdraw travel advisories after G20, says Manoi Sinha, lieutenant governor, Jammu and Kashmir
- Ceasefire along the LoC has opened up areas with untapped tourism potential



Increasing friction between Eknath Shinde and Ajit Pawar could test the strength of the saffron alliance

**TELANGANA** Understanding Hyderabad through its varied communities ahead of the assembly polls in December

HOCKEY

Exclusive interviews with Indian team coach Craig Fulton and captain Harmanpreet Singh

CRICKET

The ICC World Cup has produced not just great on-field rivalries, but also significant off-field intrigues

CITIES 58 The more Dubai reveals, the more it conceals



HUMOUR After

revolutionising India's standup scene, Vir Das is experimenting with his craft and exploring new avenues

#### COLUMNS

18 MANI-FESTO Mani Shankar Aiyar

**70 CHIC MAGNET** Namrata Zakaria

74 LAST WORD Amitabh Kant

#### 11 POWER DRIVE



"Elections are not a necessary evil, but an essential good by which deprived classes get politically empowered."

-R. Prasannan



COVER PHOTO SALIL BERA COVER DESIGN BINESH SREEDHARAN

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

· Focus/Infocus features are paid marketing/PR initiatives

**STATE ELECTIONS BJP'S TRIPLE-ENGINE STRATEGY**  **RUSSIA AFTER PRIGOZHIN FUTURE OF WAGNER GROUP** 

JOURNALISM WITH A HUMAN TOUCH | www.theweek.in

f TheWeekMag | ⊗ TheWeekLive | ₹80

**FILMMAKERS ZOYA AKHTAR AND REEMA KAGTI** A CREATIVE BURST DRIVEN BY WOMEN

AP DHILLON AND CO. **GIVING PUNJABI MUSIC** A FUNKY FACELIFT

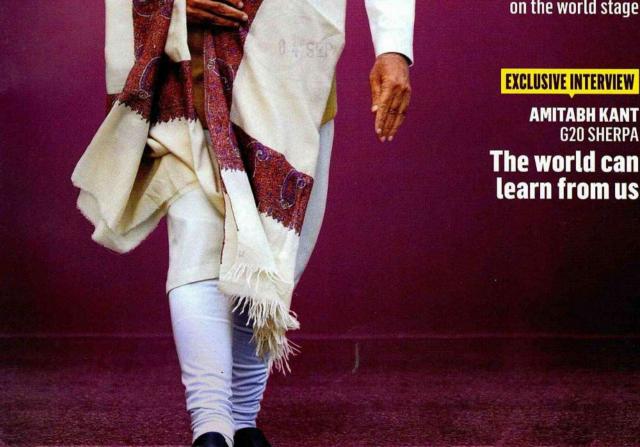
VISHWA GURUG20

Narendra Modi stamps an Indian imprint on the world stage

**EXCLUSIVE INTERVIEW** 

**AMITABH KANT G20 SHERPA** 

learn from us



The Week RNI No.36122/1982, Registered No. KE/EKM/756/2021-23, Licence No. KE/CR/EKM/WPP-1/2021-23. Licensed to Post Without Prepayment. Published on Friday 1st September 2023 Total Pages: 76 Posted on every Friday and Saturday, from SRT Nagar PO, New Delhi 110055

FOR THE WEEK SEPTEMBER 4 - SEPTEMBER 10







**RAJASTHAN** 

Gehlot looks to extend his hold on the party, even as the BJP is getting innovative in its efforts to dislodge him



RUSSIA

After the death of Prigozhin, his empire may cease to exist. His death would not influence the 2024 presidential polls

## SETTING THE GLOBA **AGEND**

Bharat Mandapam, Delhi

With the two-day G20 summit under India's presidency set to begin, it is a significant moment for the 'Roaring Tiger', and why not! India today is the leading voice of the developing world, and with her growing geopolitical clout, she has become a serious player on the global stage. As India moves up the power ladder, what lies ahead?

#### PLUS

- World can learn from us, says Amitabh Kant, G20 sherpa
- India's G20 presidency is not without challenges: Shashi Tharoor
- Former ambassador Gurjit Singh decodes India's bold initiative for the African Union

#### COLUMNS

17

POWERDRIVE R. Prasannan



**SCHIZO NATION** Anuja Chauhan



SOUND BITE Anita Pratap



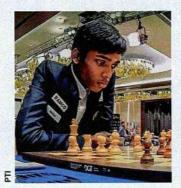
DETOUR Shobhaa De







Coaches on what makes R. Praggnandhaa so different from the others. He studies the strengths and weaknesses of his opponents like very few do. Ready for bigger challenges?



#### LEISURE

Cinema: Zoya Akhtar and Reema Kagti's Tiger Baby Films is rolling out hit after hit



COVER PHOTO PIB COVER DESIGN BINESH SREEDHARAN

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

· Focus/Infocus features are paid marketing/PR initiatives



There may not

Luther King or

Ambedkar. But

can we have at

least another

Jagjivan Ram,

Kanshi Ram, or

at least a Ram

Vilas Paswan?

be another Gandhi.



A Weekly Journal of Higher Education

#### **Association of Indian Universities**

Vol. 61 • No. 35 • August 28-September 03, 2023

ACC. NO. JO 68 40

#### Haribhau R Bhapkar

New Methods for Assessment and Accreditation: Pragmatic Approach Derived through the Recommendations of National Education Policy—2020

#### C Maphosa and Chandraiah Esampally

Employability through Degree Programmes in Psychosocial and Economic Support: A Case of Institute of Distance Education, University of Eswatini

#### Mahima Rana, Garima Pathania and Kulwant Singh Pathania

Strengthening Commerce and Management Studies in India: The Way Forward from the Recommendations of National Education Policy—2020

#### Gedam Kamalakar and Kandi Kamala

Guidelines for Institutional Development Plan to Meet the Aims of New Education Policy—2020

#### Jagdish Mukhi

Necessity to Synergize Ancient Wisdom and Knowledge for Today's Need

- Convocation Address



A Weekly Journal of Higher Education

#### **Association of Indian Universities**

Vol. 61 • No. 34 • August 21-27, 2023

Acc. No. Jo6839

#### Manoj Kumar Srivastava and Swapan Kumar Kolay

Tribal Situation in Bastar Region: Problems, Prospects and Development

#### Alka Singh and Aerum Khan

Flexible Strategies for Ensuring Quality Learning Outcomes during COVID-19 in Different Countries

#### Lata and Reena Agarwal

An Analysis of Evaluation System of M.A. in Economics at Central University of Allahabad

#### Ravindra B Tasildar

The Death of Compulsory English

#### Droupadi Murmu

**Determination Supersedes Comfort** 



A Weekly Journal of Higher Education

#### **Association of Indian Universities**

Vol. 61 • No. 33 • August 14-20, 2023

Acc. No. T06838)

#### Manjit Sen Gupta

Changing Education with Changing Times: An Indian Perspective

#### Neeraj Saxena

Education's Technological Odyssey: Markers for India's Amrit Kaal

#### M S Kurhade

Independent Judiciary: Key for Democracy

#### Droupadi Murmu

Freedom under the Shade of Law

- Convocation Address

#### K Paddayya

Some Thoughts from a Recent Sojourn in the United States of America

- Communication

#### Ranjan Kumar Sahoo

Neoliberalism and the Changing Notion of Indian Higher Education

- Student Column





A Weekly Journal of Higher Education

#### **Association of Indian Universities**

Vol. 61 • No. 32 • August 07-13, 2023

Acc. No. To 6837

#### **H V Deshpande**

Academic Challenges of the New Higher Education Policy

#### S R Patil, A R Patil and A S Patil

Evaluating Social Media's Effect on University Education: A Case Study

#### Santu Biswas

Impact of Achievement Motivation on Academic Achievement

#### Jagdeep Dhankhar

Empowerment of Human Resources: Vital Ingredient in Nation Building

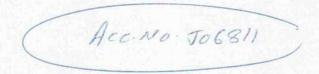
- Convocation Address

#### Pabitra Saha

Embrace the Well-being of Research Scholars: What Universities Must Do?

- Student Column

Volume 27, Number 4 August 2023



### The Journal of Business Perspective

#### **REVIEW ARTICLES**

A Consumer-Centric Paradigm Shift in Business Environment with the Evolution of the Internet of Things: A Literature Review

Sudesh Sheoran and Sanket VI

Examining the Impact of COVID-19 Pandemic on Online Education: Reviewing the Indian Schooling System Based on the Perspective of Major Indian E-tutoring Platforms

#### RESEARCH ARTICLES

Understanding the Relationship Between Customer Satisfaction, Customer Engagement and Repeat Purchase Behaviour

Devika Rani Sharma and Balaopal Sinah

Impact of Collective Intelligence and Collective Emotional Intelligence on the Psychological Safety of the Organizations

Shardul Shankar and Vijayshri Tewari

Fit Perception and Engagement: The Mediating Role of Work Meaningfulness Robinson James

The Dynamics of Cointegration Between Economic Growth and Financial Development in Emerging Asian Economy: Evidence from India

A Decade of Impact of Monetary Policy on Food Inflation: An Overview and Future Direction

Scope of Cloud Computing in Business: A Compendious and Methodical Analysis of Trends in Publications and Patents

Shagun Srivastava, Sarthak Agarwal, Rishabh Dubey, Amisha Murarka, Tanvi Naik Abhishek Nimbhorkar and Dhwani Kothari

Corporate Governance Practices and Firm Performance in Emerging Markets: Empirical Insights from India and Gulf Countries

Waleed M. Al-ahdal, Faozi A. Almagtari, Mosab I. Tabash, Abdulwahid Abdullah Hashed and Ali T. Yahya

#### MANAGEMENT CASE

Mohalla Clinic: A Case on Healthcare Service Operations and Quality

**CASE ANALYSES** 



## \*YOJANA

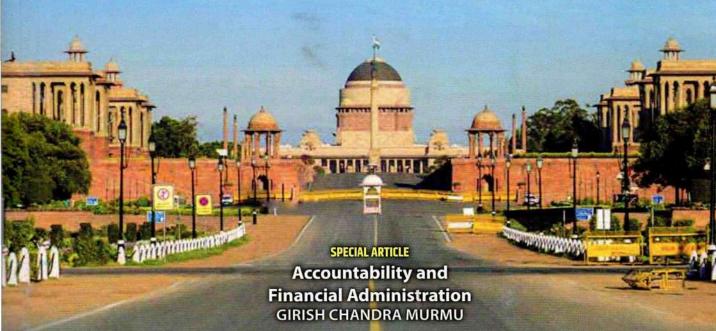
**SEPTEMBER 2023** 

A DEVELOPMENT MONTHLY

₹ 22

Acc. NO. J068 63

## GOVERNANCE AND REFORMS



#### LEAD ARTICLE

Making of a Bureaucrat SRINIVAS KATIKITHALA

#### FOCUS

Protecting the Interests of Consumers and Businesses RAVNEET KAUR Volume-67 No. 09



Let noble thoughts come to us from all sides. Rig Veda Since 1957

A DEVELOPMENT MONTHLY

#### IN THIS ISSUE

#### LEAD ARTICLE

MAKING OF A BUREAUCRAT **CIVIL SERVICE REFORMS** THROUGH A CAPACITY BUILDING APPROACH

Srinivas Katikithala



#### SPECIAL ARTICLE

**ACCOUNTABILITY AND** FINANCIAL ADMINISTRATION

Girish Chandra Murmu



- PARLIAMENTARY COMMITTEES STRENGTHENING THE SCOPE AND ROLE Alaya Purewal, MR Madhavan
- LAW COMMISSION OF INDIA
- **DIRECT TAX REFORMS** Kamlesh Chandra Varshney

#### **FOCUS**

PROTECTING THE 37 INTERESTS OF CONSUMERS AND BUSINESSES

Ravneet Kaur



- **CONSUMER PROTECTION ACT, 2019** STRENGTHENING PROVISIONS FOR CONSUMER PROTECTION
- ROLE OF CONSTITUTIONAL BODIES IN STRENGTHENING DEMOCRACY Prof GS Bajpai, Dr Raghav Pandev
- ADMINISTRATIVE REFORMS V Srinivas
- WOMEN EMPOWERMENT RECENT REFORMS

Rekha Sharma



REGULARS

DO YOU KNOW?

THE DIGITAL PERSONAL DATA PROTECTION ACT, 2023