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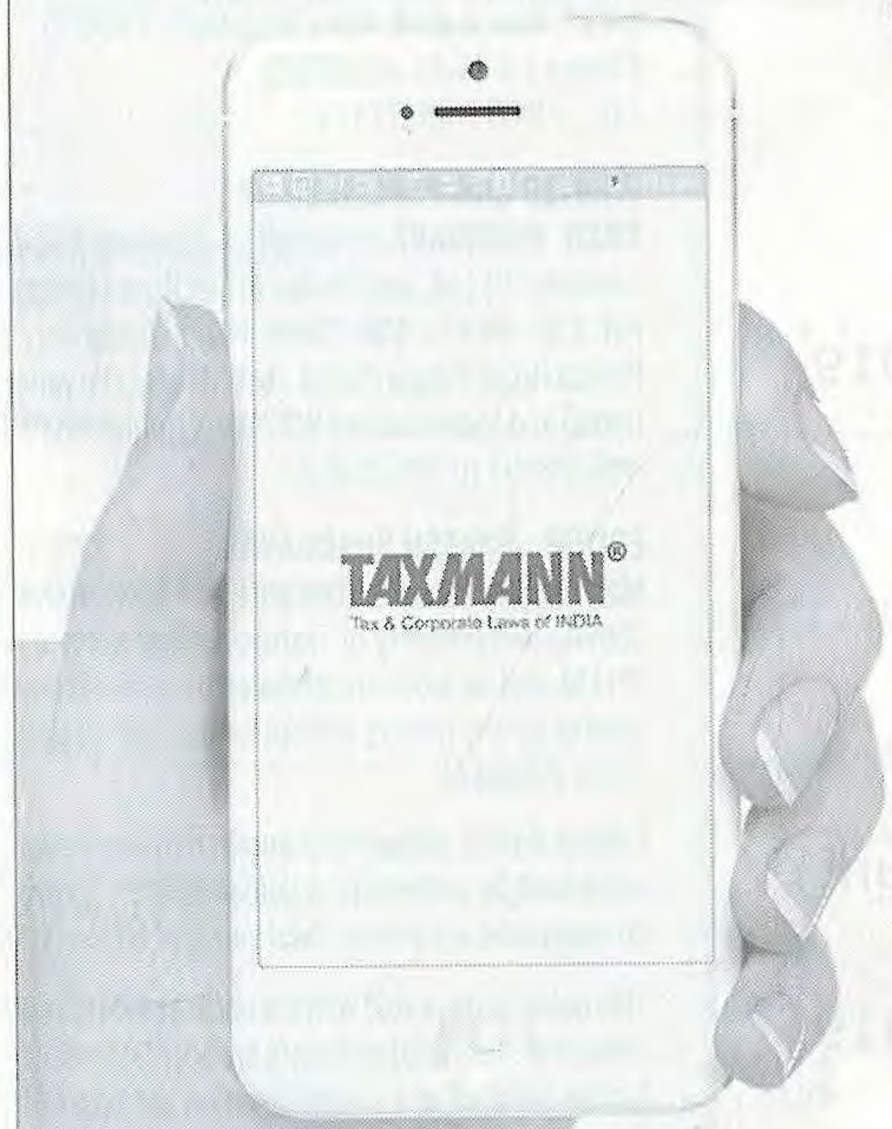
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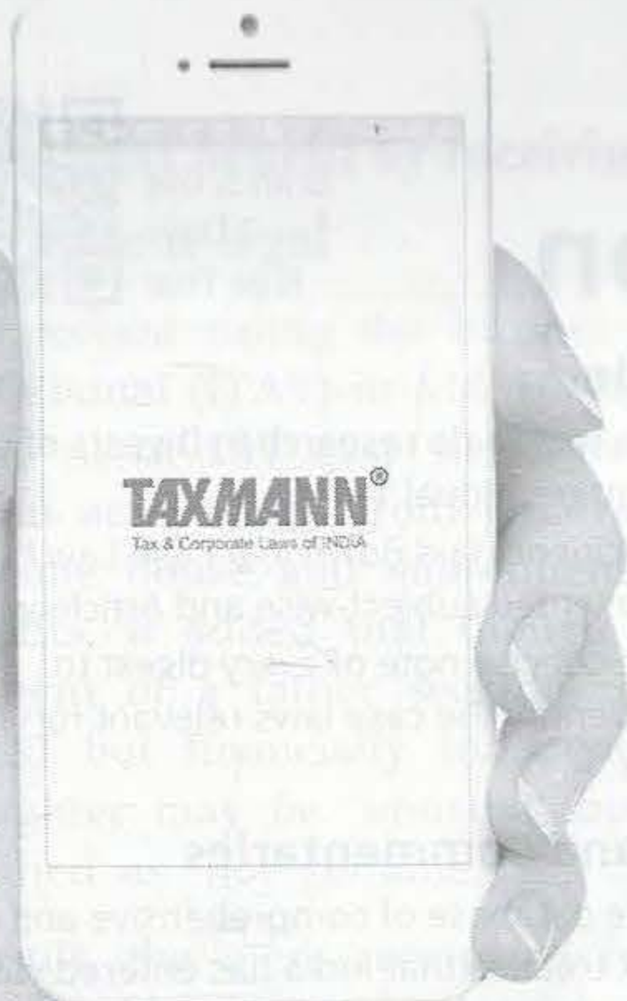
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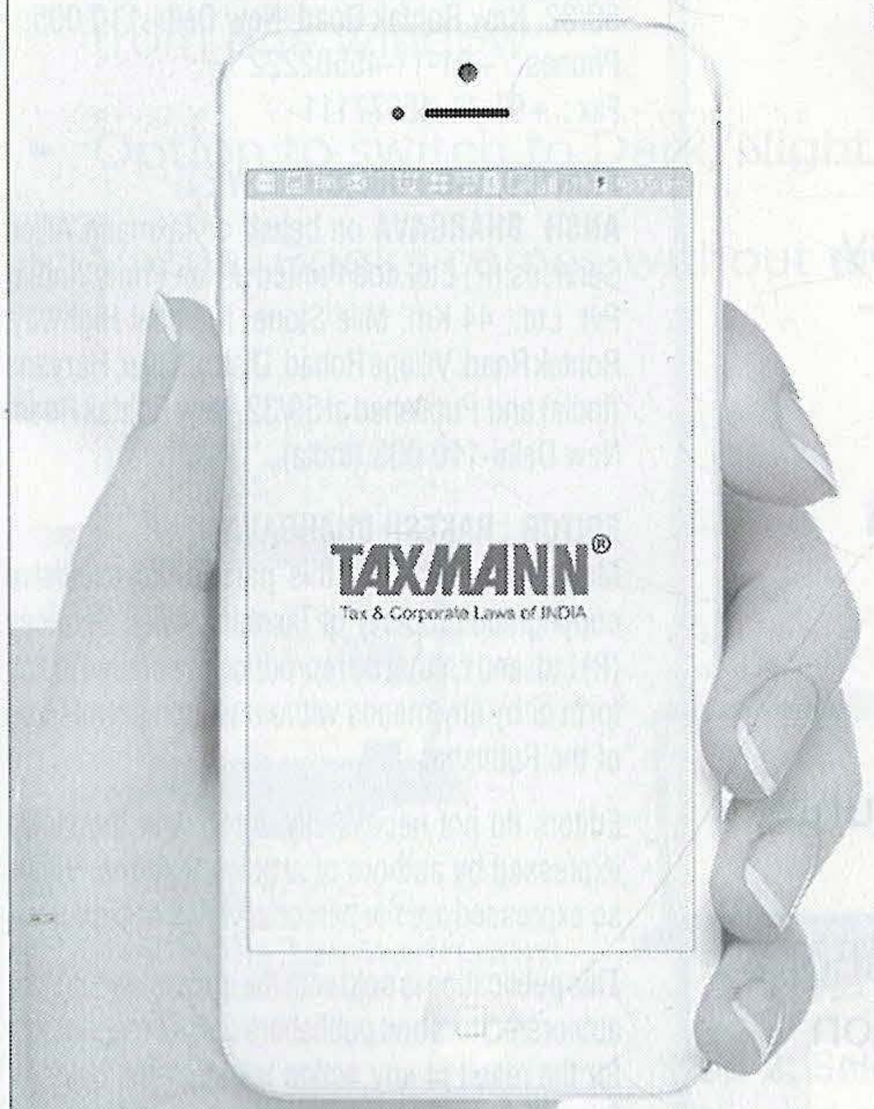
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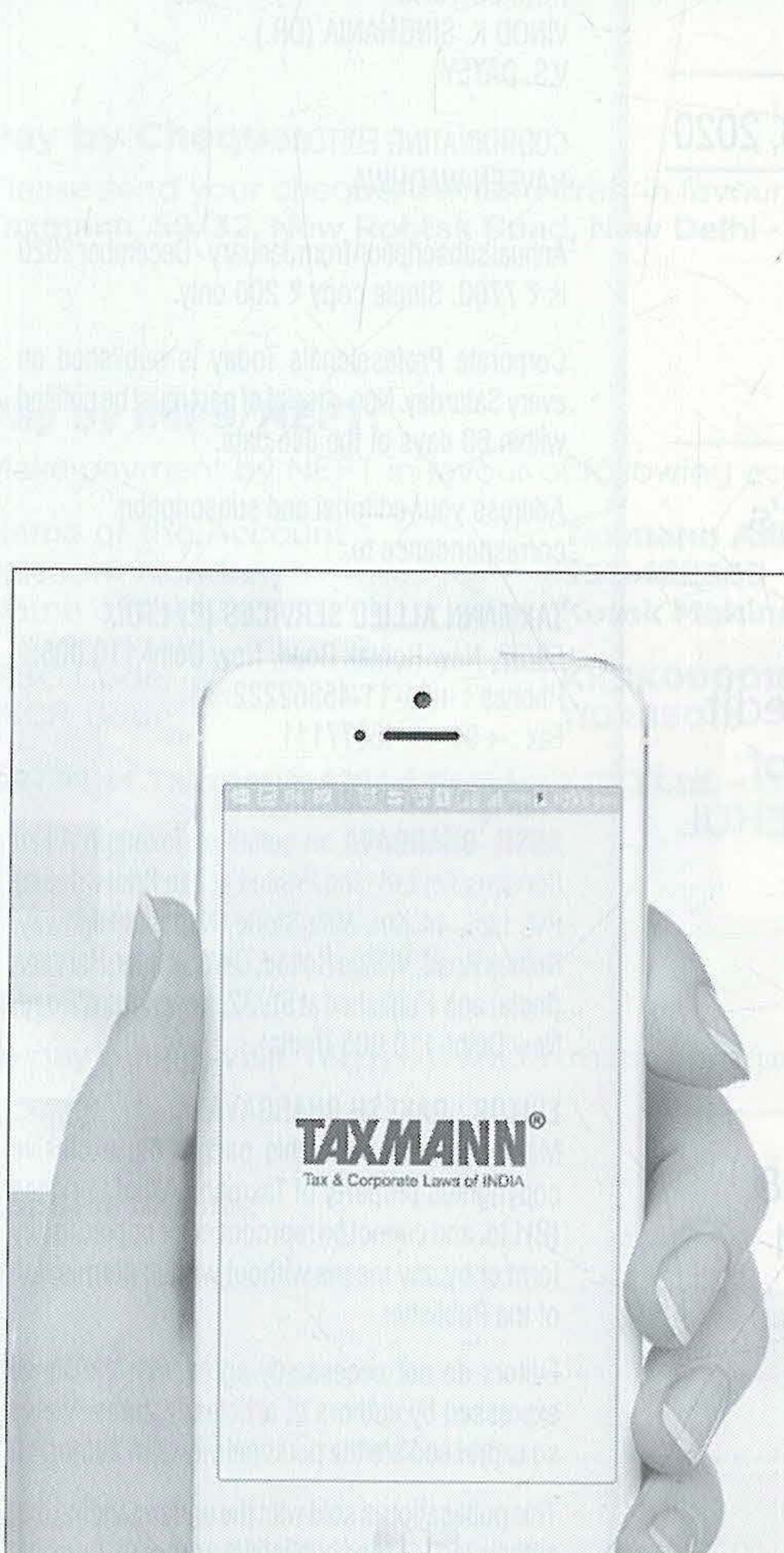
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- **Taxable supply, value of [Section 15 of the Central Goods and Services Tax Act, 2017]** - Where applicant is an authorized distributor of Castrol India Ltd. (principal company) for supply of Castrol brand industrial and automotive lubricants and principal company is having various rate schemes with dealers and principal company is issuing invoice at a price to its distributors and distributors supplying goods to dealers issue invoice after deducting discount based on various rate scheme pre-fixed by principal company and such discount/rebate is subsequently reimbursed by principal company as commercial credit notes, discount reimbursed by principal company to applicant is liable to be added to consideration payable by customer to applicant to arrive at value of supply under section 15 at hands of applicant - *Santhosh Distributors,* In re (AAR - Ker.) **276**
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- Similar issue has also been discussed in *Zodiac Plastics*, In re [2020] 119 taxmann.com 422 (AAR-Ker.) **457**

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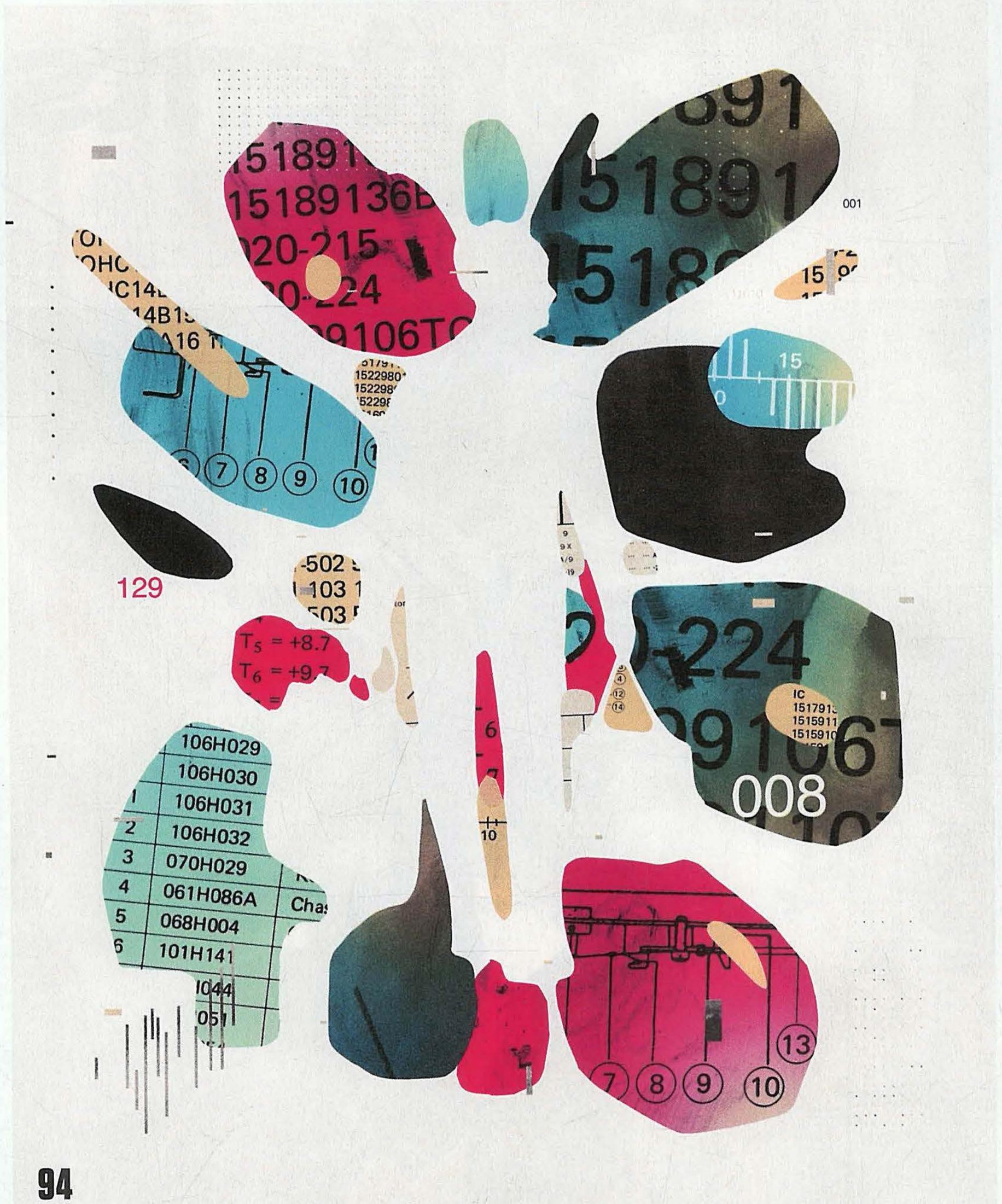
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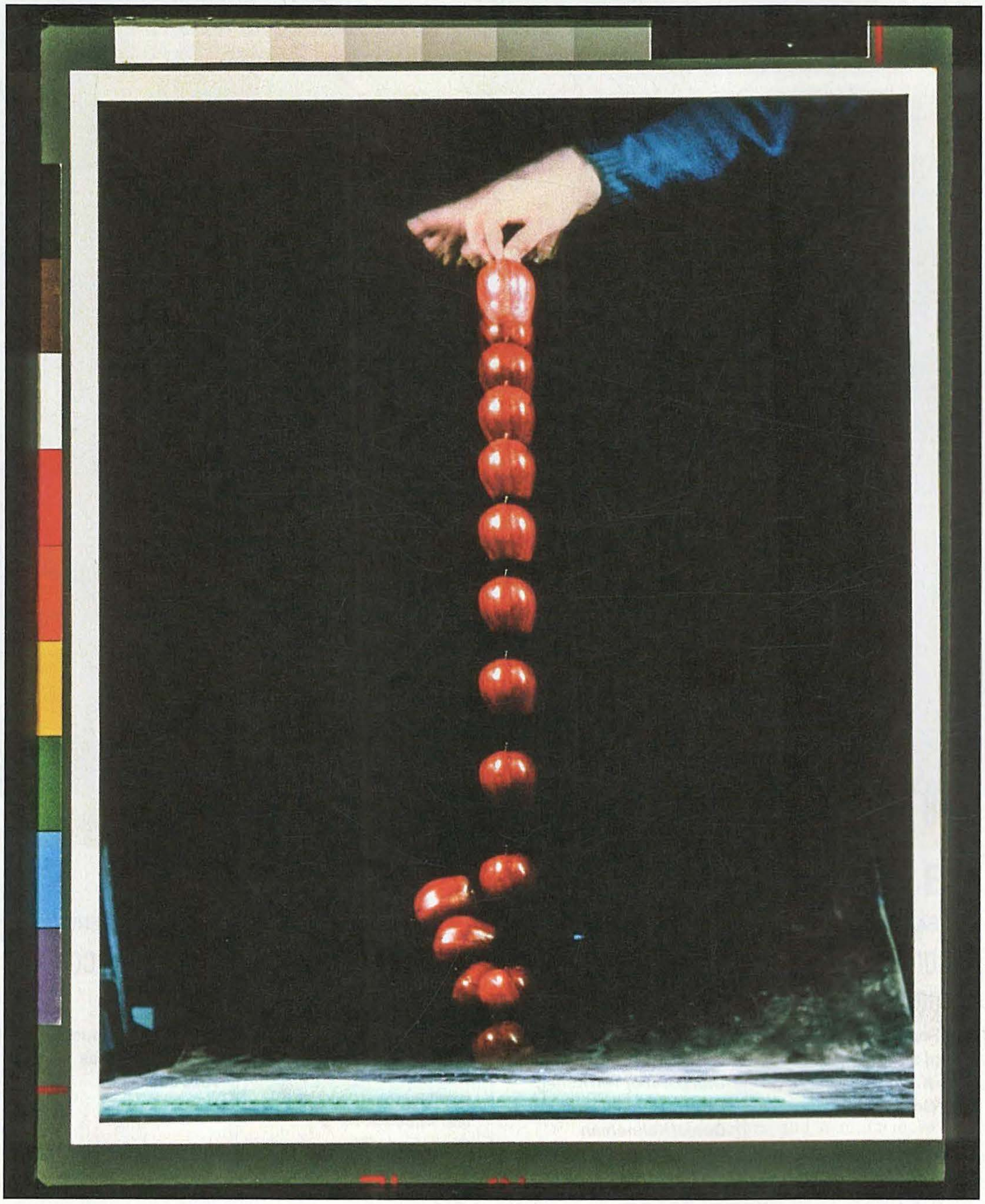
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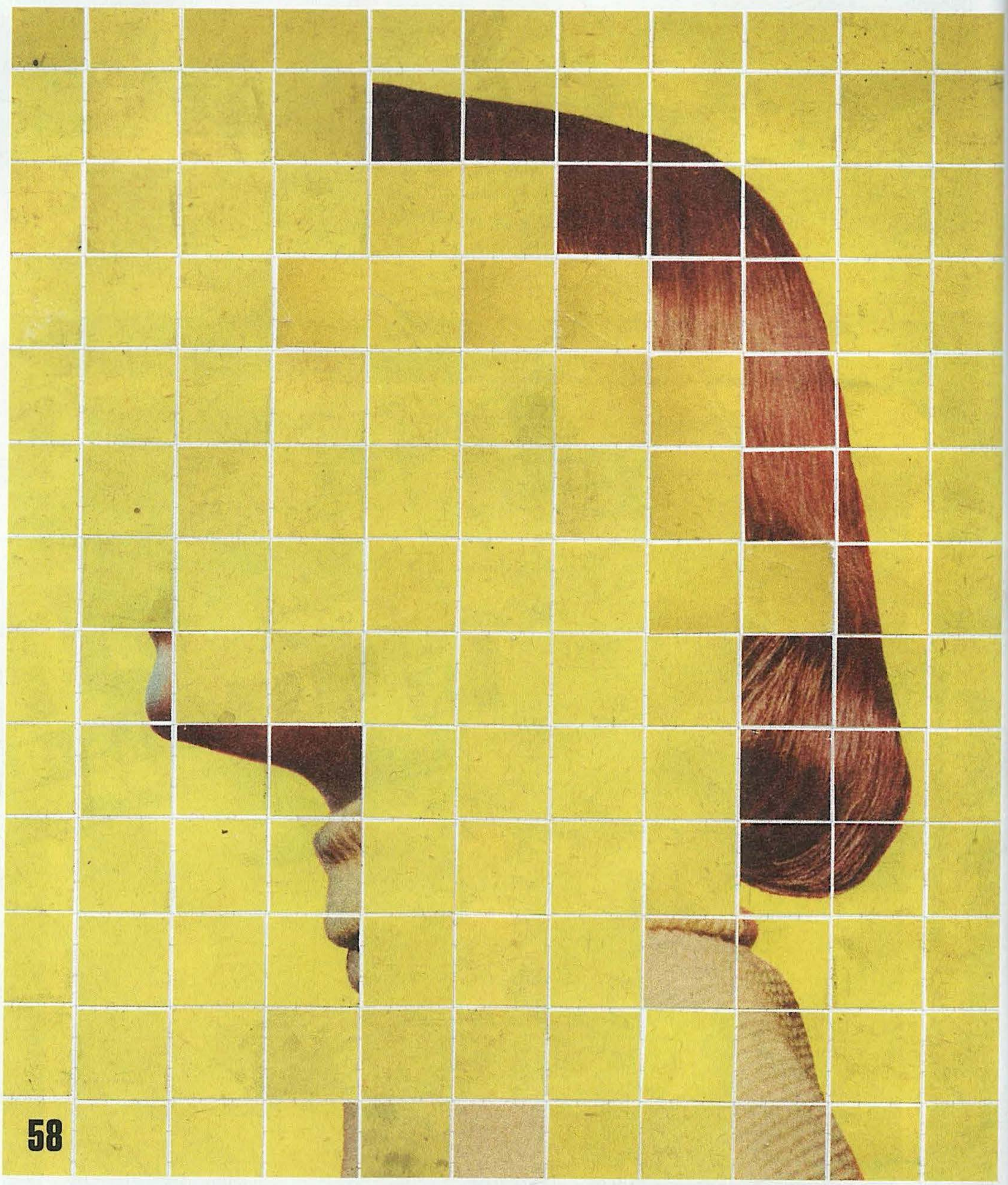
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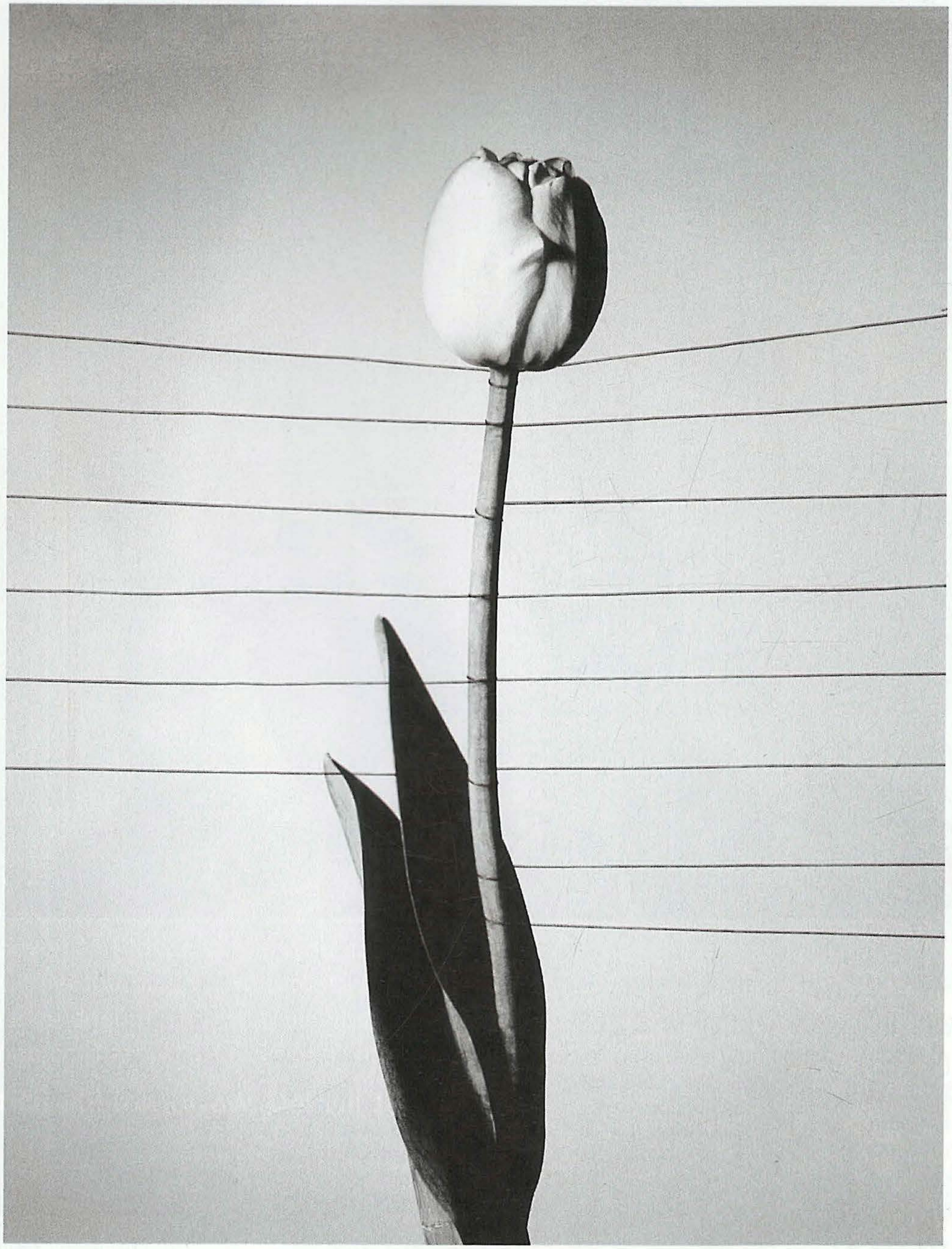
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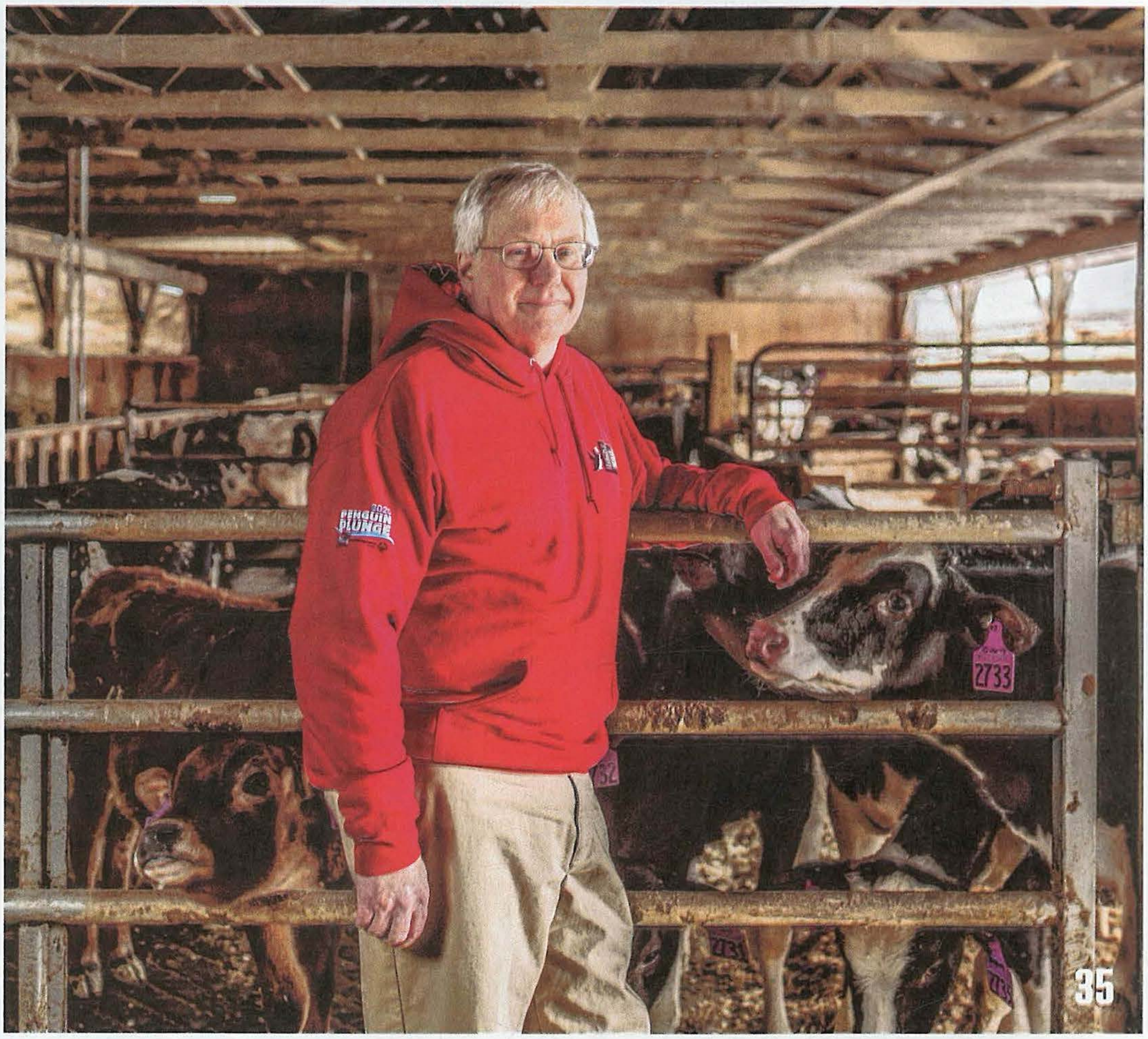
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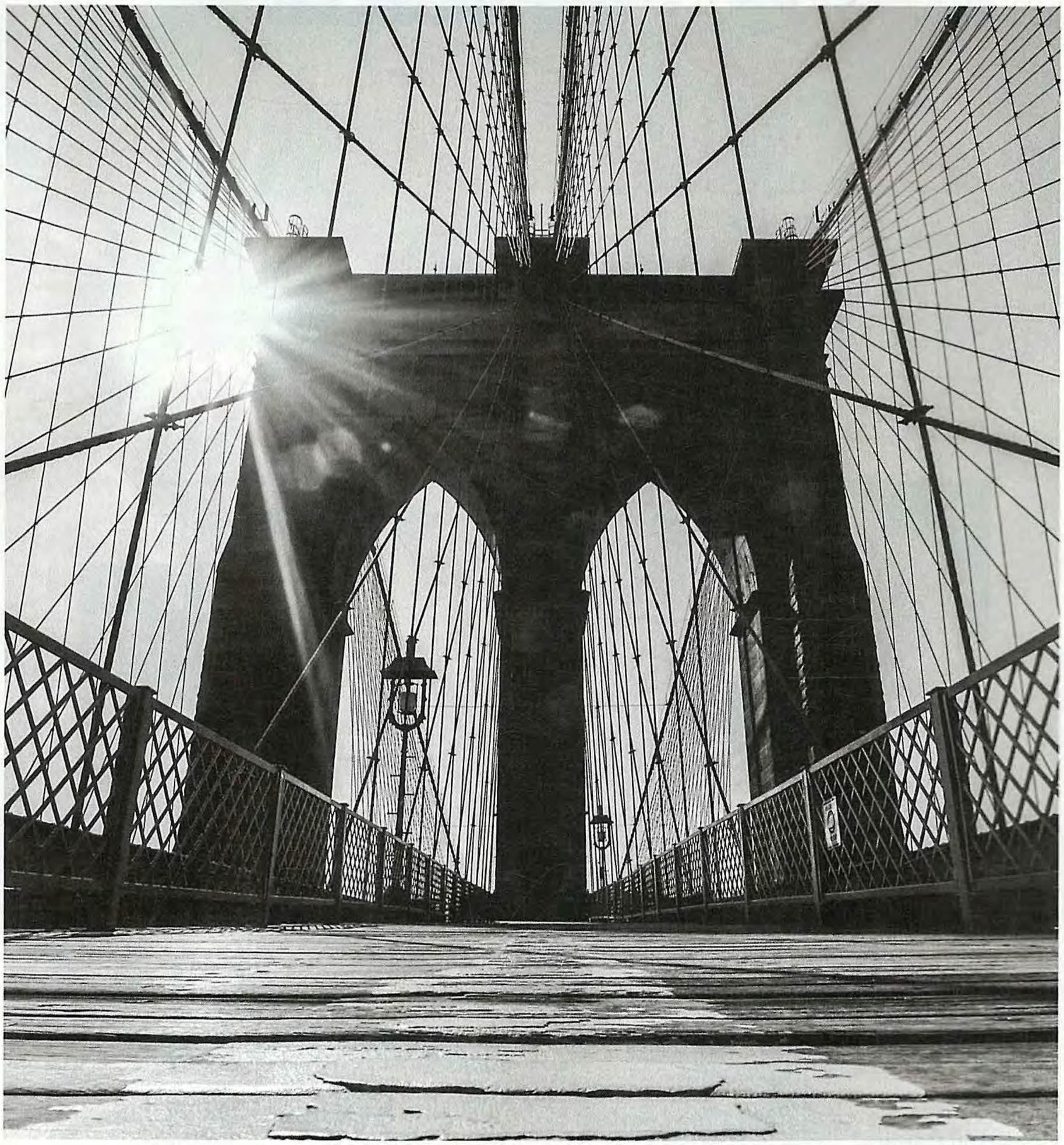
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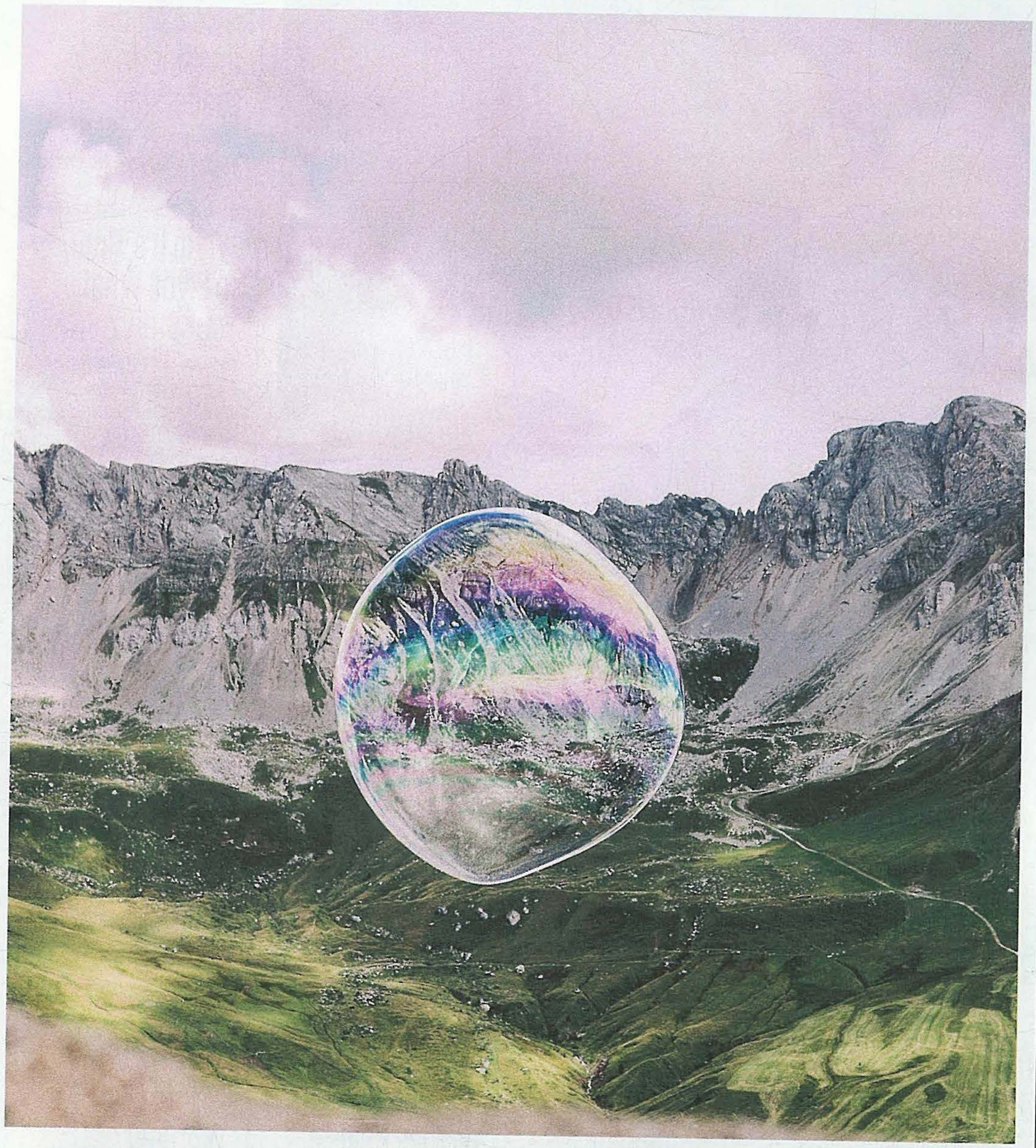
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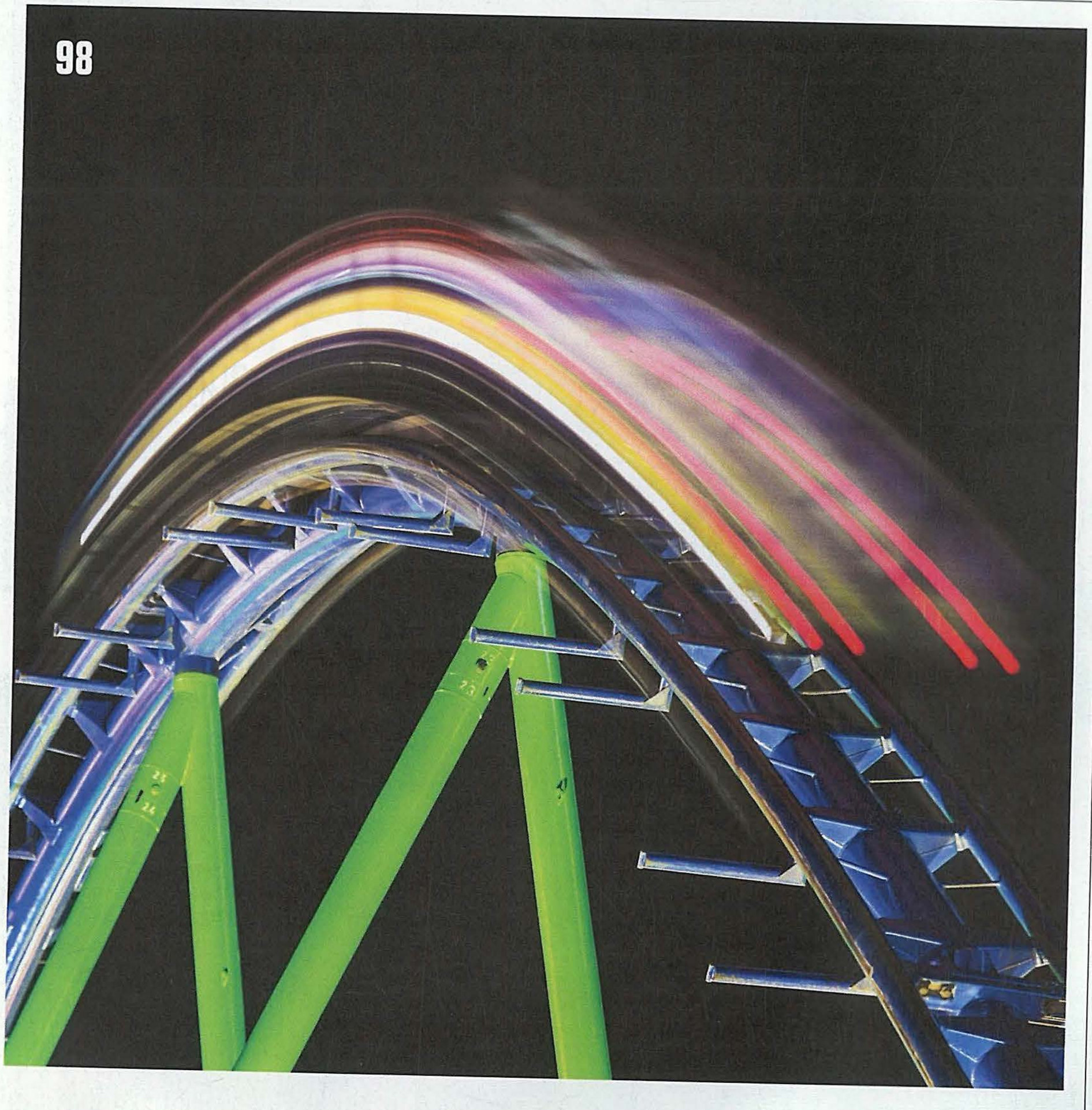
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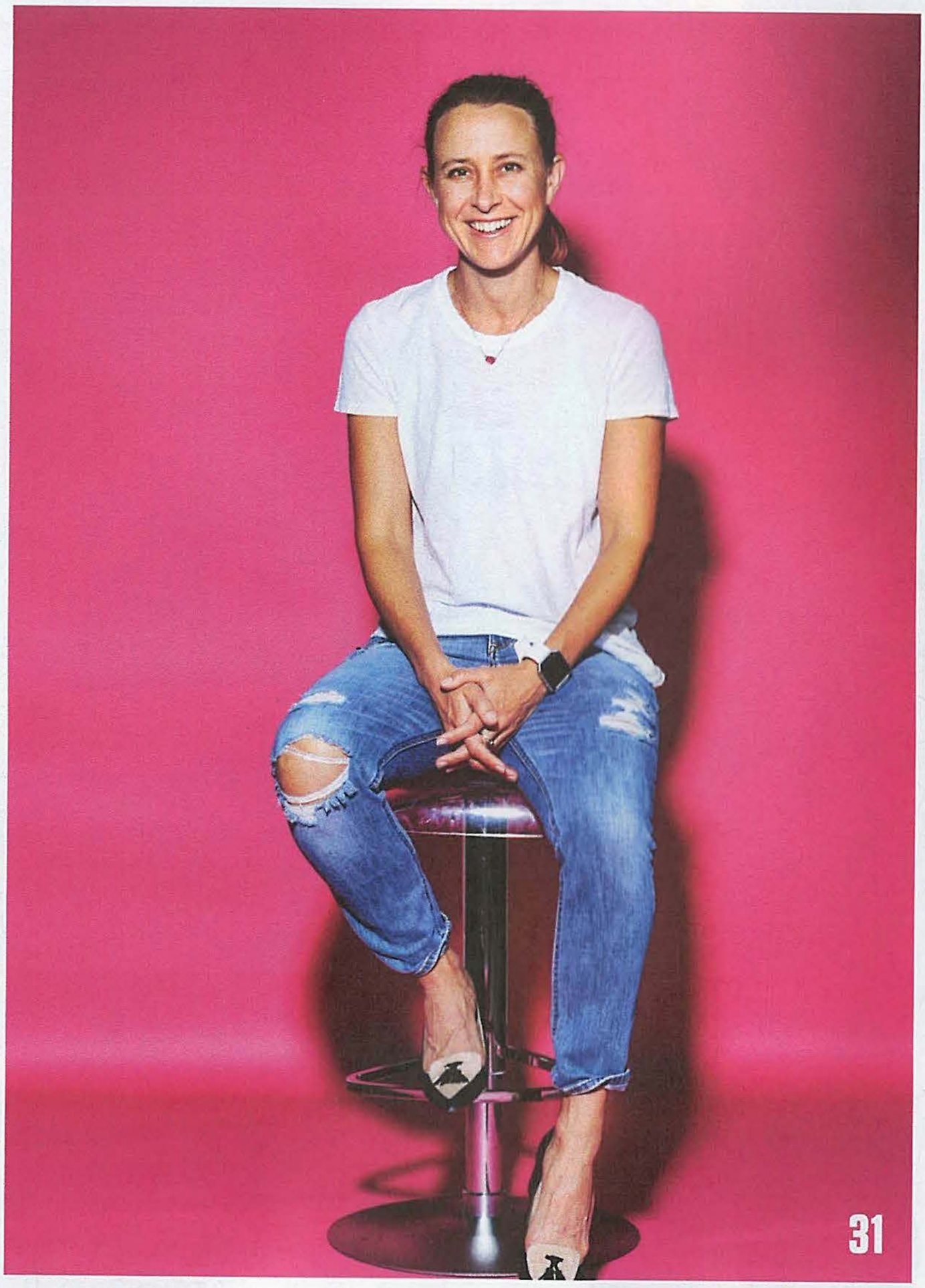
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"Change happens when strong leadership doesn't waver with the message."
–ANNE WOJCICKI, 23ANDME CEO

ERRATUM: *In the July–August issue, the article "What Is the Next Normal Going to Look Like?" mischaracterized Tory Burch's position at her eponymous company. She is the executive chairman and chief creative officer, not the CEO.*

Redux

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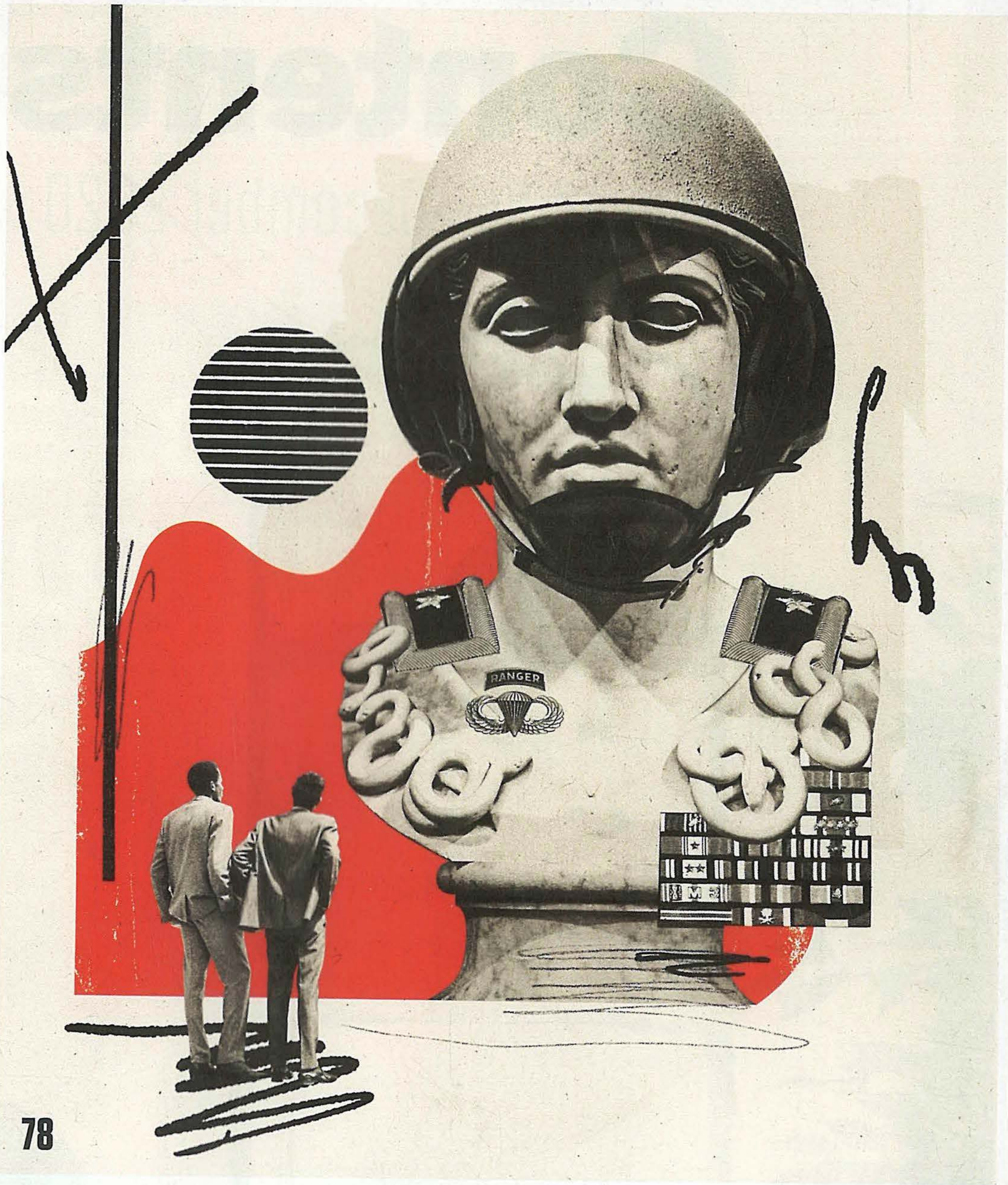
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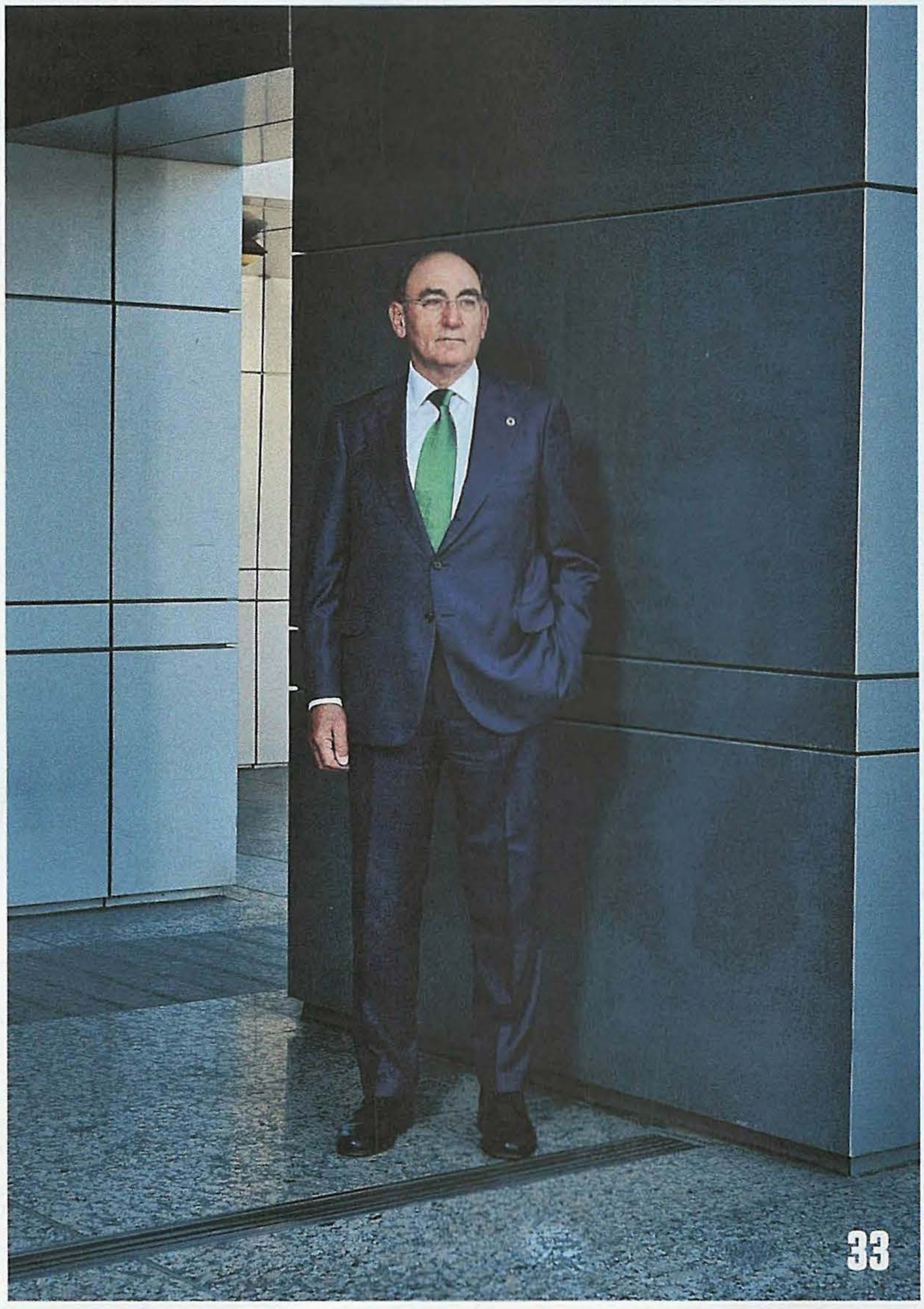
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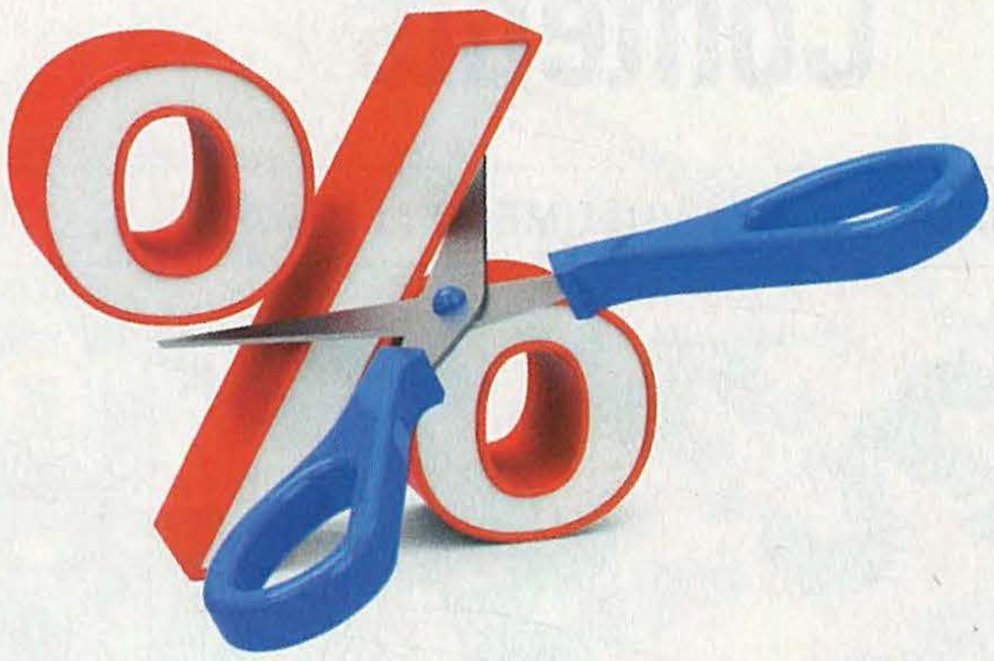
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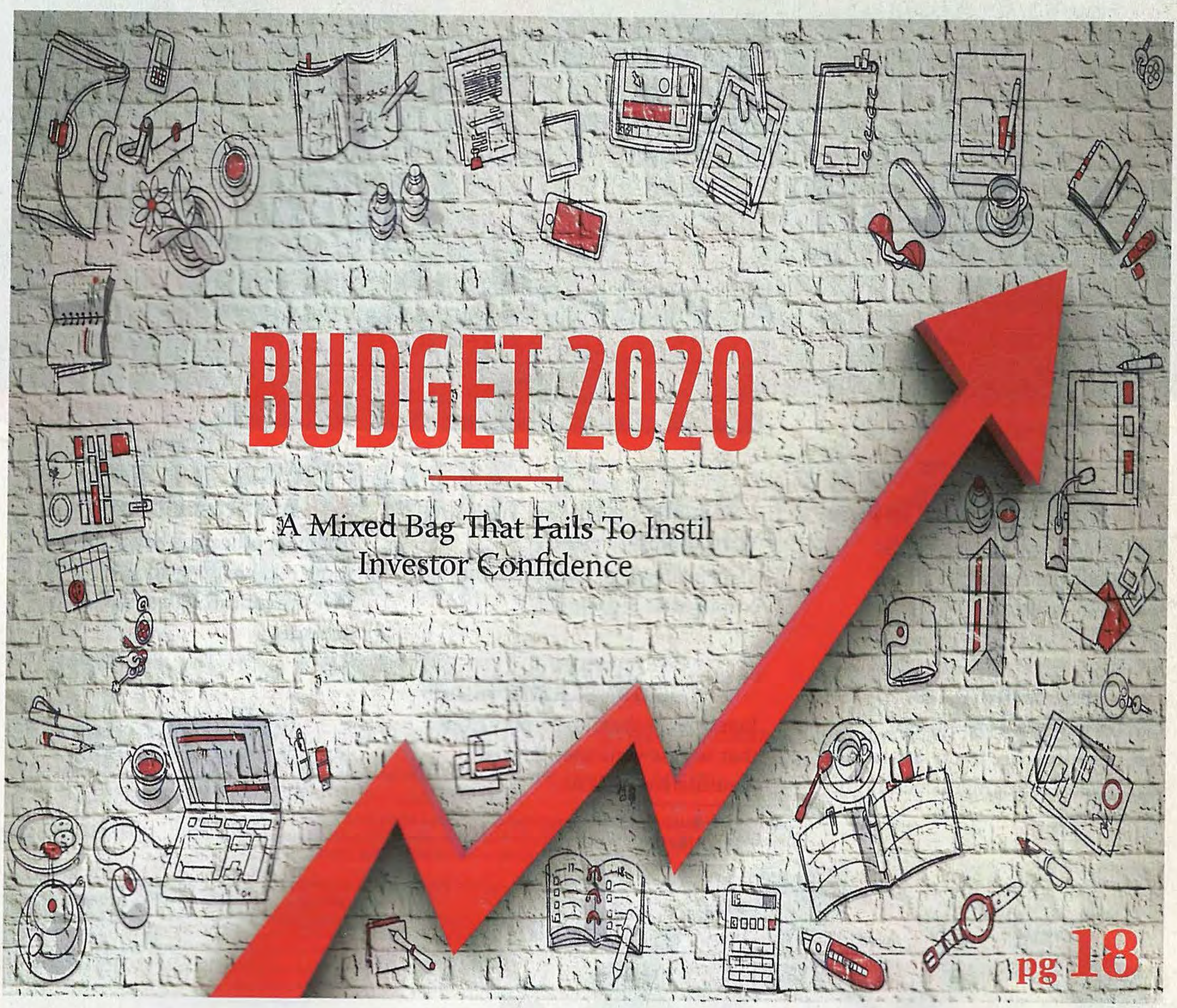
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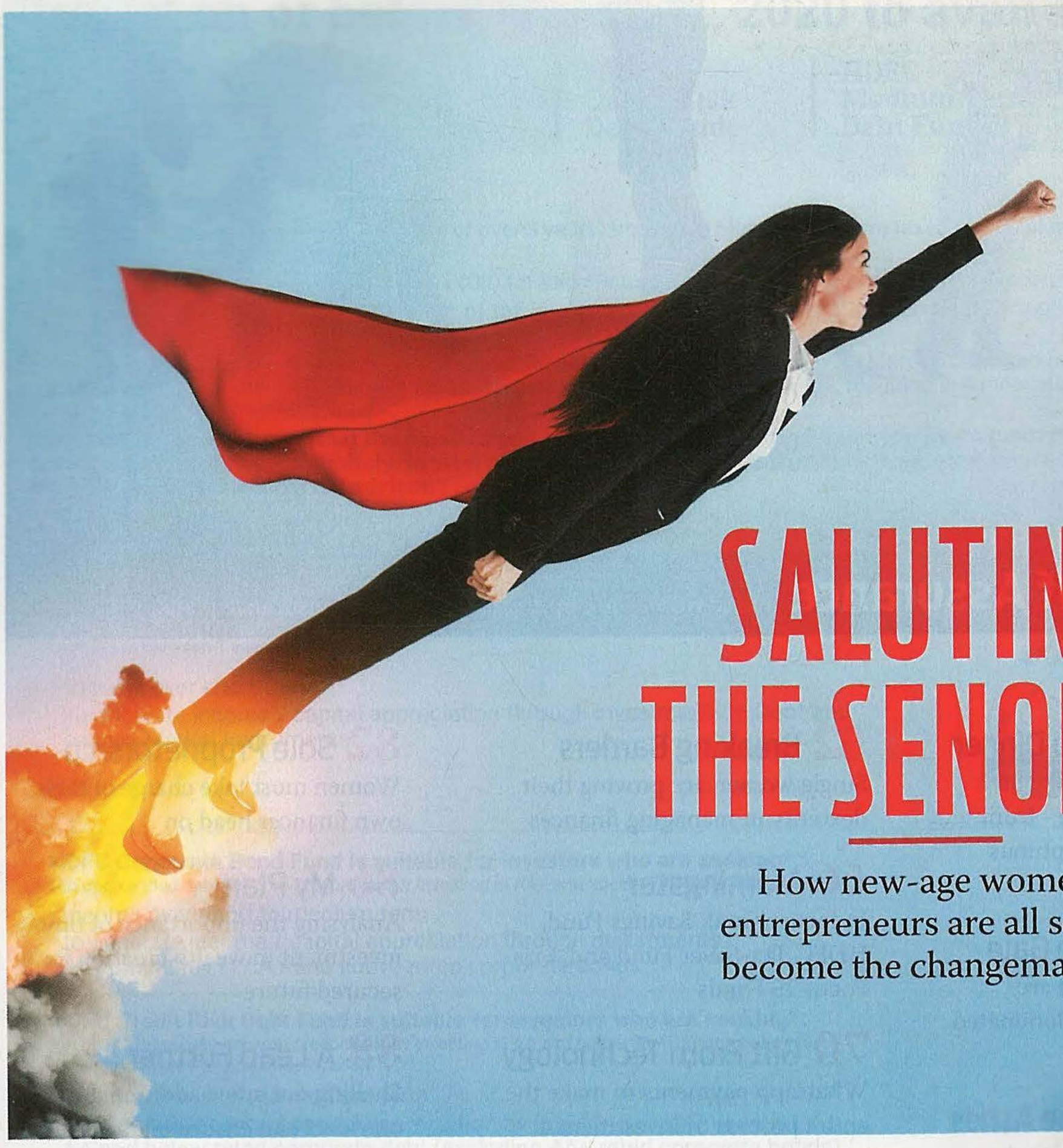
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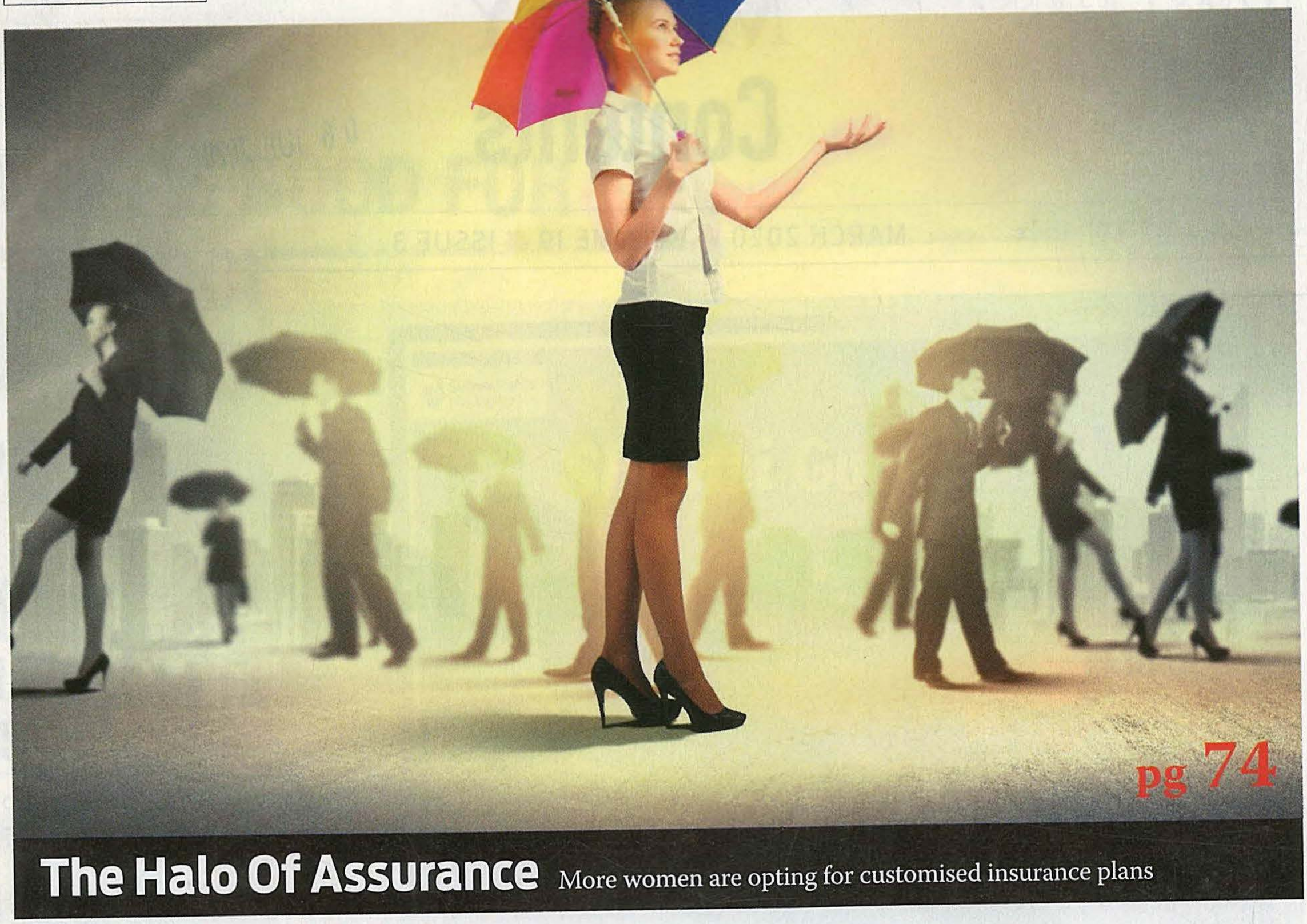
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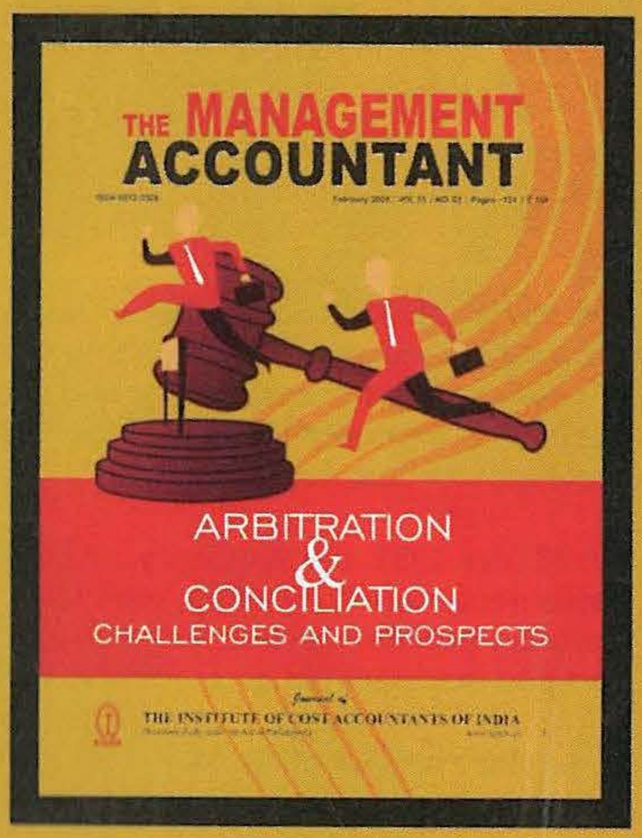
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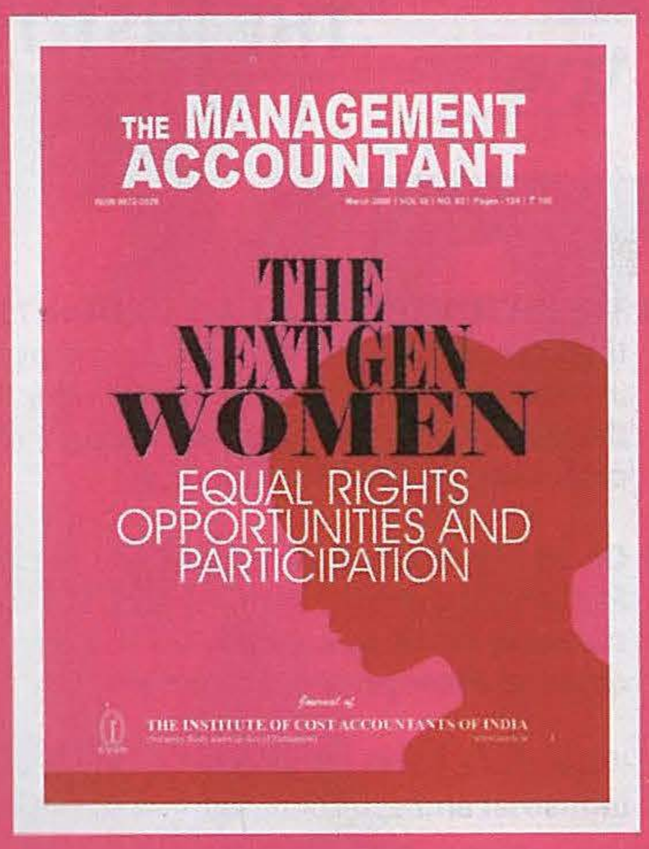
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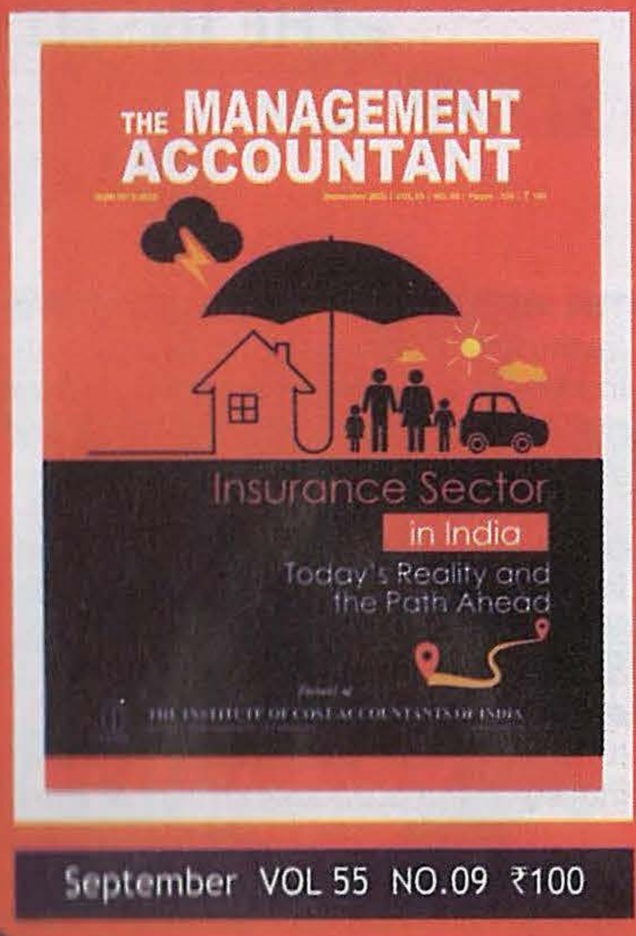
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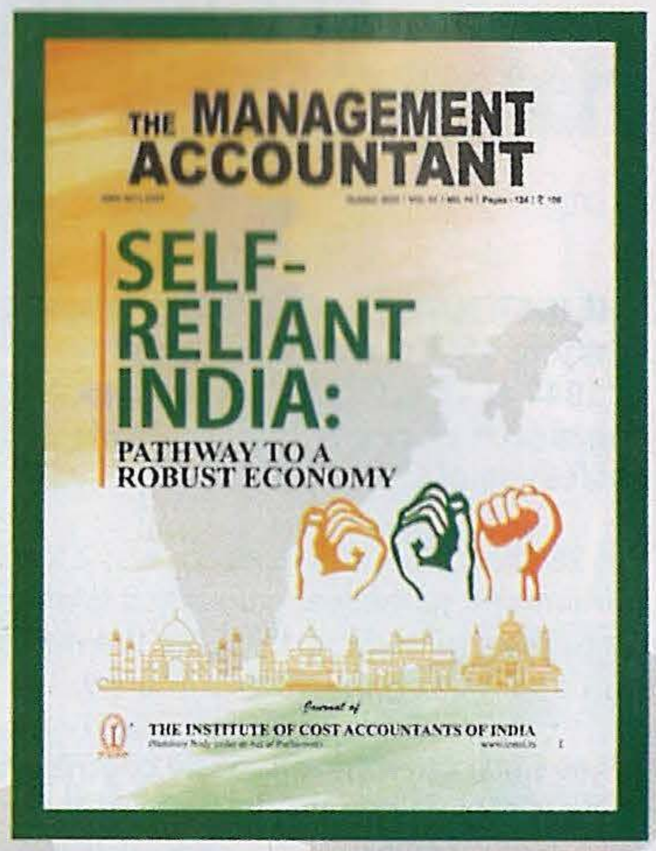
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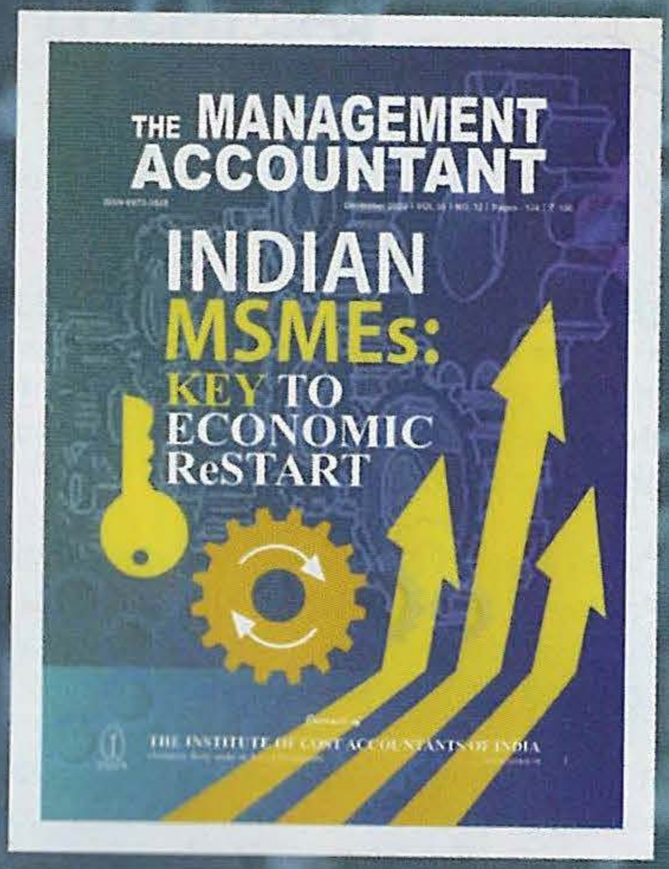
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Facilitation and Regulation of Educational Institutions: The Role of Accreditation 7
Mathew J Manimala, Kishinchand Poornima Wasdani, and Abhishek Vijaygopal

Accreditation of educational institutions is relatively new in developing countries. Rapid changes in Information and Communication Technology (ICT) and globalisation have led to the adoption of liberalisation, privatisation and globalisation (LPG) policies by developing countries, thus increasing the number and variety of their educational institutions. This paper offers a comprehensive view on the evolution, principles, processes, practices, benefits, and limitations of the accreditation system with special reference to its suitability for the developing country context. Though accreditation systems have their problems, they undoubtedly offer several benefits to stakeholders, especially to the institutions in terms of self-review, benchmarking and continuous improvements.

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Understanding the Theoretical Underpinnings of Corporate Fraud 25
Naman Desai

This paper reviews various models explaining corporate fraud and white-collar crime. The paper also attempts to specifically highlight and understand the factors driving fraudulent actions in an Indian context. There are significant differences in drivers of frauds in corporate India compared to frauds examined in extant research. Therefore, by introducing various models explaining fraudulent actions to Indian researchers, the paper attempts to stimulate more research on frauds in India and factors driving these frauds.

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Improving Monetary Transmission through the Banking Channel: The Case for External Benchmarks in Bank Loans 32
Viral V. Acharya

Monetary transmission has been an important issue for the Reserve Bank of India (RBI). The paper discussed the introduction of prime lending rate (PLR) and benchmark prime lending rate (BPLR) systems, as well as the subsequent, marginal cost of funds-based lending rate (MCLR) system and presents evidence that monetary transmission in India has not been satisfactory in the recent period. It explores the internal vs external lending benchmarks and addresses concerns related to external benchmarks. The article concludes that external benchmarking of floating rate loans proposed by the RBI will not only improve monetary policy transmission but indirectly, also help maintain macroeconomic and financial stability. Keywords: Monetary Transmission; Prime Lending Rate; Benchmark Prime Lending Rate; Marginal Cost of Funds Based Lending Rate; Lending Benchmarks

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Ola Acquired Taxiforsure: Post-Takeover Dilemma 42
T Sai Vijay, Sanjeev Prashar and Vinita Sahay

Emphasising the dynamics of the e-commerce industry, the case study discusses the acquisition of online taxi aggregator Taxiforsure (TFS) by Ola cabs for US$200 million (INR 12.8 billion) in March 2015. The players in the taxi market have been looking for growth opportunities and have started adopting organic and inorganic growth strategies. Lack of differentiating factors made it necessary to develop a strong brand, and the best way for this was to consolidate their operations. The case highlights the relevance of acquisition as a growth strategy in consolidating the market position. E-commerce industry was creating discontinuity by acquiring the businesses that were making a profit.

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Indian Insolvency Law 69
M. S. Sahoo and Anuradha Guru

The enactment of the Insolvency and Bankruptcy Code, 2016 is a deep economic reform in the series of reforms undertaken by the Government of India towards ensuring *freedom of entry* into business and *freedom of doing business*, providing the much needed freedom to exit business. It has been hailed as a law marking a paradigm shift from the erstwhile insolvency regime in terms of its design and architecture, professionalisation of insolvency services and delicately balancing the interest of all stakeholders. This article provides a perspective on what necessitated this reform in the country and what have been its outcomes. It further tries to address some of the myths surrounding the processes and outcomes of the Code.

'Under Pressure': Integrating Online Dispute Resolution Platforms into Pre-insolvency Processes and Early Warning Tools to Save Distressed Small Businesses 79
Antonia Menezes, Nina Mocheva and Sagar Siva Shankar

The current COVID-19 pandemic has emphasized the importance of technology worldwide. Social distancing requirements have led businesses and courts around the world to seek innovative solutions to continue functioning. There has concurrently been a surge of interest in a form of Alternative Dispute Resolution (ADR) generally referred to as online dispute resolution (ODR). This paper will attempt to make a case for the advantages of an ODR system to facilitate the resolution of financial distress of small entrepreneurs before they enter a state of financial distress, including in combination with early warning tools (EWT's), which can help incentivize entrepreneurs to seek early assistance and ultimately reduce costs for both creditors and debtors. The paper aims to apply the theoretical framework to handling pre-insolvency procedures of micro, small and medium enterprises (MSMEs) in India in order to illustrate considerations that governments should deliberate in the application of combined ODR and EWT platforms.

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Cross-border Corporate Insolvency Law in India: Dealing with Insolvency in Multinational Group Companies—Determining Jurisdiction for Group Insolvencies 93
Priya Misra

Corporate Insolvencies of multinational companies have stirred up the issue of 'forum shopping' by both corporate debtor and by its creditors. Situs of jurisdiction is the most significant aspect of insolvency resolution that defines the remedies, preference of payment of dues and reorganisation of the incumbent company in a particular case.This paper helps in ascertaining jurisdiction for insolvency , based on various principles established over a period of time while highlighting the challenges faced in this pursuit.

The Need for Implementing a Cross-Border Insolvency Regime within the Insolvency and Bankruptcy Code, 2016 104
Ishita Das

Increasing international trade and commerce is one of the results of globalisation, where countries are dependent on one another for several goods and services. Therefore, in a scenario where a company has business operations in other countries and undergoes insolvency, such proceedings will have ramifications for foreign creditors as well. This research paper aims to highlight the opportunities and challenges about the cross-border insolvency provisions in the Insolvency and Bankruptcy Code and argues that there is a need to strengthen the current system.

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Insolvency and Bankruptcy Reforms: The Way Forward 115
Abhiman Das, Anurag K. Agarwal, Joshy Jacob, Sanket Mohapatra (Coordinators), Saket Hishikar, Saakshi Bangar, Sandeep Parekh, Sudarshana Basu, and U. K. Sinha

The Insolvency and Bankruptcy Code (IBC) was introduced in 2016. The subsequent period of about four years since the law came into force has been of hectic activity on all the fronts—action taken on the part of lenders, insolvency resolution professionals, the Insolvency and Bankruptcy Board of India (IBBI), tribunals, lawyers, businesspersons, and also academics. The colloquium presents four articles on several key issues including the history of insolvency law in India, the challenges in the implementation of IBC, the significant amendments in IBC, the possible framework for future, and the broader impact of IBC on the behaviour and practices followed by corporates and lenders, on the governance of corporate and on the capital markets changes.

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Project Management at Champaran: Revisiting Gandhi's Satyagraha 139
C. Gopinath

Soon after his return to India in 1915, Mahatma Gandhi was drawn into an agrarian struggle at Champaran, Bihar. The farmers at Champaran were agitated over uneconomical and oppressive contractual terms with indigo planters. His role in leading the agitation is widely seen as his first effort at using satyagraha in India. This paper takes a managerial perspective by viewing his efforts from the lens of four stages of a project. His systematic approach may be said to have contributed to the success of the agitation. These were skills he had honed in South Africa and reveal a dimension to his personality that has not been explored previously.

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A Decision-Making Approach for Choosing a Reliable Product under Hesitant Fuzzy Environment via a Novel Distance Measure 147
Palash Dutta and Rupjit Saikia

In this paper, a novel distance measure has been defined for hesitant fuzzy setsfirst, which has the capability to eliminate the drawbacks ofthe existing normalized, Hausdorff and hybrid distance measures. The proposed distance measure has been applied in the decision-making methodology for choosing their liable product under hesitant fuzzy environment considering the customer's and expert's reviews. The advantages of the proposed distance measure have been demonstrated by a comparative analysis. Furthermore, a numerical example has been prepared to show the applicability of the methodology and the proposed distance measure.

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Venuka Aggarwal, Khushdeep Dharni

The present study evaluates the efficacy of Benford's law by comparing suspected shell companies and genuine companies in the Indian context. Results not only prove the discriminatory power of Benford's law for segregating shell and non-shell companies but also augment the body of knowledge regarding the application of Benford's law for reported financial data. Using secondary data, we provide new insights for enhancing the efficacy of Benford's Law. These insights can be of considerable value for auditors, practitioners and academicians in terms of improving the accuracy and efficacy of Benford's law to detect frauds and concocted data.

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Tata Sons and the Mystery of Mistry 170
Shital Jhunjhunwala

Using the 2016 boardroom battle that India witnessed within its largest business group, this case presents the governance intricacies of family-owned businesses operating through a network of group companies. Family-owned businesses facea unique set of problems such as family dynamics, promoter dominance, group versus individual companies, and oppression of minority shareholders. They also grapple with standard corporate governance concerns that include board independence, insider trading, and succession planning. These become even more complex in an attempt to balance the interests of a large listed company with the long term welfare of the family and its members.

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Time Discount Rate of Forest-Dependent Communities: Evidence from Andhra Pradesh, India 193
Sundar Balakrishna and Vineet Virmani

This study presents evidence on the time discount rate of forest-dependent communities (FDCs) in the backdrop of the joint forest management programme launched by the Government of India in 1990. The study uses data from two regions of the Indian state of Andhra Pradesh – Rayalaseema (a relatively dry forest region with low income) and the coastal region (relatively fertile forest and with higher income). We also identify socioeconomic determinants of their patience levels and factors which distinguish the two regions. To elicit individual discount rates of FDCs members and their determinants, we use the choice task design methodology.

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Suhail Ahmad Bhat and Mushtaq Ahmad Darzi

The study is aimed to analyze the impact of e-service quality determinants on perceived usefulness and e-trust in e-retailing. It also investigates the mediating role of perceived usefulness between e-service quality dimensions and e-trust. A consumer survey was carried out on a sample of 660 respondents with a questionnaire in Jammu and Kashmir. The questionnaire was empirically standardized and validated by employing confirmatory factor analysis. Structural equation modelling was used to validate the proposed research model and test the hypotheses formulated. The study contributes to theory by evaluating the mediating role of perceived usefulness across various relationships among the different study variables.

Social and Cognitive Aspects of Women Entrepreneurs: Evidence from India 223
Mohd Yasir Arafat, Javed Ali, Amit Kumar Dwivedi, and Imran Saleem

To design a better policy to foster women entrepreneurship, it is important to understand what factors mobilise or prevent women from becoming entrepreneurs. Recently, social capital and cognitive perspectives have gained currency in explaining entrepreneurship. Through the lenses of social capital and cognition, this research examines the factors affecting the propensity of women to become an entrepreneur by using a sample of 1305 Indian women. Results show that both the social capital and cognitive factors significantly influence the entrepreneurial propensity of women. This study contributes to the literature by explaining the social and cognitive aspects of women entrepreneurs in the context of a developing country.

MANAGEMENT CASE

BHEL Smart Wall Blowing System: New Product Development in Manufacturing Industry 240
Abhishek Kumar, R. Dhanuskodi, R. Kaliappan and K. Nandakumar

The smart wall blowing system (SWBS) is ranked among the top five products developed in-house by Bharat Heavy Electricals Limited (BHEL). SWBS is an automatic, need-based slag deposit removal system for boiler furnaces. products. It ensures optimum heat transfer to the water walls to produce the desired quantity and quality of steam. Its use led to significant savings. There were reduced boiler shutdowns, and also an optimal use of the water tubes, steam, and fuel. The system could establish an identity for itself by creating demand in the market independent of the boiler purchase.

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