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**JCAS No.: 31**

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30TH ANNIVERSARY SPECIAL ISSUE

15 TRENDS THAT WILL  
POWER THE NEW INDIA

business today.in  
**Business Today**

February 20, 2022 ₹150



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INDIA  
TODAY  
GROUP



BT EXCLUSIVE

**SHERYL SANDBERG**  
**'THE METAVERSE**  
**WILL CHANGE**  
**EVERYTHING'**

META'S COO OPENS UP ON THE SOCIAL  
MEDIA GIANT'S QUEST FOR A NEW IDENTITY,  
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**FACEBOOK'S  
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February 20, 2022 | Volume 31 | Number 4

## 30TH ANNIVERSARY SPECIAL ISSUE

15 TRENDS THAT WILL  
POWER THE NEW INDIA



**SHERYL SANDBERG**

## 'THE METAVERSE WILL CHANGE EVERYTHING'

Meta's COO opens up on the social  
media giant's quest for a new identity,  
the India opportunity and lots more

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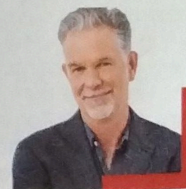
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February 6, 2022 ₹150



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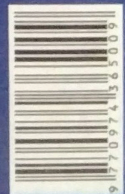


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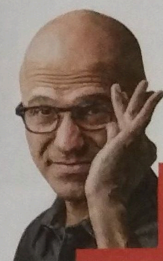
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THE HITS AND MISSES OF  
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# THE CARAVAN

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### COVER

Photo: Milind Shelte / The India Today Group / Getty Images

#### Correction:

Aathira Konikkara and Nileena MS's "Paper Priests," published in December 2021, mistakenly suggested that the incident of *The Hindu* backing out of a story on high-ranking judges being allotted plots of land meant for junior judicial employees took place during Siddharth Varadarajan's tenure as the newspaper's editor.

This has been corrected online. *The Caravan* regrets the error.

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**EDITED, PRINTED & PUBLISHED BY**  
Paresh Nath on behalf of Delhi Press Patra  
Prakashan Pvt. Ltd. E-8, Jhandewalan  
Estate, New Delhi - 110055 and  
**PRINTED AT** PS PC Press Pvt. Ltd.,  
DLF 50, Industrial Area, Faridabad,  
Haryana - 121003 and **PUBLISHED AT**  
Delhi Press Patra Prakashan Pvt. Ltd.  
E-8 Jhandewalan Estate,  
New Delhi - 110055  
**EDITORIAL, ADVERTISEMENT  
& PUBLICATION OFFICE**  
E-8, Jhandewalan Estate,  
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Title *The Caravan* is registered with  
Govt. of India as trade mark.

ISSN 0971-0639

#### Rates

**INLAND** One copy ₹200. 75 p. per copy  
air surcharge in following areas: Silchar,  
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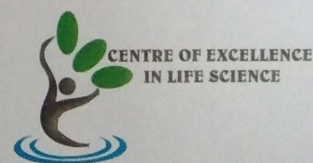
Volume 07 No. 2 2021  
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# International Journal of Cell Biology and Cellular Processes

July–December



**Journals Pub**





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ISSN 2347-3193 Regd. No. RNI/No-45896/87, Vol. CIXIII, No.1, January 2022 Rs. 100/- US \$2



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ISSN 2347-3193

Regd. No. RNI/No-45896/87

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E-mail : namtodayjournal@gmail.com

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**Printed, Edited, Owned & Published by:**

Ms. Pramoda Patel

### Printed at:

Dhyani Print Process, 158 DSIDC Shed,  
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SJIF: 6.096

# Research & Reviews A Journal of Biotechnology

ISSN: 2231-3826 (Online)

ISSN: 2347-7245 (Print)

Volume 11 No. 3 2021

[www.stmjournals.com](http://www.stmjournals.com)

September–December



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Volume 46

October-December 2021

Issue 4

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Pursuing Digital Marketing and Sales Transformation in an Emerging Market: Lessons from India's Tata Steel

*Peeyush Gupta, Michelle Steward, Jim Narus and D.V.R. Seshadri*

## RESEARCH

Importance of Machine Learning in Making Investment Decision in Stock Market

*Akhilesh Prasad and Arumugam Seetharaman*

Does Organizational Trust Mediate the CSR-OCB Relationship? A PLS-SEM Analysis

*Dimple Dhiman and Himani Sharma*

## MANAGEMENT CASE

Service Experience at Passport Seva Kendra

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## BOOK REVIEW

First Among Equals: T-R-E-A-T Leadership For L-E-A-P in a Knowledge-Based World

*Kapil Verma*

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ISSN 0256-0909





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- Pursuing Digital Marketing and Sales Transformation in an Emerging Market: Lessons from India's Tata Steel 197  
*Peeyush Gupta, Michelle Steward, Jim Narus and D.V.R. Seshadri*

Digital transformation for mature industries can be challenging. This article describes a path for older firms in traditional industries in emerging markets to digitally transform long-standing marketing and sales practices to capitalize on changing market conditions. The article focuses on a particular global company, Tata Steel, to illustrate the transformation. The company's evolution suggests the following four lessons for successful digital transformation: focus on customer needs and not on digital technologies, prioritize high-potential opportunities, invest in digital capabilities and technology savvy personnel and consultants, follow agile principles for quick deliveries, numerous small successes, low risk of failure, and quick turnaround.

**RESEARCH**

- Importance of Machine Learning in Making Investment Decision in Stock Market 209  
*Akhilesh Prasad and Arumugam Seetharaman*

Predicting stock movements are challenging. In recent times, researchers have developed numerous algorithms to predict these. The authors reviewed over 50 papers on various algorithms. They found that though the performance of models measured by root-mean-square error (RMSE) for regression and accuracy score for classification models varied greatly, long-short term memory (LSTM) model displayed higher accuracy amongst the machine and deep learning models reviewed. However, reinforcement learning algorithm performance measured by profitability and Sharpe ratio outperformed all. Hence, studying machine, deep and reinforcement learning algorithms is vital for traders and investors. These findings were based on the literature review consolidated in the result section.

- Does Organizational Trust Mediate the CSR-OCB Relationship? A PLS-SEM Analysis 223  
*Dimple Dhiman and Himani Sharma*

The study examines the direct effect of employees' perception towards corporate social responsibility (CSR) on organisational citizenship behaviour (OCB). It also measures the indirect effect through organisational trust (OT). Data from 446 employees from the service and manufacturing sector of India was collected through convenience random sampling technique and analysed. To test the measurement and structural model, partial least square based structural equation modelling (PLS-SEM) has been applied. The SEM results confirmed that employees' perception of CSR positively and significantly affects OT and OCB. Moreover, the findings also observed that the relationship between CSR and OCB is partially mediated by OT.

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- Service Experience at Passport Seva Kendra 236  
*Richa Saxena, Sapna Popli and Abhishek*

The case chronicles the journey of Ridhima, faculty in a B-school, who has gone to Passport Seva Kendra (PSK) to get a passport issued for her daughter Anukriti. After scheduling the appointment through the website, Ridhima faced some issues when she visited the PSK. Ridhima's experience was in contrast to the experience of Mr. Sharma, who visited the same PSK for his passport and the experience of her friend Mr Kaushal Kishore who also visited a PSK for the passport of his minor daughter. The difference in experiences of Ridhima, Mr Sharma, and Mr Kaushal Kishore provides a setting to examine the issues of service delivery.



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ISSN 2230-8458

E-ISSN 2581-5083

U.S. Library of Congress No: 80910345

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## **Political Unrest in the MENA** **(Middle-East and North Africa)**

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विदेश मामलों पर भारत-केंद्रित मासिक जर्नल  
पीयर रिव्यूड/रिफरीड रिसर्च जर्नल

12  
Year of  
PUBLICATION

Digital Copy at worldfocus.in

E-ISSN 2581- 5091

ISSN 2231 - 0185

अंक - 119

फरवरी 2022



## मध्य-पूर्व एवं उत्तरी अफ्रीका (MENA)

## में राजनीतिक अशांति

₹ 100  
US \$ 20

अगला अंक

कोविड-19 महामारी के 2 साल बाद अंतर्राष्ट्रीय संबंध



## मध्य-पूर्व एवं उत्तरी अफ्रीका (MENA) में राजनीतिक अशांति

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