

## President's Message

Dear Esteemed NMA Members,



This year has proved to be highly challenging, and all the activities are coming to normal post Covid-19. At NMA, we are also trying to organise more and more events and regular talks in physical mode at our own building. It gives us immense pleasure that our efforts are being recognised by the members and with each meeting, presence of the members is increasing.

Within the ambit of our efforts to do more and more Digital presence, we are pleased to inform that our new website has been launched live recently. On the website, we have provided a page to make online payments as well. All payments made on the website will directly go into the account of NMA. We have also created a Blog section on the website to let members share their knowledge with other members by blogposts on articles of interest. Our YouTube channel, Facebook page and Twitter handles are already live now. Members can follow the same and keep themselves aware of all latest development and activities at NMA.

Since last newsletter, we have added several new members to our family and expect to add more members in the coming months. Membership is the pillar for any organisation and we strive hard to increase the same.

Internally, we have discussed about organising an annual event in the month of February or March 23. As soon as the same is finalised we shall inform all the members to seek their active participation.

We eagerly seek your suggestions and guidance for functioning of the association and assure you that each and every suggestion will be received with highest regard and importance.

Do come along in this revolutionary journey and support wholeheartedly.

With best regards,

Sandeep Mittal  
President

# NMA EXECUTIVE COMMITTEE

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Mob. 9810334060

**Shri A.K. Gupta**

Hony. Treasurer

Mob.9717695360

**Dr. Yogendra Singh**

Sr. Vice President

Mob. 9811133378

**Shri Bighnesh Dubey**

Hony. Jt. Secretary

Mob. 9999122845

**Dr. V.K. Tomer**

Vice President

Mob. 9953656427

**Shri S.N. Singh**

Immediate Past President

Mob. 9810357077

**Shri C.B. Sharma**

Hony. Secretary

Mob. 9810964253

## Members

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Mob. 9818075694

**Mohd. Nadeem Khan**

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**Shri Nirbhay Kr. Singh**

Mob. 9818682041

**Shri Sunit Gupta**

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**Shri Sunil Kr. Sharma**

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**Shri Durgesh Garg**

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**Shri Sanjeev Agarwal**

Mob. 9971922599

**Shri Naqeeb Alam**

Mob. 8585904044

**Shri Akhilesh N. Singh**

Mob. 9811054753

## Co-Opted Members

**Dr. SB Mitra**

Mob. 9899010997

**Shri V.K.Sharma**

Mob. 8720008570

**Shri C.S. Mishra**

Executive Officer

Mob. 9811102132

**Mr. Rihan Ali**

Computer Assistant

Mob. 8126921926

## NMA Secretariat

## From Editor's Desk



Dear Members,

I'm glad to be back with the latest issue of Management Paradigms. This newsletter is intended to keep you up-to-date with NMA's latest activities and share articles by fellow members on management topics. I hope you enjoy it. I look forward to receiving your comments.

Wishing all of you a very happy new year 2023!

Durgesh Kumar Garg  
Chairman – Media and PR Committee  
durgeshgarg@gmail.com

# Active Past Presidents



**Mr. H K Garg**  
Ex-GM  
NTPC



**Wg. Cdr. R.S. Shukla (Rtd.)**  
Management Adviser  
Surya Management Systems



**Mr. M K Rustagi**  
CEO  
Kreston SNR



**Mr. K P Verma**  
Chairman  
HRD Foundation



**Mr. Dinesh Jain**  
President – Legal & amp.  
Corporate Affairs  
Uflex Ltd.



**Mr. S K Tomer**  
GM (Corp. Affairs)  
Holostik India Ltd.



**Mr. S N Singh**  
VP – HR  
Uflex Ltd.



**Mr. Surinder Mohan**  
Ex-VP-HR  
C & S Electric Ltd.

“ The true measure of any society can be found in how it treats its most vulnerable members.

Mahatma Gandhi

”

# In loving memory of Shri Alok Agrawal

*Our beloved past president Shri Alok Agarwal Ji left for heavenly abode on 21<sup>st</sup> December 2022.*

*Noida Management Association prays to the Almighty to grant peace to the departed soul and fortitude to the bereaved family to bear this irreparable loss.*

All of us will miss you!



**16.02.1957 – 21.12.2022**

## **NMA Vision:**

To be an institution for facilitating management excellence

## **NMA Mission:**

1. To facilitate organisations in Noida/Greater Noida for achieving excellence in industry, service sectors and trading to make it globally competitive.
2. To be a change medium for individuals, Organitions and the Society.
3. To maintain a financially strong, ethical, growth-oriented association providing an enjoyable environment to its members as well as its employees

# NMA Activities

Sales and Marketing Leadership Program on 30<sup>th</sup> August 2022 by Dr. P.C. Srivastava





**Program on Cyber Crime and Cyber Security on 24<sup>th</sup> September 2022  
by Shri Anuj Kumar Agarwal**



# Program on Stress Management on 18<sup>th</sup> November 2022 by Dr. Yogendra Singh





**Program on Right to Information Act on 17<sup>th</sup> December 2022  
by Prof. (Brigadier) Ramesh Chandra**





# NMA Membership

## Subscription fee

### For Organizational Members:

Organization Turnover	Annual Fee (Rs.)	Life Membership (Rs.)
Up to 5 Crore	2,000/-	
5Crore to 50 Crore	3,000/-	
50 Crore to 100 Crore	5,000/-	
Over 100 Crore	10,000/-	1,00,000/-
Institutions	3,000/-	30,000/-

### For Individual/Professional Members:

Category	Annual Fee (Rs.)	Life Membership (Rs.)
Individual/Professional Member	6,00/-	6,000/-
Student Member	300/- (for two years)	

## Membership Benefits

1. An opportunity to interact with Professionals from across the Industry
2. Invitation to monthly evening lectures organized by NMA free of cost
3. Spacial discount on seminars and workshope organized by both NMA and AIMA
4. Members receive the NMA's quarterly News-letter "Management Paradigm" Complimentary

**For any queries and enrolling as members, please contact:**

**The Executive Offier**

**Noida Management Association  
C-20/6A, Sector 62, Noida - 201301**

**Email: [info@nmanoida.org](mailto:info@nmanoida.org)**

**web: [www.nmanoida.org](http://www.nmanoida.org)**

# From the desk of Admin.....

*by Vishwa Nath Rastogi*

Friends,

Being the administrator of a company, I want to put some of my views before you. Friends, we are spending our life like this.

We all live with our families. Everyday wake up at 6 am and get ready till 8 am, may be some colleagues have to clean the house or arrange or prepare food for the family or themselves and leave the house by 8 am. Thus, we are at home only for 2 hours in the morning and are completely busy. After that we reach our workplace by 9 am and work there till 6 pm for the company and reach back home by 7 o'clock. In the evening from 7 to 9 o'clock we make arrangements for dinner and the next day's food and after retiring from all the work at night we go to sleep from 10 o'clock till 6 in the morning the next day.

Thus, from morning to night, 5 hours are spent in domestic arrangements, 2 hours in traffic, 9 hours in company and 8 hours in sleep.

Friends, we have to provide the means to live our life in the best way from this routine. As you all know that from morning to night, 5 hours are spent in domestic arrangements, 2 hours in traffic and 8 hours in sleeping, that is, a total of 17 hours are spent in which we do not do any such work, which gives us the means to live a better life.

In this way, we have only those 9 hours in which we work for the company to get the means to live a good life, and also raise good means for ourselves.

Now the question is that how can we get better resources for ourselves along with the work of the company. Because in this time we are working for the company.

Friends, instead of working in the company, the company gives us salary to run our household and this salary is given from the profit earned after doing our work. If the profit is less than it is obvious that the salary will also be less and if we give our best contribution to the company in increasing this profit, then obviously the company will also give you the best salary.

So, friends, we have to assess ourselves whether our working style is correct or not. Because only you know how hard you work. Remember, if you are not working diligently, your life could be worse than the best it is today.

Therefore, if we want to live a good life, then for that everyone will have to make sincere efforts along with hard work for the work of the company. When you do the work of the company in the best way then only you can expect something from the company. If you do not do your work properly, then the results may be opposite. It is possible that the company will not progress and you will have to lose your work, that is, the company will show you the way out because not only your future is connected with the company, the future of you and your colleagues is also connected with the company. The company cannot ruin the future of others just because of your failures.

That's why always be aware of your work and complete it with full responsibility and honesty. Only then you can move forward in life. This is for the good of you, your company and your country. Therefore, by being honest towards your work, be loyal and honest towards yourself, towards your company and towards your country.

Friends, move forward with honesty in your life. My best wishes are with you.

*Mr. Vishwa Nath Rastogi is working as Sr. Manager – Admin with Arien Global Lifestyle (P) Ltd., Noida.*

# Fintech in Metaverse: Problems Challenges and Opportunities"

*By Dr. Shuchi Goel, Dr. Rashmi Chawla and Dr. Poorva Ranjan*

Fintech is an amalgamation of the two terms namely, financial and technology. It refers to the use of technology in the provision of financial services as well as operations by the businesses. Fintech has a lot of application in various areas ranging from mobile banking, insurance to crypto currency. Fintech industry has been expanding at a very fast rate in providing the services to the consumers as well as producers. There are various factors behind this rapid growth of the Fintech industry: increased awareness amongst the buyers, increased usage of mobile phones particularly post COVID-19, better technological development, etc.

Further, the rapid growth of Fintech industry is also due to the support provided from various fronts. The Government has been helping in improving the access to financial services for the citizens as well as upcoming businesses. This has been in the form of different programmes like the Start-up India and Digital India to name a few.

Under Start-up India, the Government's aim has been to encourage innovation and thereby entrepreneurship in India. As a result of this initiative, FinTech companies have seen an expansion in their activities. Under Digital India, the aim has been to increase cashless transactions through different mobile based applications.

Another remarkable support has been provided through the Jan Dhan Yojana. Under this, millions of people were able to access financial services by providing their Aadhaar and Mobile number which was otherwise not possible for them earlier.

Demand for credit by the consumers has been increasing. However due to complicated and lengthy paper work, applicants leave their credit applications mid-way. This provided an opportunity to FinTech firms to provide an alternative solution.

In today's fast driven technological world encompassing new financial innovation in terms of products services, business models, projects, applications, Fintech has evolved as a model for technological growth and development. With the disruption of financial technology,



the traditional financial markets have a great impact in every sector of the global economy. The advancement and the need to change with the dynamic environment in every industry has led the companies to adapt new technologies referred as Insurtech, Paytech, Lendtech, Digital Banking, Wealthtech, Fintech, Regulation Tech popularly known as Regtech to smoothen their services in every aspect both from customer point of view and from employees' point of view.

Due to the speed of today's technological advances, the fourth industrial revolution is disrupting nearly every industry. There are different fintech segments operating globally and has a great impact on real time payments, faster disbursal of loans, peer to peer lending, digital banking, digitizing financial regulations, digital currencies and many more.

Paytech is a segment in fintech which includes customer-oriented services in terms of third-party application providers (TPAP), prepaid card/ wallet, QR code payment, payment aggregators and point of sales. It also provides business centric services like B2B Payments, corporate cards and invoice payments. Fintech companies like Paytm, PhonePe, MobikWik and Google Pay are the major players in providing services like payment gateway, card networks, application programming interface (API) with payment security.

Similarly, lendtech is revolutionizing the fintech industry by way of giving services in the form of buy now pay later (BNPL), personal loan, salary loan, gold loan, auto loan, education loan, and Peer to Peer lending while the business centric services include corporate card, fixed term finance, as well as trade finance. Gyandhan for providing educational loan is an excellent example of lendtech.

With the disruption of financial technology in insurance sector, the customers are likely to experience high quality services to meet customers' expectations in one go as it helps in reducing manual work load from taking policy to delivering policy to customers. It helps in data security, smooth and transparent payment module, making new innovative and competitive strategies, asset management, maintaining transparency, tracking the data and records, claim management and underwriting risk management. Fintech in wealth management and expense management through Robo advisors, discount brokers, mutual fund investment platforms, research platforms,

and alternative investment platforms are also demystifying technology nowadays. Artificial intelligence, machine learning, blockchain is propelling the fintech industry to new heights for detection and prevention of frauds.

With great technology comes great responsibility. With technological advancement there is a need for new regulations being implemented for keeping customer data from being exploited by cybercrime. Regtech works as a solution for regulatory inefficiency and ineffectiveness by providing technological solutions to the ever-increasing demands of compliance within the financial industry.

To conclude, the fintech industry is ready to embrace and implement more advanced technologies in future to come and accelerate the digital capabilities. The FinTech revolution is a reality now. Technological Innovations will be the heart and blood of the industry for many years to come.

*Dr. Shuchi Goel and Dr. Rashmi Chawla are Associate Professors while Dr. Poorva Ranjan is Professor and Head of Management School at Delhi Metropolitan Education.*

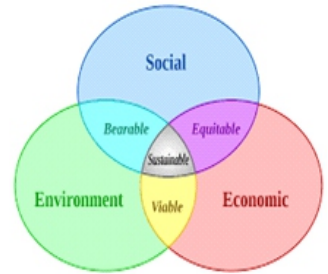
# Opportunities for Businesses with the Sustainable Development Goals (SDGs)

By Prof. Sudeep Chaudhury

The word "sustainability" has gained a lot of popularity in today's business world and throughout a wider spectrum of society. Business sustainability is defined as the ability to conduct business with a long term goal of maintaining the well-being of the economy, environment and society.

*"Sustainable Development is the development that meets the needs of the present generation without compromising with the needs of future generations."*

This definition was put forward by the United Nations-World Commission on Environment and Development (WCED) in its report "Our Common Future" in 1987. It calls for a concerted effort to build an inclusive, sustainable, and resilient ecosystem for the people and the planet.



## Sustainable Development Goals (SDGs)

In 2015, as an affirmative action towards tackling the global environmental crisis involving global warming, climate change, and ozone layer depletion, members of the United Nations adopted 17 Sustainable Development Goals (SDG) and 169 targets as part of the UN 2030 Agenda. The 17 SDGs below are integrated i.e. they recognize that action in one area will affect outcomes in others.

1) No Poverty, 2) Zero Hunger, 3) Good Health and Well-Being, 4) Quality Education, 5) Gender Equality, 6) Clean Water and Sanitation, 7) Affordable and Clean Energy, 8) Decent Work and Economic Growth, 9) Industry, Innovation and Infrastructure, 10) Reducing Inequality, 11) Sustainable Cities and Communities, 12) Responsible Consumption and Production, 13) Climate Action, 14) Life below Water, 15) Life on Land, 16) Peace, Justice, and Strong Institutions, 17) Partnerships for The Goals.

The SDGs have provided a comprehensive framework to plan, measure, and monitor progress towards creating a sustainable world-

a world that is prosperous, green, and just. Each organization, industrial sector, or nation can develop roadmaps to achieve the goals and targets that are most relevant to them and monitor progress.

### **How SDGs Open Up Business Opportunities**

The establishment of a sound, healthy, and stable social and environmental structure enables companies to grow faster and more efficiently. SDGs create opportunities for companies in the following ways:

1. Global goals create new lines of business and new product and service development opportunities for companies. Companies can generate more revenue through innovative products and services that they develop for new markets. For examples, Remote health service systems, technologies that increase the productivity of small-scale firms, environmentally- friendly smart cities, and electric vehicles.

*As per the Business & Sustainable Development Commission report, sustainable business models could open economic opportunities worth up to US\$12 trillion by 2030.*

2. When businesses manage their supply chains with social and environmental development in mind, their operational costs fall and productivity rises.

3. Companies that are inclusive and value employee diversity show better performance.

4. Companies that attach importance to sustainability efforts can attract a more skilled workforce as more responsible individuals seek jobs.

5. Investors focused on inclusiveness and social responsibility provide more funding and on better terms to initiatives working to achieve global goals.

6. In addition, the government of India has started to offer incentives to companies that give importance to sustainability. This will allow companies to expand their areas of operation.



## Engaging the Private Sector

The private sector contributes significantly to economic growth and employment and develops new and innovative solutions that help solve development challenges. It also plays an important role in combating climate change. Companies and management should implement their strategies from a holistic perspective by integrating their social and environmental responsibilities into their core activities.

In India, the NITI (National Institution for Transforming India) Aayog's SDG Vertical is the nodal agency that works towards accelerated adoption, implementation, and monitoring of the SDG framework and related initiatives at the national and sub-national levels. It works closely with key stakeholders—including the Government, civil society, private sector, academia, think tanks, research organizations, and multilateral organizations. It operates on the premise that the SDG targets are designed to be met by Government action along with strong commitment and action from the business sector. NITI Aayog has been driving two major initiatives in this direction:

**1. SDG Investor Map:** It's a market intelligence tool that provides localised data and specific information on investment and business opportunities, which align with the SDGs. It has identified five key sectors as investment opportunity areas: *education, healthcare, renewable resources and alternative energy, food and beverages, and financials.*

**2. Private sector integration for SDGs:** The project involves mapping the value chain of high priority sectors with respect to impact on SDGs, developing an assessment matrix, and arriving at the sectors that can have a high impact on the priorities under the framework.

## Conclusion

The Indian government has already demonstrated its commitment to sustainable development through its initiatives in the clean energy and renewable energy sectors and has set up challenging goals to lower greenhouse gas emissions. Since 2015, it has introduced a number of initiatives that are at the heart of the SDGs, such as *Swachh Bharat, Samagra Bharat-Saksham Bharat, Digital India, Make in India, Skill India, National Mission for a Green India, etc.*

In order to capitalize on the enormous business opportunities created by the SDGs, the private sector's contribution to development goes beyond the traditional strategy of promoting economic growth to the formation of deeper and more complex public-private partnerships. The private sector will be a strong ally in the achievement of the SDG goals in India by addressing developmental challenges through novel business models, replicating effective strategies, influencing supply chains, and taking part in multi-stakeholder projects. The private sector's enthusiastic participation to complement the government's efforts will go a long way toward ensuring that India stays on track to meet its SDG targets.

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### **About the Author**

*Prof. Sudeep Chaudhury is a Management Consultant and Professor with specialization in Marketing, Operations & Supply Chain, and IT. An accomplished practitioner, academic, trainer, consultant, and researcher with rich experience in industry (24 yrs) and academia (11 yrs), he's well-traveled in India and abroad. He's an alumnus of NIT Warangal (B.Tech.ECE) and Jadavpur University (MBA), India; a corporate alumnus of HCL and Rohde & Schwarz; and a Professor at AIMA & ABSEEC, among others. His consulting and training engagements are in the areas of strategy, process, supply chain, digital transformation, sustainability, OD & digital marketing. He can be reached at [sudeep.chaudhury@gmail.com](mailto:sudeep.chaudhury@gmail.com).*

# Being Spiritual

By Akhilesh N Singh

## Do you want to "Be Spiritual"?

Probably everyone's answer is "Yes" (there may be a few exceptions). But, don't know how to become spiritual. You might have attended a few public discourses of many famous spiritual Gurus, they deliver nice talks, which are interesting but after it is over and when we reflect on the contents of the talk, it becomes difficult to figure out "how to become spiritual". I had the same experiences many years back but pursued to find a solution to it, and now I am sharing the same with readers.



Before being spiritual one must know why he/she wants to be Spiritual. In fact, by natural design, human beings are born with four personality constituents; Body, Mind, Intellect, and Spirit. Based on the four aspects of life we are having four kinds of natural needs;

- Physical Need: A healthy body, and good living
- Emotional Need: Stress-free mind, and good relationship with everyone
- Intellectual Need: Knowledge to create wealth, and live a good life
- Spiritual Need: Knowledge of the "Self", and attain Inner Peace & Happiness

Unfortunately, our current fractured education system is able to partially address only three aspects of life;

- The Body; how to restore health by treating disease,
- A little bit of Mind; how to maintain relationships for success in personal life and business, and
- Sharpening the Intellect; developing knowledge and skill on topics related to materialistic science (computer science, engineering, medical, management, finance, arts, commerce, etc.). Today youngsters are preferring to study subjects that can help them to earn more and more materialistic wealth without any physical hardship. None of the current curriculums address on how to become a good human being and live a happy life. Ultimately the faulty and fractured education system is increasing the earnings of the people but at the same time, it is causing a-

lot of physical, psychological, and spiritual disorders resulting in many chronic sicknesses, frustration, and abnormal behavior.

Ask yourself, has anybody taught you about the **Spirit**; either at home, school, college, professional education, corporate training, or any other forum? Spirit is the most important aspect of life, the only source of inner peace and happiness, the sentient force that makes you exist, think, work, and live your life. Without "Spirit" no person can exist in this world, but surprisingly neither anyone teaches us nor do most of us try to learn it!!

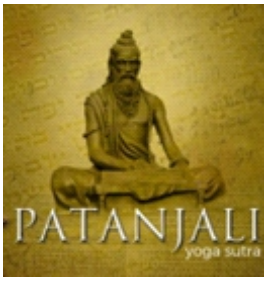
Because of ignorance or false knowledge of the "Spirit", people are not able to attain Inner peace and happiness even after earning plenty of wealth, collecting so many degrees and awards, attaining celebrity status, or occupying high positions of authority in the political system and business world. Due to a lack of knowledge of disconnection with Spirit, people are not able to attain the most important natural need- "Inner Peace & Happiness".

To attain "Inner Peace and Happiness" every person needs to learn and adopt spirituality. Spirituality is the science of life, based on the laws of nature, which is explained in our ancient scriptures; Vedas and Upanishads only. Being spiritual means getting connected with your core of personality- the real source of "Life Energy"; you may call it "Spirit", "Soul", "Aatma", "Divine Force", "God" or any name you want to give it.

Spirituality is a very well-structured science based on the laws of nature, which were used by the creator of the universe. The quantum of miseries faced in the life of an individual is directly proportional to the degree of violations of laws of nature made by the person. Spiritual principles guide us to live a holistic and happy life, to attain happiness everyone needs to learn, practice, and internalize them in thinking, feeling actions, and behaviour.

Incidentally, driven by genuine curiosity, I am trying to learn the Vedas, Upanishads, Yoga Sutra, Brahma Sutra, and other scriptures since 1980 from some realized Spiritual Gurus in Ashrams located in the valleys of the Himalayas and other locations. Based on little learning and regular practice of spirituality, I am trying to share the knowledge with every curious person through a well-structured online course "Being Spiritual", which is available on [www.learridge.com](http://www.learridge.com), and authored a book "Spiritual Intelligence" also.





To help a person to be spiritual, Patanjali Yoga Sutra is the most suitable scripture that provides step-by-step guidance to becoming spiritual. I got the opportunity to learn every step of the Yoga Sutra and practice regularly for over two decades. Based on the knowledge and experiences of the Yoga Sutra, I believe anyone can learn spirituality in a simple and practical way by practicing the following seven steps;

1. *Develop Spiritual Awareness*
2. *Clean your Mind*
3. *Gain Spiritual Knowledge*
4. *Change your Lifestyle*
5. *Modify your Behaviour*
5. *Practice Yoga and Meditation*
6. *Apply spirituality in everyday Karma*

Being spiritual is the inner transformation of a person from a materialistic to a spiritual state. This is a very big subject and requires a very long time to learn and practice, covered in detail in an online course. A summary of how to apply these seven steps is presented in the following table:

<b>Materialistic to Spiritual Transformation</b>		
<b>Steps</b>	<b>Materialistic Intelligence</b>	<b>Spiritual Intelligence</b>
<b>1. Spiritual Awareness</b>	Materialistic Mindset: I am Body	Spiritual Mindset: I am Soul
<b>2. Purify your Mind</b>	Mind is full of Desires, Greed, Ego, Fear and Agitations	Mind is free from Desires, Greed and Agitations
<b>3. Gain Spiritual Knowledge</b>	Material wealth is most important in life	Inner peace & happiness is most important in life
<b>4. Change your Lifestyle</b>	Undisciplined lifestyle, Taste driven Food, No Physical Activity	Disciplined Life, Nutritious Food, & Practice of Asana

5. Modify your Behaviour	Ego driven Self-centred behaviour	Yama- Niyama based balanced behaviour
6. Practice Yoga & Meditation	No knowledge of Yoga & Meditation	Practice of Yoga & Meditation
7. Apply spirituality in your Actions	Selfish Actions to earn maximum money by any means	Purusartha-driven Actions at workplace and in personal life

Spiritual transformation of life requires strong willpower, commitment, self-discipline, learning of scriptures, consistency for purpose, and regular practice. For any clarification, readers are most welcome to contact the author on mobile no. 9811054753.



***About the author:*** Akhilesh N Singh, is a management consultant, corporate trainer, academician, author, and spiritual coach associated with the industry for the last 50 years. Trained in modern management techniques in Japan, UK, and USA. Worked in Steel Authority of India Ltd, Jindal Stainless Ltd, Asia Pacific Institute of Management, & FICCI Quality Forum. Formally studied Spirituality in various Himalayan Ashrams. Conducted over 350 management consulting and

training assignments in five countries. B Tech from IIT BHU & obtained a Diploma in Japanese Management. Author of 16 books on Lean Management, TQM, and Spirituality. Facilitating organizations and people to improve the quality of products and services along with the quality of life of people.

# Delegate Effectively To Build A Great Organisation

by Anand Chhabra

*Delegation is an important and powerful tool in the hands of management. Since it involves human capital it has to be executed with lot of sensitivity and patience; it is a process of evolution and not a craft. Investing time in delegation wisely will pay rich dividend in the long run and make the organisation strong and long lasting.*

A person who understands the process of delegation is building a personal growth path within the organisation. She is learning the first step in the art of building teams for achieving her personal growth.

Delegation is also an important and powerful tool in the hands of management. It helps build a hierarchy and ensure smooth continuity of business—easing the pain arising at the time of transfer of power at the top. It restricts areas of conflict and nurtures positive inter-personal environment.

Focus on delegation provides space for identification of tasks that can be done better by a man or machine including a computer. In the long-run, it provides growth opportunity to human capital of the organisation—identifying their strengths, skills, areas of expertise. In this positive and buoyant environment, the whole organisation becomes an engine of growth.

Delegation directly helps in providing a well-defined structure to the process relating to completion to a task. It also provides an opportunity to the new member, in the team and in the organisation, to look at an existing process—from an angle, distance, perspective not seen hitherto. All these would provide space for its incremental improvement in all processes including in the training—content & methodology.

The biggest benefit of delegation is building a strong leadership in the organisation. One of the primary responsibilities of a leader is to build leaders. Handled with care, delegation helps the leader accomplishing more in lesser time and more time to himself. He can focus on improving processes; creating an environment of innovation, thereby improving quality, market share, delivery schedules of the products/ services. Tapping higher intelligence inputs of younger generation and creating an environment of learning within the organisation are the other benefits. Finally, he can focus on working on the mission & vision of the organisation—looking at the larger picture and identifying newer growth opportunities; even newer businesses.

Since it involves human capital it has to be executed with lot of sensitivity and patience; it is a process of evolution and not a craft. The results of the delegation are dependent not only on the mind-set of the individual players but also on the chemistry between them. For this reason, properly executed, it helps establish strong bond between the delegator and the delegatee thereby building an effective organisation in the long-run. The responsibility of obtaining desired results is entirely on the delegator and not on the delegatee. The long-term gestation period involved and constant watch makes the whole process challenging.

Broadly, the steps involved in the process of delegation are: Identifying an activity/ a task to be delegated. Or, it could be a group of tasks under a related subject or a functional division/ vertical. Screening incoming phone-calls would be an apt example of the former; managing sales of the latter. More precise the description of the task(s), easier would be the process in the next step. In case of a group, the building block is an individual—the team will come later. Size of the task may determine if it can be handled by an existing employee in addition to her existing workload.

The next step would be writing a profile of the person best suited for the job. Education level, back-ground, experience, mobility, attitude—all should be clearly identified. This process would also help in identifying an appropriate candidate within the organisation—an option that is cost effective, faster and creator of motivating environment in the organisation, in the long run. It gives an opportunity for lateral movement to employees who are looking for change to different profile.

Then would be actual selection process—from within the organisation or without. Direct involvement/ association of the person(s) who have initiated the demand for delegation is a must in this process.

Training the selected person is the key process next step. The training would include exposing her to culture of the organisation she is joining; setting contours of the job being delegated and setting expectations from the candidate. Having a clear understanding of the expectations, both on the part of the delegator and of the delegatee is crucial to ensure optimum results and hence the delegator should be personally involved at this stage.

Equipping the delegatee with necessary tools, equipment for attending to the task delegated upon will be the next logical step. Without making provision for these, the delegator would face frustration when the results are not commensurate with his expectations.

While getting the delegatee started in the new task, the delegator should initially show the former how is the task to be done in actual live situations. Encouraging the delegatee to ask questions till all her doubts are removed will make the next stage implementation faster. She should now be asked to carry out the task under direct and close supervision. The next stage is to provide guidance/ mentoring till the delegatee becomes comfortable in performing the delegated task independently. The delegator should now 'get out of the way' but be available till 'ownership' is established.

## **Empowerment**

Once the stage of ownership is established, the delegatee is ready to go to the stage of 'Empowerment'. Till now the accountability of the task was with the delegator. In the state of empowerment, the accountability is passed on to the delegatee. This would in effect means, the delegator informs the supervisor/ manager/ management that the delegatee has been empowered in relation to the task and all future queries will be answered by her. The process relating to the task/ activity is accordingly re-written.

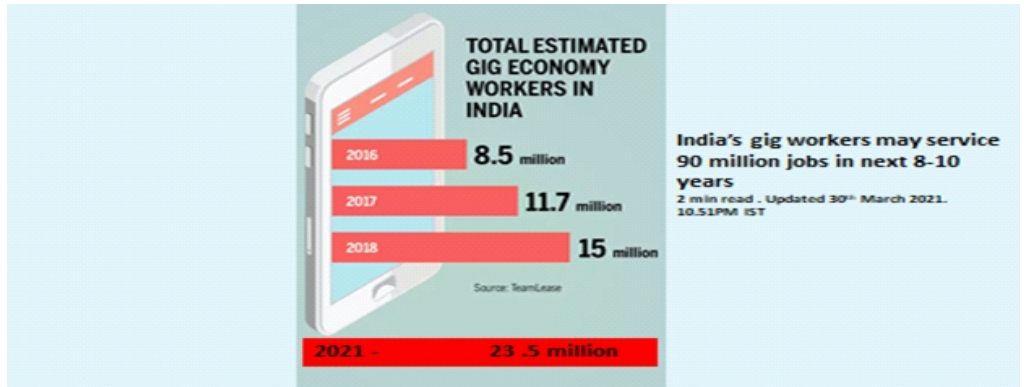
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*Anand Chhabra is Co-Author and Director of Born To Win Learning Service Pvt. Ltd., Bangalore, based out of Delhi. The organisation has created attitudinal transformation and mindset change in the lives of 100,000 winners. For more information visit [www.borntowin.co.in](http://www.borntowin.co.in). He can be contacted at [anandchhabra@gmail.com](mailto:anandchhabra@gmail.com). This article was first published in The Economic Times:*

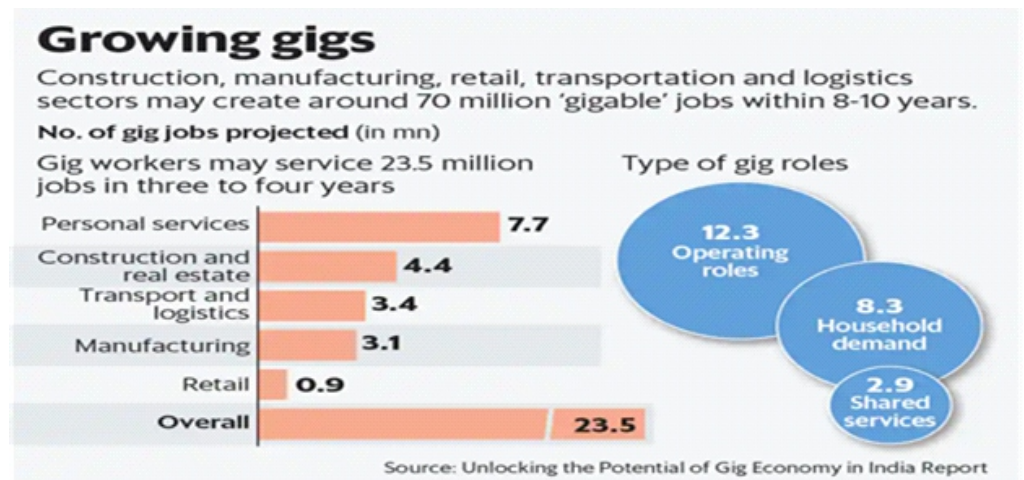
# LABOUR LAWS FOR GIG WORKERS

By V K Sharma

The World Economy is developing in its own way. Our Indian economy is growing comparatively better in comparison to other countries of the Globe. Considering this overall growth, the role of Gig Workers becomes extremely critical and important. The Gig Workers deployment is increasing at very high rate. This number is increasing in manifolds. (Table -1)



Their deployment is increasing in different areas of work. Slowly but steadily, they are being deployed in every area of our personal and professional life. In present times, we cannot expect to live our routine life in absence of their involvement. Their main areas of deployment have been noticed as under. (Table -2)





As per the new trend, the gig workers are being deployed at much higher pace and rate in IT Companies. This changeover is noticeable and can be witnessed across India. Some statistics for better understanding is as under;

- 15% Organisations have increased Gig Workers by more than 30%
- 45% Organisations increased Gig Workers by 10 to 30%
- 40% Organisations increased Gig Workers by less than 10%

The above mentioned statistics clearly establishes that the Gig Workers are an important cog of our economy and growth rate.

In view of the above, a question strikes to our mind that whether our Labour Laws are supportive to Gig Workers or “Future workforce.”

The Employees of organised sector are protected by different Labour Laws. Such Employees are entitled to benefits including minimum wages, bonuses, provident funds, gratuities, equal remuneration, medical and maternity benefits under laws such as the Minimum Wages Act 1948, Employees' Provident Fund and Miscellaneous Provisions Act 1952 (EPFA), Payment of Bonus Act 1965, etc.

In comparison to the organised sector, we should ask ourselves as to what benefits are we offering to Gig Workers in our country considering the fact that how important these Gig Workers are in the overall growth of the Indian economy. Presently, Indian Labour and Employment Laws recognize three main categories of employees: Government Employees, Employees in Government-controlled corporate bodies known as Public Sector Undertakings (PSUs) and Private Sector Employees who may be managerial staff or workmen. All these Employees are ensured certain working conditions, such as minimum wages under The Minimum Wages Act, 1948, a set number of hours of work, compensation for termination, etc. Currently, the Gig Workers lack the ‘Employee’ status under Indian law, thereby resulting in several consequences, such as an inability to form unions to represent their interests, exploitative contracts, etc.

In an attempt to incorporate the doctrine of universalization of social security, the Gig Workers were brought into the ambit of the Labour Laws for the first time when Parliament formulated the Code on Social Security, 2020 wherein provisions are their seeking welfare measures regarding Gig Workers. This law has been formulated to amend and consolidate the existing labour laws in relation to social security. However, the three other codes so enacted are silent on the policies towards Gig workers. While the code is yet to be implemented, there are many questions pertaining to the clarity of the codes and how to implement them effectively to meet the intended objectives.

### **Examples of Gig Workers –**

These includes driving for a ride-sharing service, painting someone's house, freelance work, coaching, fitness training, tutoring, independent contractors, project-based workers and temporary or part-time hires.

These are some example; however this list is exhaustive and is attracting new areas every day as per the need of Businesses, Clients, Customer, Society and User. (Necessity is the mother of invention.)



# THE FUTURE OF GIG WORKERS



## **Pertinent Questions –**

- 1 – Are Gig Workers “Employees” or Owners of their process?
- 2 - Are Gig Workers “Contractors?”
- 3 – Are present Labour Laws providing any protection to Gig Workers on account of job security and social security?

If we want to give the protection to Gig Workers systematically than we have to consider the answer of these important questions with open mind.

## **Issues with the Code on Social Security 2020 for Gig Workers:-**

Some experts have expressed concerns about the new code's impact on Gig and platform workers.

- Platform workers can claim the benefits provided under the Social Security Code but cannot claim labour rights.
- They are not entitled to go to the Court for a stable and better pay package, or against the algorithms used by the platforms that allocate jobs to them.
- The eligibility criteria for claiming benefits might lead to certain workers being excluded.
- The Code states the provision of basic welfare measures as a joint responsibility of the Central government, platform aggregators, and workers. However, it does not state which stakeholder is responsible for delivering what quantum of welfare.

- Some opine that there is an overlap in the definitions of unorganised, Gig and platform workers. This makes it unclear how schemes specific to these categories of workers will apply.
- There seems to be a duality of appropriate governments (central v/s state) in certain cases like the provision of social security for unorganised sector workers.

### **Is a Gig Worker considered self-employed?**

Self-employed professionals are defined as having a primary income that comes from independent, client based work. Members of the Gig economy work side gigs such as rideshare driving or freelance writing in addition to maintaining a traditional full-time job.

The current sets of Labour Laws are not protecting the Gig Workers adequately. Therefore we have to protect them; otherwise their contribution in economic development will get unnoticed and further might be subject to much greater exploitation. This can also lead to economic slowdown as a matter of consequence.

### **What we can do to protect them:-**

- 1 – Implementation of new all four Labour Codes on priority.
- 2 – Clear Boundaries of areas/ definitions.
- 3 – Some new laws to cover their family members in case of unwanted happenings.
- 4 - Change in mind set of Law abiding agencies (Inspector to facilitator in real sense of working)
- 5 - Lower the Barriers (Legislative bodies, technology companies and gig workers themselves need to come together and work on creative solutions which benefit all.)
- 6 – Implementation of Law in letter and spirit.
- 7 – Rethink, redesign and redefine quickly as per need of technological changes.

Gig work is a great alternative option to traditional employment, but this new gig economy is still in its infancy and it's crucial to keep up on changing laws and rights. Happy gigging!

**V K Sharma**

Director – V K Dynamic Leadership Centre, Noida

# Higher Consciousness Required for Environmental, Social & Governance (ESG)

By Sandeep Kalra

*“And I brought you into a plentiful country to eat its fruit and goodness but when ye entered, ye defiled my land, and made mine heritage an abomination.”.... Jeremiah*

The latest round of UN climate talks at COP27 opened with familiar warnings as several major reports released in the run-up painted a bleak picture of worsening climate impacts and a significant lack of progress on cutting emissions. UN secretary-general António Guterres concluded that the world was “on a highway to climate hell with our foot on the accelerator.”

It’s quite an irony that of the numerous inhabitants in this environment, the credit for having written the story of its devastation is attributed to none other than the most intelligent of all i.e. Homo Sapiens. Mankind has manipulated the surroundings to meet its own microscopic gains on the pretext of industrialization, urbanization, agriculture and what not, without taking into account the social, emotional and psychological repercussions. Our growing indifference to signals being regularly sent by the environment has led to the climate change resulting in series of natural calamities like never before.

The sincerity of intent and purpose in dealing with the issue can be adjudged from the fact that the Haves, having contributed maximum to the damage now are issuing sermons for others to become ESG compliant. Just like they say, “Steal the goose, and give the giblets in alms”. The blame game and coining of new and newer terms to express their apparent concern appears to be the trend as we move from one summit to another.

**Environmental, Social, and Corporate Governance (ESG)** is an evaluation of collective conscientiousness for social and environmental factors. ESG is more than mere good intentions or holding impressive seminars. It can mean in spirit only if we begin to treat the environment as a community to which we belong rather than the commodity available to us. We can’t just consume our way without any self- regulation to a more sustainable world. Sustainability now is not about doing less harm but doing more good by an individual, community, society, corporates and nation as a whole.

*“One of the reasons why climate change is a 'wicked' as opposed to a 'normal' problem is that the time horizon in which effective action can be taken is very narrow: every year that passes without a drastic reduction in global emissions makes catastrophe more certain.” (Amitav Ghosh, Author)*

*“Traditional corporate social responsibility and philanthropy are inadequate for our times. Leaders must rethink what a business is and how it drives change in the world. Those who miss this seismic shift will face a raft of existential risk.” (Paul Polman, Dutch Author, Investor and Businessman)*

ESG has become an essential element to demonstrate how corporate purpose is brought to life. With its increasing popularity amongst investors and stakeholders, companies are evaluating ways to strengthen corporate reputations and trust with stakeholders. Lately, ESG criteria have become an essential way for investors to assess companies they might want to invest in.

In May 2021, SEBI issued a circular on new reporting requirements, i.e. BRSR (Business Responsibility and Sustainability Reporting) from the previous BRR (Business Responsibility Reporting) system for the listed companies. It has become imperative to imbibe ESG factors into business to holistically protect profits, people and the Planet.

ESG has become much more than just a responsibility for organizations. Increased focus and pressure from investors, regulators, employees, and other stakeholders are compelling companies to address social and environmental issues. ESG is a topic that is critical at the board level and essential to cascade throughout organizations operationally.

According to Bloomberg, ESG assets are on track to exceed \$53 trillion by 2025, driven by investor demand, government regulation, and societal pressure. Thus, companies have to be ESG compliant to attract higher capital in the long run. Over time ESG has gained significance, and its criteria have become strategic goals for organizations. According to a report by Dow Jones Sustainability Index (DJSI), the participation rate in assessing the ESG performances of businesses at a global level increased to 33 percent in 2021 against 19 percent in 2019.

This obviously cant happen without enrolling the individuals and society at large in sensitizing about the need for being more sincere and mindful in doing necessary amends in lifestyles for the purpose.



I remember, way back in the year 1983, I was a student member of an Environment Action Group working in Delhi for sustainable environment. We did a project during our summer vacation with Delhi Development Authority for making bio fencing, on the road dividers, by planting trees which could absorb the emissions from the vehicles. And even after 4 decades and the best of efforts, it remains amongst the most polluted cities in the world. But like an obnoxious relative who invites himself to stay for a week and then won't leave, the Pollution Problem remains much worse than ever.

Einstein warned us decades ago that we cannot solve our problems with the same consciousness with which we created them. So we need to raise the level of our consciousness to view it from a platform holistically and then deal with it rather than fixing it in bits and pieces with knee jerk reactions.

Daniel Goleman in his book on *Emotional intelligence* has also touched upon the importance of self-awareness and also referred to the HBR's research on importance of high degree of self-awareness for becoming a better human being with sustained innate controls and thus a better decision maker and leader.

We are talking of imbibing the responsibility for sustainability and working with controls and regulation to make the sustainability sustain.

Peter Drucker has written, "If we deal with a human being in a social institution, controls must become personal motivation that leads to control. Instead of a mechanical system the control system in a human-social situation is a volitional system".

The increasing consumerism and excessive consumption life styles with indifference to the environment are the root cause. "People like to have a lot of stuff because it gives them the feeling of living forever," said social psychologist Sheldon Solomon.

So the challenge here lies in reflecting, introspection in retrospect in all our decisions taken and outcomes. We need to conserve our thoughts, actions, time and resources to conserve the energy to sustain as energy and environment are intimately interconnected. This has to evolve into a habit.

We have enough references in our scriptures to keep us enlightened and inspired if we so wish. The Vedic philosophy of India has always emphasized the human connection with nature. The concept that the Earth is the supporter of all life and that human action should be careful not to destroy the balance is also a strong theme running through the Vedas. In the Atharva Veda, for instance, a hymn goes, “May that Mother Earth, like a Cosmic Cow, give us the thousand fold prosperity without any hesitation, without being outraged by our destructive actions.”

According to Manusmirti (4.2), believed to be one of the oldest codes and rules of conduct and behaviour: “Happiness is rooted in contentment; its opposite is rooted in misery.”

Bible also has clearly advocated for sustainability and says 'to think of the world as God's world and ourselves as creatures of God... We must not destroy the world, but preserve it – every single creature, every insect, every plant is part of God's world. 'Woe to those that disturb His world! Hail to those that preserve His world!'

The Islamic thought also considers the people to be responsible for protecting the environment. Prophet Muhammad said, 'The benefit of thing is in turn for the liability attached to it'. Allah forbids destroying the environment and orders the people to utilise it in the best way possible.

And if we consider ourselves more logical than religious, it does not require any second thought as to what way we need to adopt for sustenance. The problem is when it comes to taking any commercial decision or if it is likely to cause us some comfort, we tend to opt for what suits us rather than the society at large. There is an urgent need for working in tandem and collaboration for an integrated and ethical approach. We have to infuse a sense of universal brotherhood among all nations rather than taking solace by just saying, “the enemy is out there”. Our Vision, message and objectives have to convey the message in harmony with ESG. All the three faculties of body, mind and spirit need to be develop and evolve in accordance to be able to achieve that. Consciousness leading to a better worldliness will help guiding for appropriate use of plans, technology with restrained outlook leading to equitable distribution and lesser energy consumptions. Health care habitats and social initiatives with selfless service for all with measurable parameters will help improving the Happiness index for a more contented rather than an anxious society.

Dr. David R. Hawkins developed a “map” of the levels of human consciousness (also called the Scale of Consciousness). Briefly, each level of consciousness (LOC) coincides with determinable human behaviors and perceptions about life and God. Each level represents a corresponding attractor field of varying strength that exists beyond our three-dimensional reality. There's a critical point within each LOC from which its field gravitates (or entrains).

MAP OF CONSCIOUSNESS					
God-view	Life-view	Level	Log	Emotion	Process
Self	Is	Enlightenment	700 1000	Ineffable	Pure Consciousness
All-Being	Perfect	Peace	↑ 600	Bliss	Illumination
One	Complete	Joy	↑ 540	Serenity	Transfiguration
Loving	Benign	Love	↑ 500	Reverence	Revelation
Wise	Meaningful	Reason	↑ 400	Understanding	Abstraction
Merciful	Harmonious	Acceptance	↑ 350	Forgiveness	Transcendence
Inspiring	Hopeful	Willingness	↑ 310	Optimism	Intention
Enabling	Satisfactory	Neutrality	↑ 250	Trust	Release
Permitting	Feasible	Courage	↓ 200	Affirmation	Empowerment
Indifferent	Demanding	Pride	↓ 175	Scorn	Inflation
Vengeful	Antagonistic	Anger	↓ 150	Hate	Aggression
Denying	Disappointing	Desire	↓ 125	Craving	Enslavement
Punitive	Frightening	Fear	↓ 100	Anxiety	Withdrawal
Disdainful	Tragic	Grief	↓ 75	Regret	Despondency
Condemning	Hopeless	Apathy	↓ 50	Despair	Abdication
Vindictive	Evil	Guilt	↓ 30	Blame	Destruction
Despising	Miserable	Shame	20	Humiliation	Elimination

The numbers on the scale represent logarithmic calibrations (measurable vibratory frequencies on a scale which increases to the tenth power) of the levels of human consciousness and its corresponding level of reality. It clearly indicates as to how the rise in consciousness level lead us to the path of restrain and selfless attitude.

So for the *Homo Sapiens* to internalize ESG, the selfless, responsible and empathetic attitude are prerequisite to give rise to a society with Universal Brotherhood for better worldliness. Achieving a higher level of consciousness can help us achieve ESG and resolve several other associated issues related to Governance. Scriptures of various religions also have explained that the path traversing the higher levels of consciousness also results in making one selfless, empathetic and clear from all doubts and illusions.

It may be relevant to capture the process sequence for achieving ESG following the path of rise in consciousness.

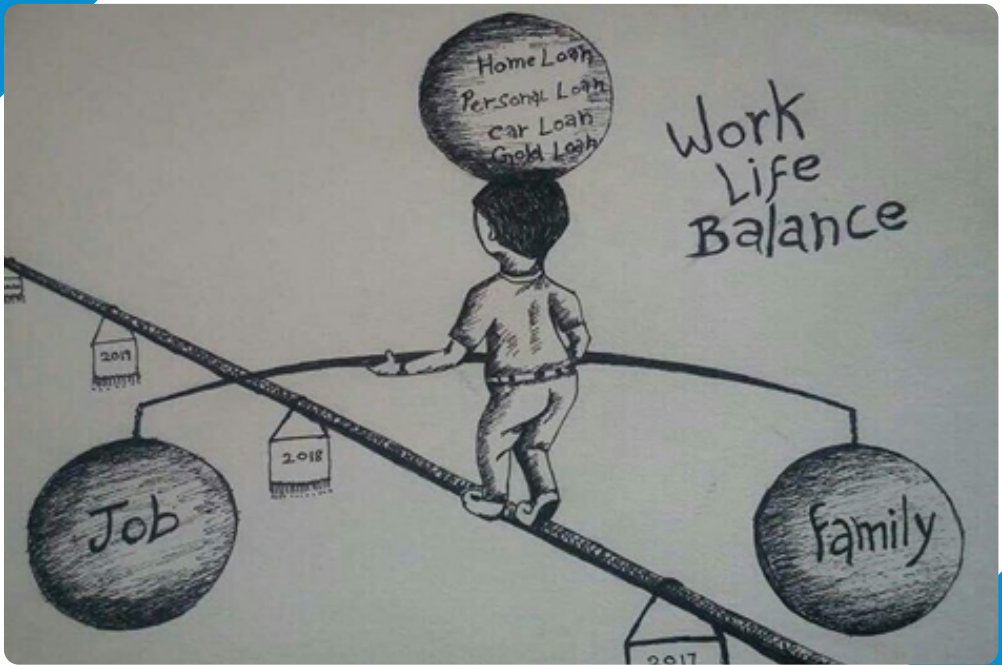
### **Process sequence for staying on course for ESG**



*Mr. Sandeep Kalra is working with Corporate Planning Department of BPCL in Mumbai. He is also Governing body member of SPHEHA ( Society for Preservation of Healthy Environment and Ecology and Heritage of Agra), an international NGO, focusing on inculcating Environmental Consciousness through its various activities across the Globe.*

# WORK LIFE BALANCE

by: Prof. (Brigadier) Ramesh Chandra



## Introduction

With the advent of globalization, the demands of workplace are ever-increasing and are highly dynamic. The organizations feel the heat in the form of competition to perform better or fulfill the promises made to the customers in time to survive in the business. The heat to a large extent percolates down to the employees, putting pressure on them for a better show at the workplaces, leading to very high stressful situations.

Although businesses are witnessing new heights, the work-life balance of the employees is no longer in control. In this process, lot of demands pile up from the personal side of the life which is equally important for the employees, and which they cannot afford to ignore. Email, text messaging, cell phones, and blackberries keep most employees tethered to the office even when they are technically “off-duty”. Balancing the professional and personal life, better productivity and harmonious life have become challenging.

Growing number of suicides, divorces, disturbed families and relationships, outrage or conflicts at the workplace, etc are the reflections of disturbed work-life balance of the employees. It is high time employers must draw out strategies or plan to cope with the problem and help the employees to enjoy their work and live life to the fullest.

The demands like attending to the needs of the children at home, attending to some domestic works, medical attention to aged parents, joining in social gatherings of friends and relations, follow some hobby or regular exercise routine etc cannot be overlooked. After all, one needs some relaxed downtime also to help one's mind and body to cope with the demands of one's job.

### **Work Life Balance: Definition**

Work-life balance can be defined as the perfect integration between work and life, both not interfering with each other.

Work-Life Balance is the idea that a person's life outside of work is just as important as their working life and that the time a person spends working should be balanced by time spent doing things such as spending time with friends and family, keeping fit, doing hobbies, traveling etc.

### **Work Life Balance: Concepts**

Work-life balance is a concept that supports the efforts of employees to split their time and energy between work and the other important aspects of their lives. Work-life balance is a daily effort to make time for family, friends, community participation, spirituality, personal growth, self-care, and other personal activities, in addition to the demands of the workplace.

When the employees spend the majority of their day on work-related activities and feel as if they are neglecting the other important components of their lives, stress and unhappiness results. Especially in private organizations, there is a popular saying for officers, "there is a laid down time to come but there is no laid down time to go". The most often used phrase among the employees is "I don't have time" or "I have a hectic schedule." A day of 24 hours is no longer enough to perform work-related and personal-related duties or responsibilities.



The problem seems simple but difficult to solve and handle. Employees who have to play another role of a daughter/son/ spouse/parents are not able to manage their role with ease.

### **Consequences of Work Life Imbalance**

There is an urgent need for an organization to help its employees maintain work-life balance. Following are the outcomes of imperfect work-life balance faced in day-to-day life:

**1. Stress:** Employees must be ever performing and ever learning to adapt themselves to the dynamic market conditions. Adding to this is constant pressure from their superiors to meet the targets that keep the employees on their toes. Thus, employees have no other choice but to sacrifice most of their personal space. The entire process is creating stress on the employees which is the root cause for many other problems.

**2. Physical Problem:** The number of employees suffering from many ailments including hypertension, diabetes, heart attacks, etc has grown considerably in the recent past. Women employees are the worst affected because of the long and stressful working hours and are facing severe gynec problems like abortions, etc.

**3. Relational Problems:** As employees are spending more time at the workplace rather than at home, spouses, parents, children, and family are no longer given the time they deserve.

**4. Hangover:** Working for long hours in the office results in employees tend to stay mentally in their professional world, while they are physically at home. The effect of professional anger is also carried on to their personal life and gets reflected in the family, thereby igniting many negative effects in the family.

**5. Unethical Practices:** To handle the stress in the organization and the family related issues as well, employees tend to adopt unethical practices like alcoholism, smoking, drugs, improper relations, etc. A high probability of employees resorting to unfair means to get their work done ultimately by hook or crook is also not ruled out.

**6. Disturbed Families:** The worst hit people in the entire scenario are the families of the employees. Fighting with time to achieve the organizational targets, family is often overlooked. This results in the number of broken families going up drastically.

**7. Decreased Performance:** When employees are at workplace, the personal issues are a concern and when they are at home, the professional issues are a concern. They try to balance both but in vain. Unknowingly, the employees get into a frustrated mode and cannot give their best to their profession.

**8. Organization in Jeopardy:** It all starts with stress and ultimately the employee ability and performance is at crossroads. The output of this situation may be that the organization may not achieve its goals or the employee is no longer satisfied with the organization. In either case, the entire organization is in jeopardy.

### **Role of HR in Achieving Work Life Balance**

The HR department of the organization should assist the employee to maintain a work-life balance. The HR manager must carefully identify the issue and find a solution with the cooperation of the employer. Organization must include providing work-life balance as an HR policy. HR can play a crucial role and provide help in following factors to achieve work-life balance:

**1. Planning the Work:** Organizations must follow the basic functions of management starting with proper planning. The HR department should use modern techniques to estimate the manpower required for the amount of work to be done by each employee and very importantly, it must set realistic and feasible targets for each employee. Managers must help their respective subordinates to plan their work properly.

**2. Job Analysis – Specifications/Descriptions:** Job analysis is often restricted to theory only but not application. Having a job analysis for all the jobs creates transparency between the management and the employee regarding their contribution towards the organization. A well-defined job analysis with full specifications / descriptions and specifying the skills required is an effective instrument for both the employee and the organization.

**3. Providing a Flexi Approach Towards Work:** Many organizations these days are providing the employees with a flexible approach to work. Some of these facilities are work from home, shift system, target bound and not time bound, etc. These approaches can help an individual to plan their professional and personal responsibilities.

**4. Being Empathetic Towards the Employees:** If the organization can provide an environment where the employees can voice their views without any fear and still be understood, then they can do justice to both professional and personal lives. Empathetic attitude will also lead into a healthy superior-subordinate relations which will always boost up the performance of both.

**5. Providing Space for Personal Lives of the Employees:** Any employee has two facets of life, the personal and professional. He/she must be respected as a unique individual and their personal responsibilities must be acknowledged. HR department must develop innovative policies which will facilitate the employees to fulfill their personal responsibilities without disturbing their professional life.

**6. Family Get-together's at the Workplace:** This is an innovative technique followed by many organizations acknowledging the role of family in the employee's performance. This will strengthen the family's understanding of the employee's professional life thereby intensifying the family support to balance work and life.

**7. Conduct Frequent Training Programs:** Many a time, employees know the solution to a problem but fail to implement it. A trigger for such situations is a training program. Organizations should include the problem of work-life balance in the training agenda.

**8. Effective Communication System:** If the communication system in the organization provides an effective platform for employees at all levels to communicate, there would be transparency in the organizational activities that will definitely help in taking out the stress of an employee to a substantial level.

**9. Organizational Culture:** Culture in a nutshell can be defined as a way of life. The vision, mission and the organizational objectives must encompass the issue of work-life balance. The employees must not be under stress because of infeasible and unrealistic goals. The culture must be reflected in the work schedules of the employees at all levels as well as their work attitude.

**10. Workers' Participation in Management:** Workers' participation in management is a method of strengthening the bond between employers and employees. The employees must be encouraged to participate in the management to disclose their concerns and a mutual dialog can be set up between both. This is likely to go a long way in achieving work life balance.

## Concluding Remarks

Work-life balance is a concept that supports the efforts of employees to split their time and energy between work and the other important aspects of their lives. Work-life balance is a daily effort to make time for family, friends, community participation, spirituality, personal growth, self-care, and other personal activities, in addition to the demands of the workplace.

Work-life balance is assisted by employers who institute policies, procedures, actions, and expectations that enable employees to easily pursue more balanced lives.

Because many employees experience a personal, professional, and monetary need, to achieve work-life balance is challenging. Employers can assist employees to experience work-life balance by offering such opportunities as flexible work schedules, paid time off policies, sabbaticals, paid short leave for some urgent personal work (two to three times in a month), self scheduling, job sharing, communication expectations, voluntary part-time work, maternity leave benefits, provision of creche facilities, paid break times to facilitate breast feeding of infants by mothers, fitness/ health club facilities, tele-commuting, and company-sponsored family activities/ events.

When right initiatives are considered for the right needs, they can definitely work in the right direction in terms of employee satisfaction, retention, improved productivity with better business results and overall a feeling that it is a better place to work on and work life balance is achieved.

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*The writer is former (i) Director, Institute of Agribusiness Management, Noida; and (ii) Dean and Area Chairperson (HR & OB), Delhi Business School, New Delhi; presently Adjunct Professor – HR, OB & Strategy and freelance registered Corporate Trainer & Executive Coach (Soft Skills).*

*(Note: Unless minor changes are made in the budget, for FY 22-23 (AY 23-24), it would be applicable to all individuals and HUF taxpayers.)*



## **Q.1.: Who is eligible to file ITR-1(Sahaj) for FY 22-23 (AY 2023-24)?**

ITR-1 can be filed by a Resident Individual and HUF only whose:

- Total income does not exceed Rs.50 lakhs during the year;
- Income is from salary, one house property, pension income, agricultural income (up to ₹5000/-), and other sources, which include:
  - Interest from Savings Accounts
  - Interest from Deposits (Bank / Post Office / Cooperative Society)
  - Interest from Income Tax Refund
  - Interest received on Enhanced Compensation
  - Any other Interest Income
  - Family Pension
- Income of Spouse (excluding spouse covered under Portuguese Civil Code) or Minor from sources pertaining to the taxpayer is to be clubbed under Section 64.
- HUF is treated as a separate legal entity under Section 2(31) for the purpose of income tax. It can be assessed if there is coparcenership amongst a joint Hindu family members about their ancestral property, property acquired with the aid of ancestral property and property transferred by its members. Such ancestral property can create rental income and there can also be joint business. Ancestral property is that property which a man inherits from any of his three immediate male ancestors, i.e., father, grandfather and great grandfather. However, it is noteworthy that once a joint family income is assessed as that of HUF, it continues to be assessed as such in subsequent assessment years also till partition of the joint Hindu family is claimed by the coparceners.

Thus, ITR-1 cannot be filed by a taxpayer if he has income from profit or gain from a business or profession and any capital gain. In case he has capital gain and does not have any income from business or profession, he would be eligible to file ITR-2. If he has income from business or profession, he has either to file ITR-3 or ITR-4. ITR-4 can be filed only when the benefit of “Presumptive Taxation” is availed. If there is any tax-free interest, it is also to be shown under “Exempted Incomes”.

ITR-1 cannot be filed by an NRI and a Resident but Not Ordinarily Resident (RNOR) in India. He has to file either ITR-2 or ITR-3, depending on his sources of income.

### **Q.2: What is ‘Clubbing of Income’ provision under Section 64?**

Section 64 deals with the clubbing of income. Clubbing of income means that an income of other person is included in the taxpayer’s total income while computing income tax payable by him. It ensures that a taxpayer does not divert his tax liability by transferring his income and assets within the family to reduce his tax liability. E.g. the interest earned on the amount saved in the bank account of a minor opened by his parent/guardian is taxable in the hand of the parent/guardian.

### **Q.3: Who is not eligible to file ITR-1 for AY 2023-24?**

ITR-1 cannot be filed by any individual who:

- is a Resident but Not Ordinarily Resident (RNOR), and Non-Resident Indian (NRI),
- has total income exceeding ₹ 50 lacs,
- Has agricultural income exceeding ₹ 5000/-,
- Has income from lottery, racehorses, legal gambling, etc. (he has to file ITR-2 or ITR-3, depending on his income from business or profession and/or capital gains),
- Has taxable capital gains (he has to file ITR-2 or ITR-3, depending on his income from business or profession or not),
- Has invested in unlisted equity shares (if he has invested in listed equity shares and he receives dividend to be treated as “income from other sources”, does not have capital gain from the sale of such shares and his income is upto Rs.50 lacs, he can file ITR-1 provided he fulfils other conditions of ITR-1 also),
- Has income from business or profession,
- Is a Director in a company,
- Has tax deduction under section 194N of Income Tax Act,
- Has deferred income tax liability on ESOP received from employer being an eligible start-up (employees of eligible start-up are given an option to defer their tax on ESOPs by five years from the date of exercise of such option or at the time of departing from the company or at the time of sale of those shares, whichever happens earlier),
- Owns and has income from more than one house property
- Is not covered under the eligibility conditions for ITR-1

### **Q.4: What is Section 194N?**

Tax at Source is to be deducted if a sum or aggregate of sums withdrawn in cash by a



person during the relevant financial year exceeds Rs.20 lakhs (if no ITR has been filed for all the three previous Assessment Years), or, Rs.1 crore (if ITRs have been filed for all or any one of three previous Assessment Years).

TDS is to be done by bank or post office making such payments at 2% on cash withdrawals in excess of Rs.1 crore if the person withdrawing the cash has filed ITR for any or all three previous AYs. TDS would be at 2% for cash withdrawals exceeding Rs.20 lakhs and 5% for cash withdrawals exceeding Rs.1 crore if the person withdrawing cash has not filed ITR for any of the preceding three AYs.

In fact, Section 194N has been enacted to discourage cash withdrawals and also to trace black money.

### **Q.5: Who is eligible to file ITR-2?**

ITR-2 can be filed by individuals or HUFs who:

- Are not eligible to file ITR-1 (Sahaj);
- Do not have professional or business income directly and also do not have such income indirectly by of interest, salary, bonus, commission or remuneration from a partnership firm;
- Have the business or professional income of another person like spouse, minor child, etc. of the above nature which is required to be clubbed with the income of the taxpayer (such income would fall under the head “income from other sources”);
- Have income from capital gain,
- He is a non-resident Indian (NRI): An NRI may have property in India from which he receives rental income or interest on deposits, etc. in NRO account. He has to file ITR-2 unless he also runs some business in India in which case he has to file ITR-3. It is noteworthy that the income on deposits in NRE Account of an NRI is not taxable in India. NRO account is a bank account opened in India in the name of an NRI to manage the income earned by him in +India, for example, rent, dividend, pension, interest, etc. Whereas, NRE account is a bank account opened in India in the name of an NRI to deposit his foreign earnings remitted to India.

### **Q.6: Who is not eligible to file ITR-2?**

ITR-2 cannot be filed by any individual or HUF, whose total income for the year includes income from profit and gains from business or profession, and also who has income of the nature of interest, salary, bonus, commission or remuneration, by whatever name called, due to, or received by him from a partnership firm.

### **Q.7: Who can file ITR-3?**

ITR-3 can be used by an individual or HUF who is having income from business or profession and who is not eligible to file ITR-1 (Sahaj), ITR-2 or ITR-4 (Sugam). Thus,

a taxpayer having income from salary/pension, interest on bank deposits, rental income from one house property; but also capital gains and professional/business income, he will have to file ITR-3 even if his total income is less than Rs.50 lakhs.

### **Q.8: Who can file ITR-4(Sugam)?**

ITR-4 can be used by a Resident Individual/HUF/Firm (other than LLP) who has:

- a. Income not exceeding Rs.50 lakhs;
- b. Income from business or profession which is computed on a presumptive basis under Section 44AD, 44ADA or 44AE;
- c. Income from Salary/Pension, one House Property, Agricultural Income upto Rs.5000
- d. Other sources which include (excluding winning from Lottery and Income from Race Horses) interest from Saving Account, Interest from Bank/Post Office/Cooperative Society deposits, Interest from Income Tax Refund, Family Pension, Interest received on enhanced compensation, Any other interest Income (e.g., Interest income from unsecured loan).
- e. A taxpayer having income from lottery or racehorses has to file either ITR-2 or ITR-3, depending upon a situation whether he has professional/business income or not. If he has income from business or profession, he has to file ITR-3.

f. In fact, ITR4 (Sugam) is much shorter and simpler in details than ITR2 and ITR3.

### **Q.9: What is the provision of Section 44AD?**

Section 44AD provides 'Presumptive taxation' Scheme for giving relief to small taxpayers engaged in any business other than plying, hiring and leasing business referred in Q.11 below. However, such scheme once adopted has to be continued for at least 5 years to take its benefit. As per Finance Act, 2016, businesses with turnover upto Rs.2 crores can opt for presumptive taxation. The net income under this Scheme would be 8% of the cash turnover and 6% of digital receipts. Another important benefit of this Scheme is that the businessman has not to maintain normal accounting records. Under this Scheme, the assessee has to pay 100% advance tax by 15th March of the relevant financial year. Accounting records also are not required to be audited. ITR-4 is to be filed. ITR-4 is much simpler and shorter Form as compared to ITR-3.

### **Q.10: What is the provision of Section 44ADA?**

Like Section 44AD for small businessmen, Section 44ADA has been enacted for small professionals to provide them the benefit of presumptive taxation.

The benefit of this provision can be availed by specified professionals whose annual gross receipts are under Rs.50 lakhs. Under this Scheme, the presumptive taxation, profits of specified professionals are presumed at 50% of the gross receipts. Individuals, HUFs and Partnership Firms excluding Limited Liability Partnerships are eligible for this Scheme. Only interior decorators, technical consultants, engineers, accounting, legal, medical and architecture consultants, authorized representatives for tribunal or any authority constituted under law, movie artists and professionals notified by the CBDT are specified professionals who can avail this Scheme.

### **Q.11: What is Section 44AE?**

Section 44AE provides the system of presumptive taxation for the income of an individual, HUF and partnership firm engaged in the business of hiring or plying or leasing of goods carriages.

### **Q.12: Who is not eligible to file ITR-4(Sugam)?**

ITR-4 cannot be filed by an individual/HUF/Firm (Other than LLP) who:

- a. is a Resident but Not Ordinarily Resident (RNOR) and Non-Resident Indian;
- b. has total income exceeding Rs.50 lakhs;
- c. has agricultural income exceeding Rs.5000;
- d. is a Director in a company;
- e. has income from more than one house property;
- f. has income of the nature of winnings from lottery, activity of owning and maintaining racehorses, income taxable at special rates under Section 115BBE; (Section 115BBE was inserted in the Act to tax unexplained cash credits/incomes and expenditures referred to in Sections 68, 69 to 69D at a flat rate of 30 percent);
- g. has held any unlisted equity shares at any time during the financial year;
- h. has deferred income tax on ESOP received from employer being an eligible start-up;
- i. is not covered under the eligibility conditions for ITR-4.

In other words, the taxpayers listed above cannot avail the benefit of “presumptive taxation”.

### **Q.13: What are the changes in ITR-1 as compared to previous years?**

In ITR-1 for AY 2021-22, there is an addition of section 115BAC. If the taxpayer wishes to opt for the new tax regime under section 115BAC, he has to select “Yes” else select “No” in the new ITR Form.

However, it is noteworthy that the option for new tax regime u/s 115BAC will be available only till due date of filing of return u/s 139(1). Thus, if the taxpayer files

ITR after due date of filing ITRs, he cannot avail the benefit of new tax regime. Moreover, new tax regime is beneficial normally only for those taxpayers who do not want to avail any deduction like that under Section 80C or any exemption like that available for HRA, etc. Of course, the benefit of rebate upto Rs.12,500 is available under Section 87A even under new tax regime.

#### **Q.14: What is new tax regime under Section 115BAC?**

Finance Act, 2020 introduced new Section 115BAC to provide to individual and HUF taxpayers an option to pay income tax at lower rates w.e.f. FY 20-21 (AY 21-22).

#### **Q.15.: What are the lower tax rates under Section 115BAC?**

New Slab Rates under Section 115BAC are given below:

1. Income from Rs.2.5 lakhs to Rs.5 lakhs: 5%
2. Income from Rs.5 lakhs to Rs.7.5 lakhs: 10%
3. Income from Rs.7.5 lakhs to Rs.10 lakhs: 15%
4. Income from Rs.10 lakhs to Rs.12.5 lakhs: 20%
5. Income from Rs.12.5 lakhs to Rs.15 lakhs: 25%
6. Income above Rs.15 lakhs: 30%

However, new tax regime under Section 115BAC does not allow 70 deductions and exemptions. Despite it, the benefit of tax rebate of Rs.12500 or equal to the amount of tax payable, whichever is lower, for taxable income upto Rs.5 lakhs would still be available under section 87A as per the new tax regime also. However, it is noteworthy that, in most of the cases, it has been observed that the new tax regime is beneficial only for those who do not make any investment under any tax saving scheme, etc.

#### **Q.16: What are the documents required to file ITR-1?**

We would require Form 16, Form 16A, Certificate of Interest on Saving Accounts, Bank/Post Office Pass Book, house rent receipt (if applicable), investment payment receipts under Section 80C (if applicable), Certificate in Form 10BE for donations, if applicable, etc. Since ITRs are annexure-less forms, all these documents are not required to be attached with the ITR. However, these documents may be required if they are demanded by the Assessing Officer at the time of assessment.

#### **Q.17: What precautions should be taken while filing the ITR?**

1. Download Form 26AS, AIS (Annual Information Statement) and check the actual TDS / TCS / tax paid. If there is any discrepancy, it is to be reconciled with the Employer / Tax Deductor / Bank before filing ITR.

2. Compile and carefully study the documents to be referred to when filing the ITR, like bank statement / passbook, interest certificates, receipts to claim exemptions or deductions, Form 16, Form 16A, Form 26AS, AIS, investment proofs, etc.
3. Ensure that details like PAN, permanent address, contact details, bank account details, etc. are correct in the pre-filled data and also identify the correct return form (from ITR-1 to ITR-7).
4. Provide all the details in the return such as total income, deductions (if any), interest (if any), taxes paid / collected (if any).
5. E-File the return of income on or before the due date. The consequences of delay in filing returns include late filing fees, losses not getting carried forward, deductions and exemptions not being available.
6. After e-Filing the return, e-Verify it. If ITR is to be manually verified, physical copy of ITR-V Acknowledgement is to be signed and sent preferably by speed post) within 30 days after submission of the ITR. This period till last year was 120 days. Speed Post is to be sent to Centralized Processing Center, Income Tax Department, Bengaluru 560500 (Karnataka).

### **Q.18: How to know which ITR form is required to be filed?**

Different ITR Forms have been prescribed for filing by individual taxpayers depending on their source of income and residential status. However, if there is any problem, “Help me” can be used to decide which ITR Form is to be filed.

### **Q.18A: Who is not required to file ITR even if his income is taxable?**

According to Section 194P, senior citizens who are 75 years and above and are resident in India are not required to file ITR provided they have interest income and pension and have one bank account. They have to provide details as required by the bank to avail this facility.

### **Q.19: What are Form 26 AS and AIS?**

Form 26AS and AIS reflect various details including Tax Deducted at Source / Tax Collected at Source, Advance Tax, Self - Assessment Tax, Specified Financial Transactions, Demand / Refund, Pending / completed Proceedings for a taxpayer's PAN as per ITD's database.

AIS was introduced in November, 2021 in new format which provides almost all details of financial transactions which are also given in Form 26AS. The Department

may abolish Form 26AS in due course of time once the AIS gets stabilized; since there are many duplicate entries. Then, only AIS would be operative.

**A taxpayer may pay tax in any of the following forms:**

- Tax Deducted at Source (TDS)
- Tax Collected at Source (TCS)
- Advance Tax or Self-Assessment Tax

The Income Tax Department maintains a database of the total tax paid by all taxpayers, which is called tax credit in the taxpayer's account. The Income Tax Department generally allows taxpayers to claim the credit of taxes as reflected in their Form 26AS and AIS. It is noteworthy to compare these Statements with Forms 16, 16A, Passbook, etc. If there is any discrepancy, it must be got corrected to get correct amount of refund, etc.

**Q.20: What should be done if there are errors and omissions in Form 26AS/AIS/Form 16/Form 16A?**

Errors or omissions in Form 26AS/ AIS/Form 16/Form 16A may happen due to several reasons, such as:

- Non-filing of TDS return by Deductor
- Non-payment of TDS by Deductor
- Quoting of wrong AY or wrong PAN (or no PAN)
- Incorrect challan details in the TDS returns submitted
- Challan details wrongly quoted in the TDS return by Deductor or in details uploaded by the bank

Following actions should be taken to correct the details in the aforesaid Forms/Statements:

- Provide a correction statement (via NSDL website) for only those records that require correction.
  - In cases of a mistake made by the Deductor (e.g. employer), the taxpayer should contact the Deductor and request them to:
    - File the TDS return if it is still pending;
    - Furnish a revised TDS return if they filed the return with incorrect details / wrong or no PAN;
  - If there is a mistake made by the bank (e.g., in tax amount, PAN), the taxpayer should request the bank to rectify it in the challan details uploaded by the bank
- Especially in cases of tax amount being wrong, it is mandatory for the taxpayer to get it corrected, otherwise credit for TDS not mentioned in Form 26AS and/or AIS, etc. would not be provided.



### **Q.21: If there is a mismatch between the details in Form 26AS, AIS and TDS certificates (Form 16 / 16A), what should be done?**

Some of the common errors leading to mismatch between Form 26AS, AIS and Form 16/16A may be as follows:

- Non-filing of TDS return by Deductor
- Wrong PAN number of the employee quoted by the employer
- Wrong PAN / TAN of Deductor / Wrong AY quoted
- Wrong Challan Identification Number (CIN) of TDS payment quoted in TDS Return
- Omission of details of TDS payment
- Challan-wise annexure in TDS Statement details of the employee (e.g., name or gender) not mentioned
- False / Excess TDS amount claimed in the return

The figures in Form 26AS and AIS must be compared with those provided in Form 16 and Form 16A. Mismatches between Form 26AS, AIS and Form 16/16A or TDS certificates may lead to less refund or more payable taxes. If it is detected that any of the above details do not match:

- The party responsible for deducting TDS from income, i.e., employer/bank must be informed.
- The employer/bank has to file a revised TDS Return and also ensure that the details are correct in the revised TDS return to avoid another mismatch.

### **Q.21A: When is TDS Certificate required to be issued by the employer/bank, etc.?**

According to CBDT circular No.4/2013 dated 17-4-2013, Section 203 stipulates furnishing of TDS certificate to the deductee by the deductor of tax. It is mandatory requirement to issue TDS Certificate. TDS Certificate in Form 16 is to be issued by the employer annually whereas TDS certificate in Form 16A is to be issued by other deductors quarterly. TDS Return by the employer is to be filed by 31st May and Form 16 is to be issued by 15th June whereas the due date of filing TDS Return by other deductors is one month after the close of each Quarter and Form 16A is to be issued by 15th of the next month after filing the Return. Failure to furnish Form 16/16A by due date will be subject to penalty of Rs.100 per day per certificate till the default continues. Therefore, the taxpayer can insist on the deductors to issue the Certificates of TDS by the due date(s).

### **Q.22: Can ITR-1 be filed in the case of joint ownership of husband and wife of a single house property?**

Yes, ITR-1 can be filed in the case of joint ownership of a single house. However, if they own more than one house property, ITR 1 cannot be filed. They have to file either ITR 2 or ITR3 depending on their sources of income.

### **Q.23: What precautions should be taken to avoid issues while filing ITR?**

The following issues should be avoided while filing ITR and for getting hassle-free refund by ensuring the following:

- Link Aadhaar and PAN.
- Pre-validate bank account in which refund is desired to be credited (if the bank account is not validated, refund would not be possible).
- Choose the correct ITR before filing it; else the filed return will be treated as defective and revised ITR using the correct form would have to be filed.
- File the return within the specified timelines to avoid penal interest for late filing and late fee.
- Verify the ITR, preferably by e-verification to get refund at the earliest.
- File the responses for the notices received from the Department within the specified timelines.

### **Q.23A: What happens if ITR is filed after due date?**

If ITR is not filed by the due date, ITR can be filed by 31st December by paying late fee of Rs.5000. However, the late fee would be Rs.1000 if the total income is upto Rs.5 lakhs. Along with late fee, penal interest under Section 234A is also payable @ 1 percent per month on the tax due if the ITR is filed after due date.

### **Q.24: Who is resident individual in India?**

An individual is resident in India if the individual has been physically present in India for a period of 182 days or more during the financial year as per Section 6. However, if he stays 60 days or more during the financial year and also stays in India for 365 days or more during the immediately 4 preceding years, he would be treated as Resident in India during the relevant financial year.

However, according to Explanation 1 to Section 6, an Indian citizen or a person of Indian origin shall be Indian resident if he is in India for 182 days instead of 60 days in that year. This provision provides relaxation to an Indian citizen or a person of Indian origin allowing him to visit India for longer duration without becoming resident in India.

However, Finance Act, 2020 has amended Section 6 for those individuals who are citizen of India or persons of Indian origin leaving India for employment abroad. To remain resident in India, their period of 182 has been reduced to 120 days or more provided his total income, excluding his foreign income, exceeds Rs.15 lakhs. Besides this, if the total income of the Indian citizen other than his foreign income exceeds Rs.15 lakhs and with nil tax liability in other country and having no domicile or residence abroad would be deemed to be resident in India.

In fact, it was observed that many Indian citizens or persons of Indian origin visiting India were misusing this provision where period of 182 days was specified for them. Individuals who are actually carrying out substantial economic activities from India, manage their period of stay in India in such a way that they remain a non-resident in perpetuity and are not required to declare their foreign income in India. In the case of a non-resident, foreign income is not taxable. Like this, they managed to avoid tax on their foreign income.

Therefore, the Finance Act, 2020 has now provided that the period of 182 days specified in Explanation 1 to Section 6 for Indian citizens and persons of Indian origin with total income other than income from foreign sources exceeding Rs.15 lakhs, has been reduced to 120 days. Thus, they can now stay in India only upto 120 days to remain non-resident. If they stay even one day more than 120 days, they would become resident, attracting tax on foreign income.

### **Q.25: Who is Resident & Ordinarily Resident (ROR) in India?**

An individual would be ROR if he satisfies both the following conditions:

1. He has been resident in India at least for 2 out of 10 years immediately preceding the relevant financial year; and
2. He has stayed in India for at least 730 days in 7 immediately preceding years.

### **Q.26: Who is Resident but Not Ordinarily Resident (RNOR) in India?**

An individual who does not satisfy even one of the two conditions as provided for ROR individual would be treated as RNOR. To make it more explicit, RNOR does not satisfy one of the following two conditions:

1. The taxpayer has been NRI in 9 years out of 10 years preceding the relevant financial year; OR
2. The taxpayer has been in India for a period of 729 days or less during the last 7 financial years.

### **Q.27: Who is Non-Resident in India (NRI)?**

An individual satisfying neither of the conditions for ROR and RNOR would be treated as NRI.

### **Q.28: How is tax liability affected by residential status?**

1. Entire world income of a resident in India, whether from India or abroad, is taxable.
2. Foreign income of a Resident but not ordinarily resident (RNOR) is taxable in India if its source is controlled from India.
3. Foreign income of a resident is taxable even if it is not received or remitted to India.
4. The foreign income of a non-resident is not taxable.
5. Income of a non-resident if it arises in India is taxable in his hand in India.

### **Q.29: What is Advance Tax?**

For salaried individuals, advance tax is mostly taken care of through TDS by employers. But other forms of income such as interest on savings bank accounts, fixed deposits, rental income, bonds, or capital gains increase the tax liability. One's tax liability needs to be estimated beforehand at the beginning of the financial year before paying first instalment of advance tax by 15th June. If tax amounts to more than ₹10,000/-, taxpayers need to pay advance tax in quarterly instalments (June, September, December and March).

### **Q.30A: Is a senior citizen of the age of 60 years or above required to pay advance tax?**

Under Section 207, if a senior citizen does not have any professional or business income, he is not required to pay advance tax. He can pay his entire tax only at the time of filing the ITR under self-assessment tax. If he files his ITR by the due date, he is not required to pay any penal interest on the tax due.

### **Q.30B: Is senior citizen required to pay advance tax on the capital gain earned by him on the sale of his house property?**

Senior citizen is not required to pay advance tax on the capital gain earned by him on the sale of his house property or sale of shares or mutual funds. He is required to pay advance tax only if he has some professional or business income. He can pay his entire tax liability on filing the ITR.

### **Q.31: Are all donations 100% exempted from tax?**

No, not all donations qualify for 100% exemption from tax. Donations to the National Defence Fund, PM's National Relief Fund, National Foundation for Communal Harmony, National Children Fund, National/State Blood Transfusion Council, etc. qualify for 100% deduction. The categories for tax deduction depend on the Organization to which donation is given, like charitable institution, fund set up by Government, scientific research, etc. These categories are as follows:

1. Donations entitled for 100% deduction without qualifying limit
2. Donations entitled for 50% deduction without qualifying limit
3. Donations entitled for 100% deduction subject to qualifying limit
4. Donations entitled for 50% deduction subject to qualifying limit.

The taxpayer must check the exemption limit given on the donation receipt and claim deduction accordingly while filing ITR.

As per the Finance Act, 2021, now merely donation receipt is not sufficient to claim deduction under Section 80G. The taxpayer must get Certificate in Form 10BE also from the donee. Only then, the claim for donation in the ITR would be accepted. The donee would be able to issue the Certificate in Form 10BE only if he uploads first Form 10BD on the Income Tax Portal by giving details of the donations received from the donor and then downloading the same from it. Therefore, the donor must insist on both the Receipt of Donation and Certificate in Form 10BE from the donee.

### **Q.32: Can a calculation mistake in the filed ITR be corrected and can revised ITR be filed?**

Yes, the taxpayer can re-submit return in case he has already filed his ITR and later he discovers that he has made a mistake. This is called a Revised Return under Section 139(5). Revised ITR can be filed three months prior to the end of the relevant assessment year or before the completion of the assessment. Thus, latest date of submitting a revised ITR can be 31st December of the relevant assessment year. Revised ITR can be filed without paying any late fee provided the original ITR has been filed by the due date.

### **Q.33: By which date belated ITR can be filed?**

As per Finance Act, 2021, belated ITR can be filed three months before the end of the relevant assessment year or before the completion of the assessment, whichever is earlier, unless this period is extended by the CBDT.

### **Q.34: For how many past years can ITR be filed?**

ITR can be filed for the past two years preceding the current financial year. ITR-U (Updated ITR) can be filed under Section 139(8A) either by a taxpayer who has already filed ITR but now wants to disclose some missed income or he has failed to file ITR by paying penalty. The assessee has to pay penalty by way of an additional 25% interest on the tax due if the ITR-U is filed within 12 months and it will be 50% if ITR-U is filed after 12 months but before 24 months from the end of the relevant assessment year.

### **Q.35: What happens if ITR is filed after the due date u/s 139(1)?**

If ITR is not filed by the due date u/s 139(1), ITR can still be filed by paying late fee of up to ₹5000/- and penal interest on tax due under Section 234A. Late fee would be Rs.1000 if the total income is upto Rs.5 lakhs.

### **Q.36: Is it necessary to file ITR if tax has been deducted by the employer / bank?**

Yes, employers and banks deduct tax at source on salary and interest income respectively. TDS may not necessarily be as per the slab rate applicable to the taxpayer and also the taxpayer may have other income on which tax has either not been deducted or has been deducted at lower rate. Moreover, the taxpayer cannot claim credit for the tax deducted at source and it is possible that after computing total income, the tax deducted is in excess of what is due from the taxpayer and refund is due to him. Without filing ITR, refund cannot be obtained.

### **Q.37: Can refund of tax be claimed if excess tax has been paid?**

Yes, any excess tax paid by the taxpayer can be claimed as refund by filing ITR. After ITR is processed, CPC of the Department accepts the refund claim, excess tax paid is credited by the Department in bank account of the taxpayer. Message of refund would be received on mobile as well as in the email ID of the taxpayer registered on the e-Filing portal.

**Q.38: If an admissible deduction is not claimed through an oversight, can it be claimed by filing revised ITR and more refund due can be shown therein?**

Yes, such deduction can be claimed for greater amount of refund due by filing revised ITR provided the revised ITR is filed before the completion of the assessment or by 31st December, whichever is earlier.

**Q.39: How are gifts taxed in India at present?**

There was Gift Tax Act, 1958 in India to tax gifts. However, it was abolished in October, 1998. But, again, gift tax was made applicable through Finance Act, 2004 which introduced Section 56(2)(x) in Income Tax Act, 1961. It deals with taxation of gifts now. Any gift to non-relatives above Rs.50,000 would be treated as income of the donee (non-relative) and it would be taxable at normal slab rate applicable to him. Such income would be treated as his "Income from Other Sources".

However, amongst other exemptions, any gift to a near relative like spouse, son, daughter, brother, sister, etc. is totally exempt from tax in the hands of the donee (relative) irrespective of the amount of gift. Donor has to simply pass on the gift-in-kind or in cash through cheque, draft, etc. However, if property is gifted, the registration of gift deed is mandatory under the Transfer of Property Act and the Stamp Duty Act. Similarly, if gift of property is given through WILL, even then WILL is to be registered.

As regards gift in cash through cheque, draft, etc., only donee has to show it in his ITR under "Exempted Income" to account for cash flow.

**Q.40: What is the penal interest under Section 234A?**

If the ITR is not filed by the due date, the taxpayer has to pay penal interest for filing the ITR late @ 1 percent per month or part thereof on the amount of tax due under Section 234A.

**Q.41: Is it necessary to file ITR by due date even if excess tax has already been paid and refund is due?**

Yes, it is necessary to file the ITR by the due date to avoid Late Fee even if excess tax has been paid.

**Q.41A: Can ITR be filed by due date with tax to be paid later after due date?**

If the option "Pay Later" is exercised, tax must be paid before the due date of filing the ITR, otherwise penal interest under Section 234A would be payable on the tax due. In fact, such ITR would be treated as 'defective'; since the ITR was filed without paying the tax due.

**Q.41B: Is it necessary to file ITR even if the income is not taxable?**

Yes, it is necessary to file ITR even if the total income is upto Rs.5 lakhs and the



income is not taxable because of tax rebate upto Rs12500 under Section 87A.

**Q.42: Would penal interest be applicable under Section 234A for late filing the ITR when no tax is due?**

Even if no tax is due to be paid, filing of the ITR by the due date is necessary to avoid late fee of Rs.5000/Rs.1000, as the case may be, under Section 234F. Of course, in such a case, there would not be any penal interest under Section 234A; since there is no tax due.

**Q42A: What happens if the tax paid is less than the amount due when the ITR is filed by the due date?**

Even if the ITR has been filed by the due date but with less tax than the amount due, penal interest on the amount still due would be payable under Section 234A.

**Q.43: When is penal interest under Section 234B payable?**

Penal interest under Section 234B is payable when tax liability after reducing TDS exceeds Rs.10000 and the taxpayer has not paid any advance tax or advance tax has been paid but it is less than 90 percent of the tax due. Penal interest is paid @ 1 percent per month or part thereof on the difference between the amount paid and the amount of 90 percent of tax due.

**Q.44: When is penal interest under Section 234C payable?**

Advance tax is payable in 4 instalments by 15th June (15% of tax due), by 15th September (30%, total of 1st and 2nd instalments being 45%), by 15th December (30%, total of 3 instalments being 75%) and by 15th March (25%, total of 100 percent of tax due). If there is any difference between any of the aforesaid instalments paid and the amount due, penal interest is payable under Section 234C on such difference at the rate of 1 percent per month or part thereof.

**Q.45: How is advance tax computed on the capital gain?**

Advance tax on capital gain should be computed in the same manner quarter-wise as given in Q.44 above. However, where the taxpayer cannot estimate the exact capital gain, he cannot pay advance tax instalment. Accordingly, if a taxpayer is having any capital gain after due dates of advance tax instalments, then such tax liability shall be paid in the remaining instalments.

**Q.46: What is tax rate on short-term capital gains?**

Short-term capital gain earned on the sale of shares listed on a recognized stock exchange and equity-oriented mutual funds sold within 12 months of purchase is

covered under Section 111A. It is taxed at the special rate of 15% plus surcharge and cess, as applicable. However, if the shares are unlisted and they are sold not through recognized stock exchange, they will be taxed at the normal slab rate applicable to the taxpayer.

However, capital gain arising on the sale of assets (immovable asset like property) sold within 24 months of purchase, (movable assets like gold, jewelry) sold within 36 months of purchase and debt-oriented mutual funds sold within 36 years of purchase is treated as short-term capital gain on such assets. Such short-term capital gain is taxed at normal slab rate plus surcharge and cess, as applicable.

**Q.47: What is tax rate on long-term capital gain earned on listed shares and equity-oriented mutual funds?**

Till 31-1-2018, long-term capital gain arising on the sale of shares listed in a recognized stock exchange and equity-oriented mutual funds after 12 months of purchase was totally tax-free under Section 10(38). However, Finance Act, 2018 removed Section 10(38). Simultaneously, the Finance Act, 2018 introduced Section 112A while withdrawing Section 10(38). Section 112A provides to tax long-term capital gain @ 10 percent on gain above Rs.1 lakh. There is no benefit of indexation. However, the Finance Act, 2018 provides grandfathering benefit for those shares and mutual funds which were purchased on or before 31-1-2018. Grandfathering benefit provides that any gain earned prior to 31-1-2018 would be tax-free. For this purpose, the fair market value of such investment as on 31-1-2018 would replace the actual cost of acquisition so that there is no capital gain on that investment as on 31-1-2018. Only the long-term capital gain earned thereafter would be taxed @ 10% for gain above Rs. 1 lakh.

**Q.48: What is the tax rate on long-term capital gain earned on the sale of property, jewelry, gold, debt-oriented mutual funds?**

Long-term capital arises on the sale of property after 24 months of purchase and it arises after 36 months of purchase in the case of jewelry, gold and debt-oriented mutual funds. Such long-term capital gain is taxed @ 20% plus surcharge and cess. The benefit of indexation is available in these cases.

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*Dr. N. K. Dhooper is one of the Founder Members of Noida Management Association, Dehradun Management Association, Haridwar Management Association and formerly Chairman, Northern Regional Council of AIMA and General Secretary/Vice-President of Ghaziabad Management Association and Founder Director, Jaipuria Institute of Management, Lucknow.*

# तिरंगे का पाँचवा रंग



हमारा लहराता तिरंगा, है हम सबकी जान  
हमारा तिरंगा है, हमारे भारत की पहचान ।

आओ सब मिलकर, करे इसकी पूजा  
कि बसते है, इसमें शहीदो के प्राण ॥

ये तिरंगा प्यारा, जन जन का है दुलारा  
बढ़ाता है विश्व भर में भारत की शान ।  
ये तिरंगा नहीं हमसे, हम है इस तिरंगे से  
क्यों ना हो जायें, इस तिरंगे पर कुर्बान ।

हमारा लहराता तिरंगा, है हम सबकी जान  
हमारा तिरंगा है, हमारे भारत की पहचान ।

हरा लिए हरयाली, श्वेत शांति का फ़रमान  
केसरिया भरदे जोश, किसान हो या जवान।  
तिरंगा तीन रंग में रंगा, केवल एक झंडा नहीं  
हम भारतियों की है, ये आन बान और शान।

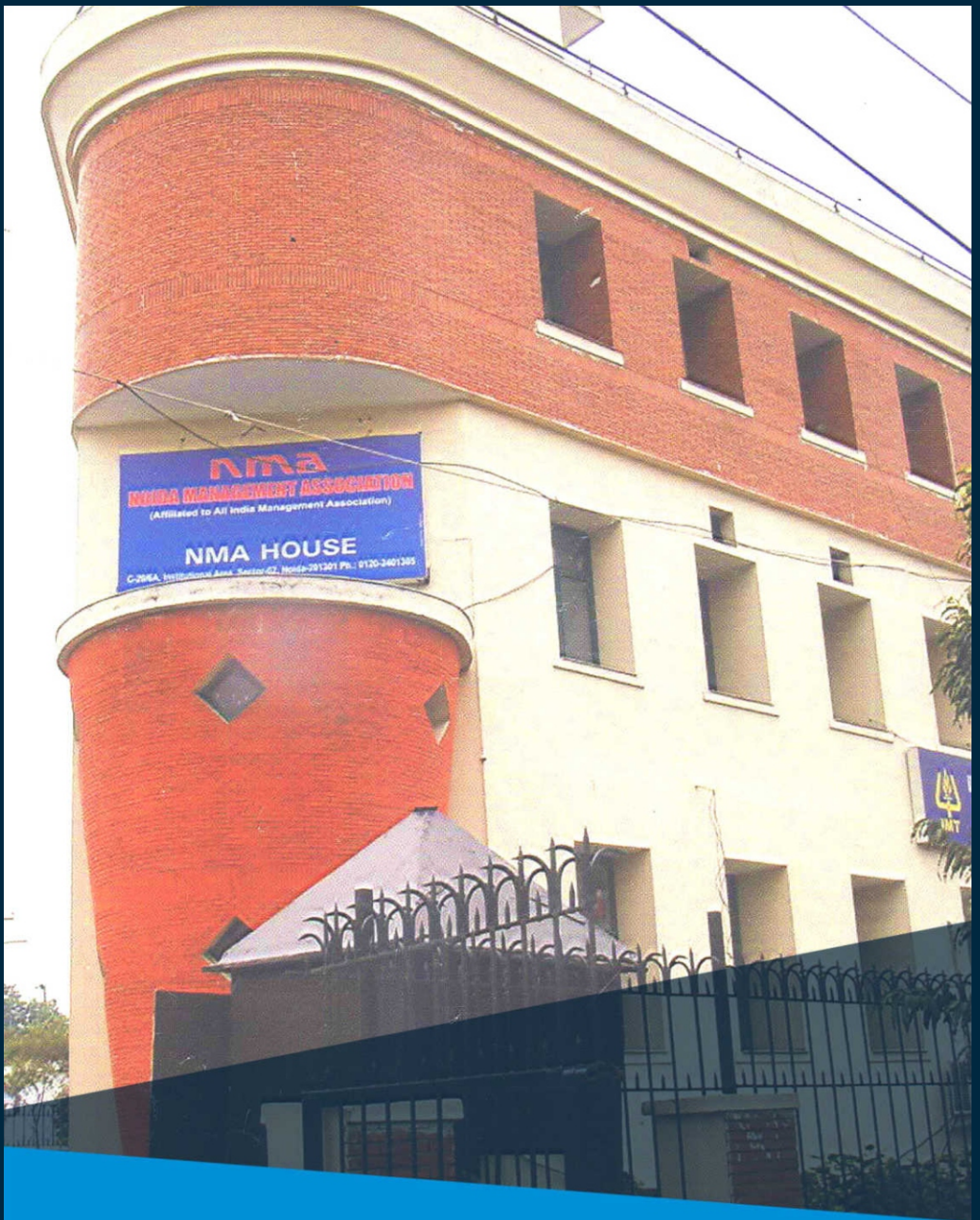
हमारा लहराता तिरंगा, है हम सबकी जान  
हमारा तिरंगा है, हमारे भारत की पहचान ।

कैसे भूल जायें हम, न्याय के नीले चक्र को  
याद आते हैं जिससे, सम्राट अशोक महान ।  
पाँचवा रंग लाल, जो तिरंगे की है जान  
इसमें लिपटते है शहीद, होकर कुर्बान।

हमारा लहराता तिरंगा, है हम सबकी जान  
हमारा तिरंगा है, हमारे भारत की पहचान ।

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श्री प्रवीण कुमार सिंघल एनएमए के आजीवन सदस्य एवं पेथे से चार्टर्ड एकाउंटेंट हैं।  
वह आईसीएआई की नोएडा शाखा के पूर्व अध्यक्ष भी रह चुके हैं।



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**NMA MANAGEMENT ASSOCIATION**  
(Affiliated to All India Management Association)  
**NMA HOUSE**  
C-20/6A, Institutional Area, Sector-62, Noida-201301 Ph: 0120-2401305

## NMA HOUSE

C-20/6A, Sector-62, Noida - 201301

Phone No. : 0120-2401305 | Visit us : [www.nmanoida.org](http://www.nmanoida.org)

Email : [info@nmanoida.org](mailto:info@nmanoida.org)