



THE REPORTED AND REVEALED IMPORTANCE OF JOB ATTRIBUTE TO ASPIRING INFORMATION TECHNOLOGY PROFESSIONALS: A POLICY-CAPTURING STUDY OF GENDER DIFFERENCES

Kristine M Kuhn, K.D Joshi

In this study, it is evaluated that there are number of job attributes on the basis of which an IT professional selects a job or workforce. The different attributes are work type, income, social interactions, work hours and work life policy.

Secondly, it is evaluated that the job attributes are common between male and female but the degree of preference of both the genders differs to some extent. This study basically reveals that the actual results found for job attributes values from different gender were different from accepted stereotypes. The gender similarities and differences in job attribute preference among IT professionals are examined.

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(For full text, please refer to SIGMIS - The DATABASE for Advances in Information Systems, Vol. 40, No. 3, 2009, Page 40-60)

AN INTEGRATED DECISION MAKING FRAMEWORK FOR MODERN MANUFACTURING

V.Mahesh, Sandeep Dulluri & C.S.P.Rao,

The three iterative processes viz planning, scheduling & control should occur continuously and they have influence and impact on each other. The production-control systems arising from these activities are MRP, CRP & schedule control. In this paper, authors illustrated an industrial problem based on turbine manufacturing and discuss the traditional method of representing product, production data and concept of Bill of manufacture. Authors also proposed a methodology which integrates the two aspects CRP &MRP with scheduling

Integration of scheduling & CRP- Its main objective is effective utilization of capacities and keep bottlenecks at bay. And the integration is also compared with the traditional method.

Integration of Production schedule & MRP- The scheduling procedure generates a realistic, feasible production schedule, giving the planned start and finish times of each production operation at the corresponding workplace / work centre. The production schedule thus obtained forms a basis for performing the demand and supply analysis of the items for time-phased materials planning. From the detailed production schedule obtained for various work orders, the requirement of materials for each operation is identified by quantity and time.

The integration discussed in the paper enables the manufacturing industries to produce and deliver the products at the right time meeting the delivery dates of the customers. They also propose BOM structure for achieving a unified material and capacity planning. A SBPA proposed in this study produces a near optimal production schedule for a large-scale problem quickly by forward load to finite capacity.

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(For full text, please refer to The ICFAI University Journal of Operations Management, Vol. 8, Nos. 3 & 4, August & November 2009, Page 7 - 20)

NETBOOK TEST

Rohan Naravane

From the somewhat painful to use, first generation models that many people disapproved of netbooks have come a long way. This article takes a look at the latest breed of netbooks available in the market today.

Every major manufacturer has jumped on the netbook bandwagon today. This article contains an extensive comparison of netbooks currently in the market, to help customer pick the best one for his needs. The comparison has been made amongst brands like Samsung NC-310, Samsung NP-N120, Asus Eee PC 1008HA, Zenith Premium Z-book, Sony Vaio W, MSI Wind etc.

Comparison amongst different brands is made on the basis of certain tests which were conducted to enable the customers to make the best choice. Most netbooks came with Windows XP Home edition SP3 pre-installed. On those that came with Linux or no OS, XP was installed along with drivers for running the Windows based benchmark tools. All pre-installed softwares (except for drivers) were un-installed. Automatic updates, remote desktop and system restore were turned off. The system was set to "Best Appearance" mode. Build quality was assessed, included the type of materials used and the sturdiness of the screen hinge. Ergonomics, included the usability of the keyboard and touch-pad, also the accessibility of ports.

This article concludes with stating Eee PC 1005HA netbook as the best performer. It has the right mix of components coupled with an elegant design and a perfect price; given its functionality.

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(For full text, please refer to Digit, Issue 9, Vol. 9, September 2009, Page 74 - 80)



THE BEST OPERATING SYSTEM FOR A NETBOOK

Anindya Roy

This article discusses the performance of various Operating Systems in the cheaper laptop cousin – a Netbook. The true usage of a netbook is as a secondary computing device for those who are traveling and don't want to carry bulky devices, particularly if they want to use it just for accessing the Net. Operating system is the most important aspect while choosing a netbook or while upgrading/customizing it. The options for choosing the OS for a netbook are – Windows XP, Windows 7 and Eeebuntu.

In Windows XP, the direct benefit is that the drivers are natively available from the vendor. But the drawback is that it is pretty old, not as secure as Windows 7 and has a static look. Eeebuntu's biggest merit is that it is free. Eeebuntu is far much superior in terms of look and feel, is more secure than Win XP, and does away with the requirement of installing an antivirus. The only problem in Eeebuntu is lack of vendors. Windows 7 has a pretty nice look and feel and installation is a breeze. It supports Atom-based machines verywell. Performance wise and in file copy tests Eeebuntu won by just taking 3 seconds to copy the file from HDD to HDD.

So, as per the analysis done, Eeebuntu has the best overall score with a significant margin, whereas Windows XP gave a slightly better score than Windows 7. Eeebuntu gave the best performance in all performance tests and also gives more in the form of out-of-the-box office suite. Therefore it can be a very good and cost effective option for a netbook.

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(For full text, please refer to PC Quest, September 2009 Page 71-73)

WEBSITE PREFERENCES OF INDIAN INTERNET USERS- A WEB TRAFFIC ANALYSIS

D Vijaya Geeta

Internet is termed as one of the greatest inventions of the modern world. With the passage of time, it has become one of the basic necessity for every individual. From mailing to chatting, from searching to uploading, from simple information to complex information, it meets every requirement. India has also witnessed a tremendous growth in its Internet user population. It is a powerful medium through which one can search any kind of information. It can be explored further to know the types of users, their preferences and their surfing patterns. With web traffic analysis, one can give a better estimate of the website usage

by covering a large section of Internet users. Also, one can compare preferences of Indian users with the global users which can help the marketers to devise strategies separately both kinds of users.

Objectives of Study

The objectives of the study are:

- To find out the categories or themes of websites with highest visitors in India and other parts of the world.
- To know the leaders in their respective categories.
- To find out the preferred websites in some selected categories.
- To understand the web usage pattern of the selected category.

Methodology of the Study

The web traffic data for this study is collected from alexa.com that collects the traffic data by using a web crawler. To meet the first and second objectives, categorization of the top 100 websites is done for users in India as well as around the globe. To meet the third and fourth objective, five categories were selected to cater to different segments of users.

Analysis and Interpretation

The results are:

- The categorization of websites in India and the rest of the world is similar with the exception of three new categories in India, i.e., job portals, marriage portals and government services.
- In search engines, Google can be termed as the leader in English as well as non-English domains.
- Only one website in Indian language had made it to the top 100.
- Across the globe there are 42 websites in non-English category that made it to reach top 100.
- In terms of information search, there are 5 websites that deal with financial information in top 100 preferred websites for the Indians but there is no single such website for the global users.

Conclusion

Categorization of top 100 websites that are preferred by the users has given an insight into the kind of information that a user seeks in the net. Specifically, five categories have been selected to get the top 10 websites in each category. Further,



work can be carried out by investigating the remaining categories as well. Survey methods cover a sample of entire user set but helps in getting more information about the users.

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(For full text, please refer to E-Business, September 2009
Page 31-45)

DB MOTO 6.6

Michael Otey

Multiple databases are maintained by most of the organizations and while doing business the need to exchange data between different database platforms arises. DB MOTO 6.6 is one such software that solves the problem of cross Platform Communication through real time database replication between almost all popular database platforms including SQL server, IBM DB 2, Oracle, MY SQL, MS Access etc.

DB MOTO supports three types of replication: Refresh mode, Mirroring mode and synchronization mode. Refresh mode is essentially snapshot replication, mirroring mode is like transactional replication and synchronization mode enables bidirectional replication between source and destination.

DB MOTO can automatically convert data types as well as perform data transformation using VB. Net scripts. DB MOTO is available in 32 bit and 64 bit version. It is easy to use and supports almost all of today's most popular databases. It is actually a solution to the heterogeneous transactional database replication problems.

Ms. Neha Goel, Faculty, DIAS
(For full text, please refer to SQL Server, October 2009,
Page 45)

LINUX KVM AS A LEARNING TOOL

Duilio Javier Protti

Low-level system programming is a difficult task and acquiring expertise in the areas of interrupt handling and memory segmentation/paging can be a time-consuming and frustrating process. An alternative choice is to use a virtual machine or the Linux KVM module to create and run your own mini-kernels from scratch quickly.

The Kernel-based Virtual Machine (KVM) turns a Linux hosts into Virtual Machine Monitor (VMM).VMM allows multiple operating system to run concurrently on computer. A normal

Linux process has two modes: Kernel and user mode. The KVM adds third one: guest mode. This article shows how to build a series of guest-programs (kernels) as well as user-mode program to emulate their I/O (a virtual machine launcher). Low level system programming is a challenging task but with Linux KVM, it can be easy.

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(For full text, please refer to Linux Journal, Issue 186,
October 2009, Page 60-66)

MEDIUM ACCESS CONTROL FACING THE REALITY OF WSN DEPLOYMENTS

Romain Kuntz, Antoine Gallais & Thomas Noel

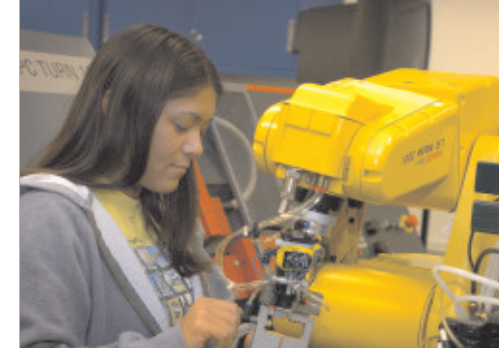
A wireless sensor network (WSN) consists of spatially distributed autonomous sensors to cooperatively monitor physical or environmental conditions, such as temperature, sound, vibration, pressure, motion or pollutants. A sensor network normally constitutes a wireless ad-hoc network, meaning that each sensor supports a multi-hop routing algorithm. Natural disaster prevention, wildlife tracking or structural health monitoring are some of the promises made by WSN. However, the various protocols are barely used in real deployments of WSN.

An analysis has raised three major reasons: Firstly, protocols from literature do not describe the applications for which they are designed. Secondly, the evaluations fail to match the hypothesis of real deployment. Lastly, simple design choices are neglected & complexity preferred.

In WSN, low power communication is the major challenge in contrast with fairness or delay improvements in standard wireless network. Overhearing, collisions, idle listening and control packet overhead have been identified as the main sources of energy wastage. Small scale, single hop, static & well known topology are some of the characteristics of WSN Deployments. The MAC Layer Architecture (MLA) greatly reduces the amount of code reuse between different protocols & hardware platforms.

The implementation & empirical evaluation of the solutions is an important step to ensure the robustness of the developed solution.

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(For full text, please refer to Computer Communication
Review, Volume 39, Number 3, July 2009, Page 22-27)



MPM METHOD AND DYPSA ALGORITHM EVALUATION FOR GCI DETECTION IN A NOISY SPEECH CHANNEL

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Detecting glottal closure instant (GCI) is one of the important problems from speech analysis including pitch synchronous analysis of speech and estimation of source characteristics speech from voiced segments. Many of the GCI detectors are based primarily on the linear predictive errors of speech signals. The main idea of such methods is that such error signal can indicate the most probable position of GCI. But there are some cases that error signal cannot indicate GCI position properly in such cases as high vowels. Also, those methods require additional post processing to smooth the output tracks or to remove faulty detections.

This paper discusses two competitive methods of glottal closure instants (GCIs) detection from the speech signal. The two methods are the Multiscale Product (MPM) and Dynamic Programming Phase Slope Algorithm (DYPSA). MPM is based on peaks detection in the product of wavelet transform at three adjacent scales, DYPSA is based on dynamic programming applied on the group delay function.

In MPM, the points in speech signal corresponding to GCIs are detected by finding abscissa where the wavelet modulus maxima converge at high scales. The wavelet theory shows that much finer properties are derived with analyzing edge behaviors across scales. The two main steps in the DYPSA algorithm are to generate a set of GCI candidates and to select a subset of these as the true GCIs. The MPM has proven to be a very reliable technique for detecting glottal closure instants in clean speech. In the presence of noise MPM has shown an important rate of performance.

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(For full text, please refer to International Journal of
Computing and Applications, Vol. 4, No.1, June 2009, Page
57 – 70)

MANAGEMENT FINANCIAL RESTRUCTURING OF NON-PERFORMING ASSETS OF INDIAN BANKS: AN ANALYSIS

Dr. Manoj Pillai

The Presence of Non Performing Assets has had an adverse impact on the productivity and efficiency of Indian Banks which has resulted in the erosion of profits. Their continued amelioration in absolute terms proved the survival of Indian banks very difficult. The Non-Performing Assets are the bad debts and non-recovered loans of the banks which now stand at over Rs. 50,000 crores.

There are numerous reasons for the high level of NPAs ranging from both policy and environmental factors. According to the RBI's statistics 40% of the total banking credit is given to the priority sector viz. Agriculture, Small Industry, Transport, Poverty Alleviation Programmes etc and as much as 47% of non-performing assets originates from this sector. The controlled interest rates further aggravated the NPA scenario. The populist 'Loan Melas' and cancellations of debts granted to large proportion of peasants, artisans and rural poor also result in mounting NPAs. These are alarmingly high in the scheduled commercial banks in India.

The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, (SARFAESI) 2002, under which RBI has formulated specific plans to establish Assets Reconstruction Companies and Assets Management Companies to acquire non-performing assets of any bank or financial institutions. Lok Adalats, Debt Redressal Tribunals and Assets Reconstruction Companies of the SARFAESI Act are the three major non-performing assets recovery channels of which the Assets Reconstruction Companies established on the basis of SARFAESI Act has been most successful in the recovery of non-performing assets.

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(For full text, please refer to The Management Accountant,
October 2009, Page 789-793)



EMPOWERMENT - A PERSPECTIVE ON THE WOMEN OF TODAY AND TOMORROW

Kathleen Patterson

Empowerment is a concept that is of equal importance to both men and women. The idea of sharing power is not a concept which is unique to men or women alone. Infact, it is a concept which stands relevant to one and all.

This article tries to address the issues related to women with specific reference to their empowerment and engagement. It has been observed that the women workforce has increased nearly six-fold since 1970's and is representing around 27.8% of the total workforce at organizations. Traditionally, women were associated with low key roles but slowly and steadily there is a considerable use in the levels and positions women occupy. It is found that empowerment through trust and enablement brings forth the best in women and leaders who focus on this technique succeed in assisting women employees in their journey towards growth and organizational effectiveness.

The process of empowerment can be improved by expressing confidence in subordinates, fostering opportunities, providing autonomy without constraints and by setting meaningful goals. The next step could be how do we empower women? The following techniques to empower can be adopted:

- (i) Create structures that might be flexible and friendly;
- (ii) Provide them adequate training and educational opportunities;
- (iii) Create culture of respect.

Hence, it can be said that by adopting the above said methods we can create teams-departments, organizations that are rich in culture, diversity and life. In the times to come, we feel that, when women are empowered everyone wins.

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(For full text, please refer to HRM Review, October 2009, Page 22-25)

GOVERNING JOINT VENTURES IN CHINA: LESSON FROM FAILURE AND SUCCESS

Roberto Gracia Castro

A new legal framework and the negative past experiences of many western firms with their respective partners in China are forcing most firms to rethink their strategies for competing in a changed Peoples' Republic of China. One of the most visible trends is the failure of most western JVs in China and a move towards WFOEs.

This article is all about looking at the importance of both governance related factors and market related factors to evaluate and analyze the convenience to form a JV as a mode of entry in China instead of looking exclusively at traditional variables. Governance related and competence related factors are differentiated to explain why the western firms such as Crimidas, tivo metal and puig massat cosmetics succeeded or failed in a JV. The article also takes into account what are the critical aspects to be taken into account while forming a JV and under what conditions are they likely to deliver more values than M&A or wholly foreign owned enterprises (WFOE'S).

Different factors have made most JVs to reevaluate their current situation, switching to a WFOE or finishing the activities in China. These factors can be grouped into two categories:

- (1) Governance Factors
- (2) Resource/competence factors.

The article illustrates with the help of Crimidas-Shanxi Nanfeng JV, how a weak formal governance mechanism can lead to failure of the JV. The example also highlights the need for a formal mechanism when the goal divergence between the partners is greater. It also stresses on the need for an informal governance mechanism so that both the parties can internalize each other's welfare in their decisions. As the relational aspects of the negotiations and first interactions determine the quality of relations in the life of a JV, the article stresses on the need to engage in trust building processes between the partners of a JV. The formal (legal contracts, ownership of assets, third party enforcement of the deals etc) and informal mechanism may act as a substitute for each other or complement each other depending upon the trust based relationship of the partners of JV.

The article also acknowledges the importance for foreign firms to understand the sources of competitive advantage for the Chinese firms in order to learn where the possibilities for successful combinations of resources are. Thus, there are reasons other than the legal ones, such as market requirements and firm competencies that push the firms to engage in JV with local Chinese partner. The Chinese firms enjoy the advantages as they have a better understanding of what will work in the local environment, and they are more flexible and have lower costs and they have access to global markets.



Thus, foreign firms should evaluate the specific competencies of their partners and how those competencies could create joint value when combined with their own. In short, western managers must look for complementarities among resources and competencies. No matter how good or bad the governance of the JV is, the two firms must not compete in the same market if they have the same resources or else the JV would lose its rationale.

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(For full text, please refer to ICFAI Journal of Mergers & Acquisitions, Vol. 6, March 2009, Page 1-23)

PORTFOLIO FROM BSE 500 USING CAPM

Saurabh Agarwal, Neeraj Kumar

In the investment field the major advancement was done by the derivation of the portfolio theory. The creation of an optimal portfolio is not just a combination of unique individual securities with desirable risk-return characteristics but to understand the relationship among such securities that help build an optimum portfolio. In this study the author has tried to practically use the Capital Asset Pricing Model (CAPM) for making investment decisions on Bombay Stock Exchange (BSE) – 500 are over valued, properly valued or under valued. The study also tries to understand that whether undervalued equities belong to a particular industrial sector or diversified sectors enabling creation of a diversified portfolio. Study found that most of the stocks for the month of February and March 2009 on BSE-500 were overvalued. Nine scripts were found to be properly valued and 11 scrip's were undervalued. Undervalued stocks belonged to different sectors in the economy supporting proper diversification. Hence, CAPM can be used for Indian Capital market for identifying undervalued equities and creating undervalued portfolios yielding supernormal returns.

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(For full text, please refer to, Journal of Accounting and Finance, Vol. 23, No. 2, April-Sept. 09, Page 66-77)

PERCEPTUAL FACTORS IN QUALITY OF WORK LIFE OF INDIAN EMPLOYEES

P.Kameswara Rao, P.Venugopal

Quality Work Life (QWL) refers to the quality of relationship between employees and the total working environment. It is a process by which an organization responds to employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work. A high

QWL job is one in which there is an efficient work condition, a management that is concerned about helping subordinates solve problems and actively assists on work problems, no negative impact on personal life, and an absence of inappropriate work demands.

The objective of the study is to examine the QWL among a sample of Indian employees i.e. how an employee perceives a high-quality working life experience in India. A structured questionnaire of thirty-five items made on a five-point Likert scale ranging from (1) 'very low importance' to (5) 'very high importance' is being used to collect the data from 332 employees of the organization. The response rate was 66.4%.

Factor analysis was used for interpreting the results. By this, four main factors i.e. favourable work environment, personal growth and autonomy, rewarding nature of the job and stimulating opportunities and co-workers were derived. Factor 1 emphasised on positive work environment and this is in contradiction to the finding of Hofstede study for low uncertainty avoidance countries. There is less predictability of this factor in context of India, since India scored lowest on uncertainty avoidance in the Hofstede study.

Factor 2 emphasised on personal growth which can be achieved through communication quality in the organisation. Factor 3 described rewarding nature of the job which should provide good benefits, pay well, and provide assistance for planning one's career. Factor 4 focused on the eagerness of the employees to explore and utilise the opportunities and to apply their knowledge to learn new things.

It can be concluded that the aspiring Indian job entrant seeks a relatively high level of security, career opportunities, personal development and reward incentives in his/her working environment.

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(For full text, please refer to Paradigm, Vol. 13, No. 1, January-June 2009, Page 104 -109)

MANAGING BUSINESS DURING RECESSION

Raja Rajeshwari MF

A Company can do 2 things in order to survive the current crisis and lead for the long term:

- a) Taking short term initiatives like cost-cutting, wastage reduction & operational efficiencies improvement which help the organization survive the current crisis.
- b) Long term strategies which prepare the organization to look beyond the slowdown by identifying newer areas



to venture into R &D, product innovation, advertising & marketing etc.

The following steps can be taken by the organization to survive in recession:

- i) *Following 80/20 Rule:* Focusing on 20% products which generate 80% of revenue. This rule can be applied to customers, cost, wastages & products.
- ii) *Cutting down on waste*
- (iii) *Retaining existing customer:* One can retain existing customers by giving discounts, tailoring products to their requirements, providing more value, better service etc.
- (iv) *Regulating inventory and working capital:* Minimum inventory must be stored in thwarehouses or JIT inventory model should be employed.
- (v) *Trimming down capital spending:* Not so important investments should be delayed like investing in property and expensive equipments or delay new store expansion.
- (vi) *Leading for the long term:* includes learning from the past, looking beyond mere cost control. The organizations should focus on building critical competencies and on brand building and advertising.

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(For full text, please refer to Journal- HRM Review, ICFAI University Press, October 2009, Page 33-37)

ECONOMIC SLOWDOWN AND THE INDIAN CORPORATE SECTOR

Mr. Avinash Paranjape

The article delineates the impact of global crisis on the Indian industry as a contagion effect, being in the form of a slowdown. The study highlights four different patterns of the effect of the slowdown on Indian firms. The firms exposed to foreign currency have become victims of volatility, those in the IT-related services faced export blues. The firms in the financial and real estate sector experienced the burst bubble syndrome, whereas the acquirers faced multiple financial issues.

The study points out that the serious breakdown of liquidity and credit conditions of 2008 dealt a body blow to the positive state of long-term expectation. The companies have not been marked with a negative growth but just a slowdown

and not too severe one. It concludes that the Indian banks, financial institutions, and the corporate sector in general are strong and less exposed to the vagaries of the global recession, in the aggregate sense though pockets of weakness do prevail.

The article is really a thought provoking and enlightening one as it forays in to the "state of flux" that the Indian Corporate sector finds itself, in the face of the complexities created by the turbulence, volatility, and uncertainty in the global economy.

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(For full text, please refer to Journal-Vikalpa, Journal of Decision Makers, Vol. 34, No.3, July- September 2009, Page 53-58)

GAP ANALYSIS: ASSET AND LIABILITY MANAGEMENT AT A BANK

Dr. Vikas Garg and Priya Jain

This paper will make the reader aware of the new technique (called Gap Analysis) adopted by the banks these days to assess and examine their assets and liabilities. One-way of capturing bank's exposure to changing interest rate is Gap Analysis. Gap allows you get a quick and intuitive sense of how a bank is positioned by comparing the value of the assets and liabilities that roll over or re-price at various time period in future. This analysis helps the bank in monitoring and controlling the interest rate change risks from the business items. This Gap methodology is simple which makes it an attractive tool for measuring interest rate risk.

A bank's gap over a given time period is the difference between the values of its assets that mature or re-price during that period and the value of its liabilities that mature or re-price during that period. If this difference is large (positive or negative), then interest rate changes will have large effects on net interest income. If the bank is positively gapped (Rate sensitive assets are greater than Rate sensitive liabilities), its net income will move in the same direction as the change in interest rate. If the bank is negatively gapped, its net income will move in the opposite direction of interest rate changes. For this technique to be implemented, a proper Gap analysis worksheet is prepared that shows the maturity and re-pricing schedules for all of the earning assets and interest bearing liabilities at the bank. Comparing the value of assets that matures or re-price at each point in time with the value of liabilities that mature or re-price reveals the exposure of earnings to changes in interest rates and constitutes the heart of gap analysis.

The study also focuses on the concept of asset liability mismatch and their management in banks. This technique is meant for managing assets and liabilities of bank and moreover assessing interest rate risk. This analyzing technique can be used for assessing liquidity risk also. Thus, such gaps are called liquidity gaps. This tool has lot of shortcomings. So, this Gap analysis is most useful as a theoretical tool for communicating issues related to interest rate and liquidity risk.

Mr. Himanshu Puri, Faculty, DIAS
(For full text, please refer to "Synergy" I.T.S. Journal, Vol. 7, No.2, July 2009, Page 81-86)

THE BRAND "ME"

Padmashree Radhaswamy

Life is a game-play it. When life is compared to game, we surely aren't referring to life being just a fun-filled exercise, but are talking about a game that requires dedication, strategic planning, and a certain methodology. A game when played seriously has some rules and regulations to be followed and if we want to win it, the rules are tougher and harder. So, what should we do to ensure success in life? We need to create a brand called 'Me'. At a time when the entire world is thriving in the use of branded ware, by creating a message for self, we become a brand worthy of notice.

Personal branding in layman's terminology is all about developing distinctive qualities in self, thus making one so different from others that one becomes a brand worthy of notice. Corporates insist on technical expertise and exceptional behavior. One without the other is not welcomed. Apart from expertise, they also seek the differentiation factor. Just like the products and goods sold in the market, individuals need to differentiate themselves from others in the organization. What each person needs to ask himself is, "Why am I a better brand than the others? What interest do people have in buying me?". A differentiated product remains a differentiated product only until the emergence of the first follower. So, it must be understood that the ground rule for any product uniqueness is retaining the product uniqueness on a continuous basis. It is not a one time effort.

Nine ways to differentiate self:

- *Uniqueness:* Be a brand which is not hackneyed.
- *Net accessible:* Networking is one sure shot means to publicize self.

- *Focused expert services:* an individual needs to demonstrate expertise in one zone, where he possesses exhaustive knowledge.
- *High degree of touch and care:* When an individual exhibits a high level of care and commitment, it builds trust.
- *Breadth of offerings:* An individual should, not only have an expertise zone, but also answer the general needs of the organization.
- *Becoming a recognizable and a value brand:* This takes decades to build. One needs to show stark differentiation.
- Achieve distinction through size and dominance in the market.
- Low price, drive away competitors, cater to large segments.
- *Behavior:* Attitude is the most powerful differentiator. It is immediate, real and emblematic.

Personal branding can go a long way in marketing self as a desirable product in the organization. It is a slow and tedious process and requires a lot of planning. One can achieve the final stage of brand "Me" by having an agenda and setting goals each year. One needs to realize that nice is not passé but is still a trend that we cannot do without. One has to write only about one's braggables and present an impressive self in one's resume or there would be no call for an interview. This in itself is a proof that one needs to build one-self into a desirable brand "me" by meeting all the expectations of the organization.

Ms. Ritika Maheshwari, Faculty, DIAS
(For full text, please refer to HRM Review, The ICFAI University Press, Vol. IX, Issue X, October 2009, Page 26-31)



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