

# DIAS TIMES

DELHI INSTITUTE OF ADVANCED STUDIES

(An ISO 9001 : 2008 Certified Institution )

VOLUME 15 No. 2

57

APR. – JUN. 2015



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## From the Editor's desk

Dear Readers,

Academics is no longer confined to reading, listening to professors and passing the exams. Its ambit has amplified in the past few years. Now, research meaning thereby, search and re-search is gaining quite a lot of attention.

It has become pertinent to identify a researchable area in the concerned academic discipline which has an ample scope to be explored. The existence of some potential, specific, academic problems in the area of research makes it imperative to traverse the path of research in search of authentic solutions to it. This research question posed by the researcher and the methodology that he adopts to get solutions is the most valuable part of the research work.

Although research gives direction, but the assurance of obtaining a thorough solution to the specific problem is not the forte of the research work. Accumulation of all the possible and amicable solutions hypothetically is in itself considered a commendable achievement.

The researcher needs to understand and employ the various techniques and tools of research to make it more accurate and effective. We, at DIAS, endeavor to make this research experience more fruitful and productive by facilitating the knowledge of research tools in the fields of both, Management and IT.

This quarter also witnessed the organization of two FDPs in the fields of management and IT, with huge faculty and students' participation from institutions in and around Delhi and a lot of appreciation from the participants for the topics chosen, the eminent resource persons and arrangements.

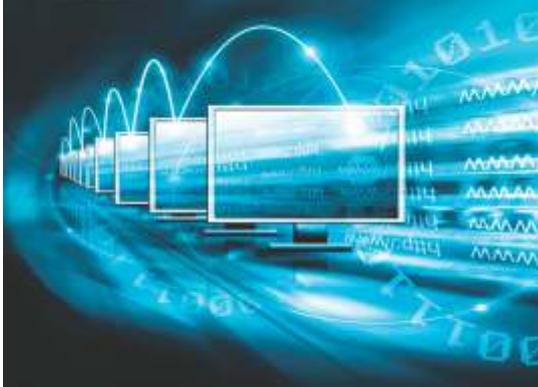
The research experience has then been implemented and used by the faculty members in their respective researches proving the success of the organization of such events. DIAS feels proud to be able to make its contribution in disseminating knowledge to the researchers on various topics of interest to them, thus, assisting them in refining their research experience.

Kudos to DIAS and its team for keeping up the culture and working towards enrichment and development of research in academics.

*Ruchi Gupta*

Dr. Ruchi Gupta  
Editor





## DIAS

### A Mission to Excel

Delhi Institute of Advanced Studies is a 'A' Grade NAAC accredited Institution affiliated to Guru Gobind Singh Indraprastha University. Established by Shri Laxman Dass Sachdeva Memorial Education Society, the Institute is providing a dynamic learning environment that is changing in response to the changing needs of society. The Institute seeks professional excellence through ethics, passion and perseverance. The guiding philosophy behind all academic activities of the Institute is to inculcate professionalism and to enhance the effectiveness of an organization.

Sh. S.K. Sachdeva, a well-known name in the educational world, is the Chairman of the Institute and Dr. S.N. Maheshwari, former Principal of Hindu College, Delhi University, is its Professor Emeritus and Academic Advisor and Dr. Barkha Bahl is the Director.

The Institute runs the MBA and MCA programmes affiliated with Guru Gobind Singh Indraprastha University. The credibility of education at the Institute is increasingly being realised and recognized by foreign universities as well as the corporate world.

The Institute's students are its brand ambassadors. Our students have been placed in some of the best companies in India like IBM, Infosys, Adobe, TCS, Nucleus Software Ltd., Intersolutions, Mahindra British Telecom, Bharti Touchtel, Reliance Infocomm, Ranbaxy, Thomas Cook, FICCI, American Express, Tata Tele Services, Jet Airways, Mahindra Finance, Alcatel, Abacus, Synergy, Torrent, Quark, Syntel, Om Logistics, BEC Foods, Hughes, BrickRed Technologies, Escosoft Technologies, Nagarro, Grapecity, Satyam, Wipro, Accenture, Caritor, L and T Infotech, HCL, Tata Infotech, ICICI Prudential Life Insurance, Reliant Infomedia, India Bulls, Tact India, Sapient, J.K Technologies, Mindfire Solutions, Momentum Technologies, ACS Infotech (P) Ltd., Interra Systems, CE Infosystems, Nagarro, Tata Teleservices, Kotak Life Insurance, UTI Bank, Kotak Mahindra Bank, Grail Research, Planman Consultancy and many others. These ambassadors are making the Institute proud in the corporate world.

## Academic

### Contribution by Faculty

#### DR. S. N. MAHESHWARI, PROFESSOR EMERITUS & ACADEMIC ADVISOR, DIAS

Dr. S.N. Maheshwari, a prolific author with more than 100 books/monographs to his credit, has brought out the following new editions of books and monographs during January-March 2015:

#### MONOGRAPHS

1. **"Management Accounting"**, Self Learning Material, Course: B.Com-303, May 2015, Directorate of Distance Education Dibrugarh University (*Vikas Publishing House Pvt. Ltd.*)

#### DR. ANJU BATRA, FACULTY, DIAS

Paper titled "Green Energy: Magic Potion For Sustainable Economic Development", published in Proceedings of International Conference on "Innovative Entrepreneurship to Minimize Carbon Footprints" organized by Maharaja Surajmal Institute, on April 19, 2014.



## Placements at DIAS

The period of the year April to June marked the visit of big brands coming to the campus for recruitment followed by students entering into a new phase of their professional lives, by the end of the session. Our students have joined their respective organizations to work and create a niche for themselves.

Among the many eminent companies which visited the campus for the last MBA batch, a few worth mentioning are KPMG, Copal Amba, WNS, Zomato, Intelligrape, Moody's Corporation, Ernst and Young and many more. The students of DIAS are not only proving their potential serving the branded and renowned companies but also showing courage to join the start-ups to ignite the entrepreneurial skills in them. Two students of this batch have also kick started their own ventures with the urge of generating employment opportunities.

Overall the placement drive of MBA Batch 2013-2015 has

been overwhelming and filled with pride. More than 90% of students have been placed with many students having more than one offer in hand.

The MCA placement of 2012-15 batch also reached a new high in the final quarter: April to June attaining 100% placements with 11 students having more than one offer in hand. The past recruiters organized placement drives in the college premises again and the entire batch was placed in branded companies like NIIT, SafeNet, Grape City, IVP, Aspiring Minds and CSC etc. One of the students, Mr. Bipin Dubey also got selected as senior software engineer at DRDO.

The placement process at DIAS is a year round activity and the Students Industry Interface Forum always strives for a target of more than 100% placements. The students are no less in putting their continuous efforts to maintain the sheen of DIAS in the corporate world.

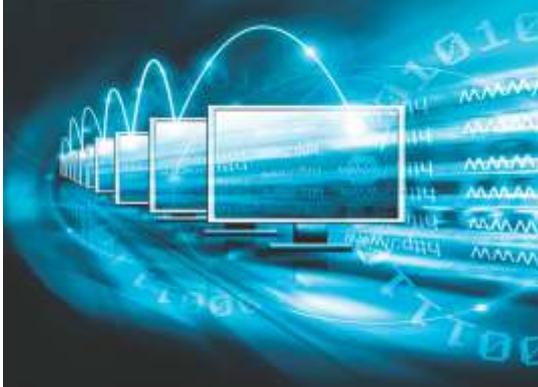
## Activities at DIAS

### CLOTHES DONATION DRIVE



DIAS Social Responsibility Cell "Kartavaya" organized a "Clothes Donation Drive" in which clothes were collected

from the DIAS fraternity for donating to the needy in a dignified way.



The entire DIAS fraternity - the faculty, staff and students came forward and donated their old, new and used clothes. About 250 clothing items in good condition were collected for all age groups.

The collected clothes were donated to the following non-profit making organizations:

1. **Arya Samaj Mandir, Rohini**, where they teach under privileged children in the age group of 4-15 years and

support their basic needs.

2. **'Goonj' NGO**, which has a 'Cloth for Work' initiative in which people are engaged in community development activities and in return they are given household items like clothes and utensils.
3. **'Ashran'** orphanage which takes care of infants and children up to ten years old.



**MEMOIR'15 – FAREWELL CEREMONY**

*Bidding goodbye is hard, but one can only make it happy and memorable!*

With this thought in mind, Delhi Institute of Advanced Studies organized 'Memoir'15' – the farewell ceremony on April 25, 2015 (Saturday) for the final year batches of MBA & MCA. The



main objective was to say goodbye and wish our students a very bright future as they are ready to mark their presence in the corporate world once again.



The event started with the blessings of Dr. S.N. Maheshwari, Professor Emeritus & Academic Advisor, DIAS. He wished the

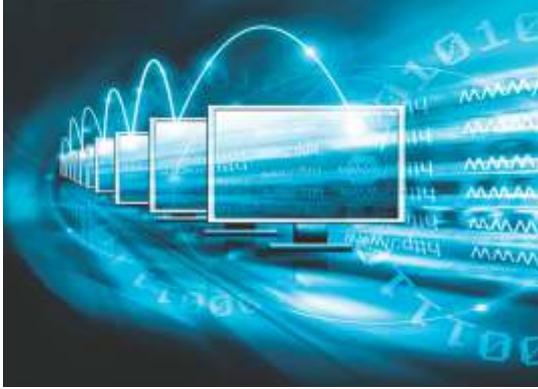
students all the very best for their future and shared some success mantras with the students.

After that Dr. Barkha Bahl, Director, DIAS and programme coordinators (MBA & MCA) delivered the farewell address.



Students also shared the memories of their stay in DIAS. Some cultural performances were also showcased by the juniors as a gesture of respect for their seniors.





Certificates of appreciation and medals were awarded to the students who secured the first position in the university examinations by Dr. S. N. Maheshwari.

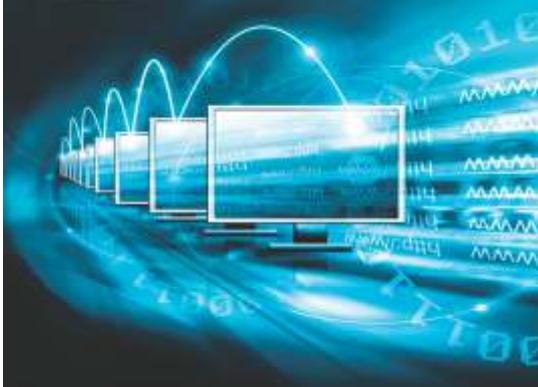


In the end, Dr. S. N. Maheshwari presented the mementoes to the students of outgoing batch as a token of remembrance.

### DIGITAL MARKETING BOOTCAMP

Digital marketing or internet marketing is the latest trend in the field of marketing. With an ever increasing number of Indian Facebook users around 110 million, Twitter users 42 million and users on LinkedIn around 23 million, it has a great scope. Keeping in view this need a two day “DIGITAL MARKETING BOOTCAMP” was organized by the Entrepreneurship Development Cell, DIAS, in association with Buzzooka Infomedia Pvt. Ltd. The resource person for the same was Mr. Somesh Jagga, a Digital Media connoisseur and CEO, Buzzooka Infomedia Pvt. Ltd. The workshop was conducted on 1st & 2nd May, 2015.





Fifty five students participated in this workshop. The participants learnt how to choose the “Right Social Media Channel” taking into consideration the target audience, popularity, resources, media buying and measurability parameters. Along with it the techniques of service engine optimization was also taught by the speaker through activities and case studies.



The resource person also announced coupons worth Rs. 10,000 as prize for 'Best question asked on Twitter'; which was won by Deepanshul Rana, a student of Delhi Institute of Advanced Studies. Students enjoyed activities at workshop and had a lot of knowledge to take home.

Certificates were awarded to the participants on successful completion of the workshop.



The event concluded with a vote of thanks by Dr. Anju Batra, the event In-charge.





### INTERACTION WITH ALUMNI MEMBERS

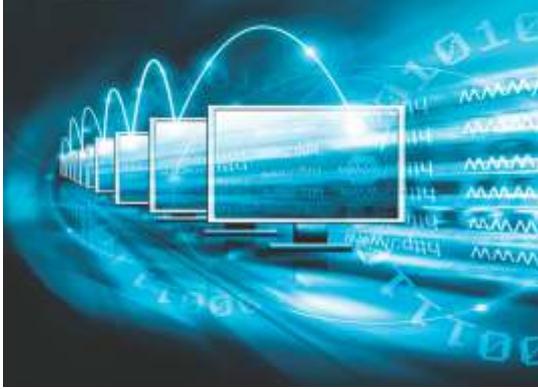
DIAS leaves no stone unturned to maintain a cordial relationship with its alumni members and regularly invite them for placements, interactions and live project assistance. With the same thought in mind an Alumni Interaction was organized for all the students of MBA and MCA on 2nd May, 2015. The theme for interaction was Career Guidance and Future Prospects with an aim to guide the students on various future platforms available for them to pursue their career.

The alumni invited for the meet were Mr. Varun Kumar, Senior Manager, Corporate Banking, Kotak Mahindra Bank, Ms. Akanksha Gupta, Manager, Financial Planning & Analysis,

OLX Global, and Mr. Sunil Antil, Tax Assistant, Income Tax Dept. (CBDT), Ministry of Finance, Government of India.

All of them discussed about their own sectors and available job prospects in it. When students are confused and doubtful about their career prospects these interactions play a very important role in their most crucial time of decisions. We are thankful to our alumni members who spared their valuable time to come and interact with the current batches. Big Applause to them!





## FDP ON "STRUCTURAL EQUATION MODELLING WITH AMOS"



The trend of management education is changing with increased focus on international partnerships, international internships, student exchange programs, faculty exchange programs etc. Also, the use of new technologies in management teaching is a trend that is catching up fast. In this scenario, there is a need to explore newer methods of imparting education and providing value education. An aptitude for research can go a long way in achieving this objective.

Research comprises "creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of humans, culture and society, and the use of this stock of knowledge to devise new applications. The goal of the research process is to produce new knowledge or deepen understanding of a topic or issue.

Qualitative research encompasses understanding of human behavior and the reasons that govern such behavior. This type of research aims to investigate a question without attempting to quantifiably measure variables or look to potential relationships between variables.

Quantitative research is the systematic empirical investigation of quantitative properties and phenomena and their relationships. The quantitative research designs are experimental, correlational, and descriptive. Statistics derived from quantitative research can be used to establish the existence of associative or causal relationships between variables. The Quantitative data collection methods rely on random sampling and structured data collection instruments that fit diverse experiences into predetermined response categories.

Various models such as SEM provide an opportunity to hypothesise models of market behavior and test or help confirm these models statistically. The use of Structural Equation Modeling (SEM) in research has increased in the areas of management and social sciences over the past decade.

DIAS organized two days FDP on "Structural Equation Modelling with AMOS" on June 12th and 13th, 2015. The



resource persons for the FDP were Dr. Namita Rajput, Associate Professor, Aurobindo College, University of Delhi, Prof. O.P. Wali, Professor, Indian Institute Of Foreign Trade (IIFT) and Ms. Pratiksha Tiwari, Assistant Professor, DIAS.

Structural Equation Modelling (SEM) is a general term used to describe a family of statistical methods designed to test a conceptual or theoretical model. Some common SEM methods include confirmatory factor analysis, path analysis, and latent growth modeling. Most commonly, SEM refers to a combination of two things: a "measurement model" that defines latent variables using one or more observed variables, and a "structural regression model" that links latent variables together. The parts of a structural equation model are linked to one another using a system of simultaneous regression equations. SEM is widely used in the social sciences because of its ability to isolate observational error from measurement of latent variables.





The FDP intended to provide an introduction and overview of structural equation modelling using the AMOS (Analysis of Moment Structures) software. SEM encompasses such diverse statistical techniques as path analysis, confirmatory factor analysis, causal modeling with latent variables, and even analysis of variance and multiple linear regression.

The first day of the FDP witnessed discussion on theoretical background of SEM, Exploratory & Confirmatory Factor Analysis, a construct and its types, Construct Validity and Reflective and Formative measurement Constructs. Thereafter, the resource person delved upon the IBM AMOS, Measurement Model Testing – CFA with AMOS and Higher order CFA.



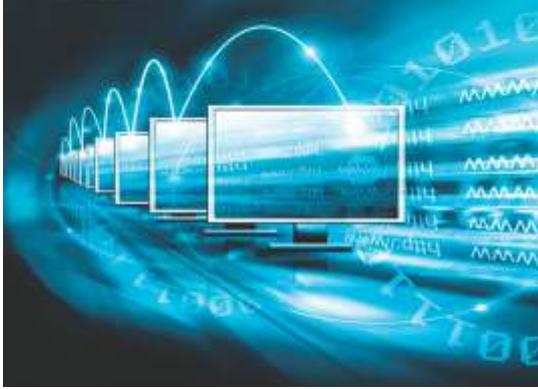
Structural Model Testing – SEM with AMOS, Higher order SEM with AMOS, Mediation effect with AMOS, Multi-Group Analysis (Moderation Analysis) with AMOS, Control effect with AMOS, Write Up and Reporting AMOS Analysis & Doubt clarification were discussed in detail on the second day of the FDP.



The FDP provided the participants with a non-mathematical hands-on introduction to the basic concepts associated with Structural Equation Modeling (SEM) and basic applications of SEM using the AMOS (covariance based SEM analysis).



The event concluded with valedictory session. Certificates were distributed to the resource persons, participants and the organizing committee members.



Ms. Roma Jaitly & Ms. Balwinder Kaur, Event Co-ordinators, delivered the vote of thanks. The participants were appreciative of the learning they got during the FDP and vowed to use this knowledge in their future researches.

### FDP ON "TOOLS AND TECHNIQUES OF SOFT COMPUTING"



The real world problems have moved from being clearly stated to non-ideal, uncertain and imprecise. Soft computing deals with imprecision, uncertainty, partial truth, and approximation to achieve practicability, robustness to provide a low cost solution. Soft computing is a collection of methodologies that aim to exploit the tolerance for imprecision and uncertainty. Its principal constituents are neural networks, fuzzy logic, evolutionary algorithms, probabilistic reasoning and machine learning.

In many real situations, the experimental data that is gathered from measurements raises the necessity of a theory concerning the learning from examples, i.e., obtaining a good mathematical model from experimental data and in the area of machine learning. Machine learning as part of intelligent systems is already one of the most critical components in

everyday tools ranging from search engines and credit card fraud detection to stock market analysis. Neural Networks, biologically inspired by basic biological neurons of human brains are models that attempt to achieve good performance via dense interconnection of simple computational elements. Fuzzy logic variables may have truth value that ranges in degree between 0 and 1.

Fuzzy logic has been extended to handle the concept of partial truth, where the truth value may range between completely true and completely false. Evolutionary algorithms are based on a simplified model of biological evolution. To solve a particular problem an environment is created in which potential solutions can evolve. The field of Evolutionary Computation encompasses several types of evolutionary algorithm. These include Genetic Algorithms (GAs), Evolution Strategies, Genetic Programming (GP), Evolutionary Programming and Learning Classifier Systems GA being the most popular one. The field of soft computing is vast, versatile, fascinating and attracting rich scientific research activities.

DIAS organized a two day FDP on "Tools And Techniques Of Soft Computing" on 19th -20th June 2015 to deliberate upon the different facets of soft computing concepts, applications, tools and techniques in addition to focusing on the development of computational techniques and enhancing awareness of the current analysis tools in the field of soft





computing.

Mr. Manu Sheel Gupta, Founder & Chairman, Software for Education, Entertainment and Training Activities, Dr. R.K. Agrawal, Professor, School of Computer & Systems Sciences, JNU and Dr. Anurag Mishra, Associate Professor, Department of Electronics, Deendayal Upadhyay College, University of Delhi were the resource persons for the FDP.



The first day of the FDP witnessed introduction to soft computing and machine learning, applications of soft computing and machine learning and introduction to fuzzy logic. The participants got a hands on experience with the help

of practical implementation of fuzzy logic using Fuzzy Logic Tool box (MATLAB).

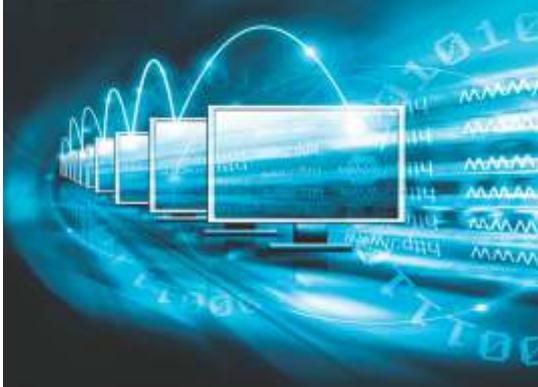
The concept of neural networks was discussed on the second day which was later followed by its practical implementation. The introduction to Evolutionary Algorithm and practical implementation of Genetic Algorithm and Swarm Algorithm garnered the interest of the participants.

The event concluded with valedictory session. Certificates



were distributed to the resource persons, participants and the organizing committee members.

Dr. Barkha Bahl, Event In-charge, delivered the vote of thanks.



The FDP was a learning experience for all with the participants taking home the study of new concepts and their practical implementation to work on in the future.

## The Latest Buzz

### MANAGEMENT

#### WHAT TYPE OF COMPANY DO YOU WORK FOR? ENGAGED, EMPOWERED, ENABLED OR EXPERIENTIAL?

There are 3 types of environments that impact every single employee experience (the physical, the cultural and the technological) at every company around the world. From these environments there are four types of organizations that emerge. The type of organization depends on which one of the three environments the organization has initiatives around. Although these organizations are not perfect we are taking a positive spin when naming them instead of focusing on things that they are lacking. The types of companies that focus on the employee experience are either: empowered, enabled, engaged, or experiential.

**Empowered:** These types of organizations focus on giving employees the right tools, which they need for their jobs, while creating a sense of purpose at the organization. Typically, a strict formal hierarchy is absent and employees have a strong sense of autonomy, accountability, and

responsibility. Collaboration and transparent communication is also embedded into how work gets done. Employees also have access to modern technologies needed to work productively and efficiently. These can be internal social networks, video conferencing solutions, modern employee engagement tools, real-time feedback platforms, and the like. The emphasis is on the cultural and the technological environments. However, in empowered organizations the physical space needs work. So the company might have a great culture and employees might have all the tools they need to do their jobs, but employees also don't really like showing up to work because their office environment looks and feels like a hospital.

**Enabled:** These types of organizations have beautiful office environments that cater to multiple modes of working. Open floor plans, conference rooms, lounge areas, cafes, collaboration spaces, privacy corners, and all the other components of a modern work space are abundant and beautifully designed. As with "empowered" organizations, employees also have access to various technologies that they need to get their jobs done. In this type of an organization though, the cultural component is what is lacking. Employees don't feel a strong sense of purpose and often a strict hierarchy is present which makes communication and collaboration difficult and tedious.

**Engaged:** In this scenario, the organization does a great job of creating a sense of purpose for employees. As mentioned above a strict hierarchy is not typically present and communication and collaboration flows throughout the organization. This type of an organization also places a strong emphasis on creating a physical environment where employees actually want to show up. Still, in this type of an organization although employees are motivated and engaged in their jobs they don't have all the right tools to get work done. They enjoy their jobs and the work they do but they don't feel enabled to work as productively, efficiently and as collaboratively as they can.

For the most part, these are the three types of organizations that have emerged today. Sometimes an organization will focus on just one out of the three components above but for the most part organizations are trying to focus on two out of the three.

#### FDI INCREASES BY 13%

India received \$16.6 billion in foreign direct investment in the first half of the current fiscal, a 13% increase from \$14.69



billion recorded a year ago, according to data released by the Department of Industrial Policy and Promotion (DIPP).

Investment of \$6.69 billion FDI came from Singapore, \$3.66 billion from Mauritius, \$1.09 billion from the Netherlands and \$815 million from Japan. Computer software and hardware drew the highest amount of FDI, at \$3.05 billion, followed by trading, which received \$2.30 billion FDI.

Services sector got \$1.46 billion and telecommunications \$659 million. During 2014-15, FDI inflows grew 27% to \$30.93 billion from \$24.29 billion in the previous fiscal.

The government has recently taken a slew of measures to ease FDI inflows in the country by raising the limit in various sectors and putting them under automatic route.

As many as 15 sectors namely defence, single-brand retail, construction, civil aviation and banking have seen easing of FDI norms. DIPP wants to bring 98% of the sectors under automatic route for FDI. The government has also undertaken 'Invest India' initiative to promote foreign investments in India in a focused, comprehensive and structured manner by providing quality input and support services to foreign investors.

### TESLA RACES TO THIRD POSITION IN BOSTON CONSULTING GROUP'S INNOVATION SURVEY

Electric car star, Tesla has joined Apple and Google at the top of an annual ranking of innovative firms by Boston Consulting Group. Tesla raced into third position in a list of the 50 most innovative companies based on a survey of 1,500 senior executives at a wide array of companies, according to a BCG report. Apple and Google again hold the top two spots, which showed the iPhone maker at the head of the list.

Tesla, one of three car makers in the top ten spots on the list, made its debut on the list in 41st place two years ago. The leading trio was followed in order by Microsoft, Samsung, Toyota, BMW, Gilead, Amazon, and Daimler. The rankings also took into account how the companies performed for shareholders.

The list included 29 US companies; 11 European firms, and 10 based in Asia. Only 12 companies, 24 per cent of the group, were in the technology sector, while many were veterans of the Industrial era such as General Electric and Dow Chemical. Nearly 80 per cent of those who responded to the survey cited innovation as a priority for their businesses, with more than a fifth of them labeling it as a priority.

The clearest trend which has been growing over time but really crystallized is the importance of science and technology as an underpinning of innovation. The fact that science and technology are becoming more important that drives a need for speed; it becomes a race to be able to commercialize first.

Technology platforms and mining valuable insights from the growing mountains of information in data centers are seen as key areas of innovation. Characteristics shared by innovative companies included using new technologies to create value, not increase costs, with new products, services or ways of operating.

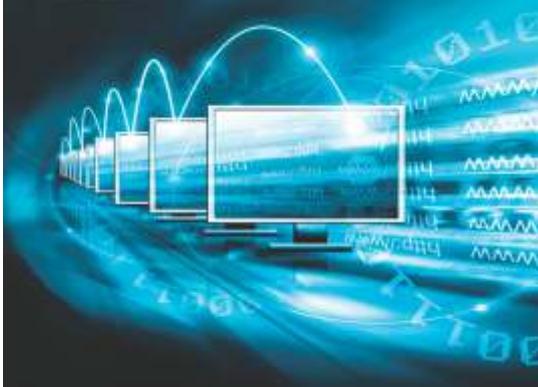
BCG referred to General Electric as a "great example," noting that it used the new 3-D printing technology to cut the cost of making probes used in ultrasound equipment.

### SHOULD YOU PUT EMPLOYEES ON SAME-GENDER TEAMS – OR MIX THINGS UP?

We often believe that people desire to work in the coed groups rather than same gender groups. But an economist from Massachusetts Institute of Technology, Sara Fisher Ellison, and an economist from George Washington University, Wallace P. Mullin, analyzed eight years worth of revenue data and employee surveys from one large U.S. professional services firm — and what they found was very telling. They found that workers wanted to work in the same gender groups but when revenue figures were analyzed, it was reported that same gender groups were outperformed by diverse groups. The revenue figures and level of performance was much higher in case of all coed teams. However, the downside of these teams is that workers working in such teams are less satisfied. Possibly, the intra group competition is one of its major reasons. The economists surmise that some of the reasons for this may be that same-gender groups tend to socialize more because they have more in common. But that could also be the reason they don't perform as well. Coed groups contain more varied perspectives and skills, which may very well be the reasons they outperform all-male or all-female groups.

### ECONOMIC GROWTH RATE OF 7.4% IN CURRENT FISCAL FOR INDIA

According to projections of Standard & Poor's Ratings Services India's economic growth would be 7.4 per cent in fiscal year ending March 31, 2016. It was 7.3 per cent in last fiscal year and is expected to increase to over 8 per cent in 2016-17. This reflects the increasing importance of the Indian



economy as it has overtaken China. India's role as a new growth leader in Asia-Pacific region is becoming very prominent.

In its 'India Credit Spotlight' newsletter, S&P has also pointed out a weak operating environment for Indian corporate sector and has recommended significant reforms which are required to boost up performance of Indian corporate and banks.

### **BIRLA CONSOLIDATES GARMENT BIZ TO FORM A RS. 5,290-CR ENTITY WITH 1,869 EXCLUSIVE STORES**

The Aditya Birla Group has restructured its retail business by carving out the apparel-making Madura Fashion and Lifestyle division from Aditya Birla Nuvo (ABNL) and merging it with listed loss-making Pantaloon Fashion and Retail. This will create the country's largest branded apparel company by sales and number of stores.

Pantaloon, which will be renamed Aditya Birla Fashion & Retail, will have a combined turnover of around Rs. 5,290 crore with an operating profit or EBIDTA of Rs. 493 crore.

Madura, which houses brands such as Van Heusen, Louis Philippe and Allen Solly, had sales of Rs. 3,226 crore, while department chain arm Pantaloon reported revenue of Rs. 1,661 crore in the year ending on March 2014. However, unlike Madura, which drove a significant chunk of the profit for its parent ABNL, Pantaloon has been in the red with a net loss of Rs. 187 crore last fiscal. ABNL owns 73% of Pantaloon.

### **HOW BABA RAMDEV HAS BUILT A RS 2,000 CRORE AYURVEDIC FMCG EMPIRE**

According to filings with the registrar of companies (RoC), Patanjali Ayurved clocked Rs 1,200 crore in revenues in fiscal year 2014, and the company claims to have crossed Rs 2,000 crore last year (numbers for fiscal year 2015 weren't available with the RoC). That puts Patanjali in the same league as home & personal care giants like Emami, which has brands like Zandu balm, Boroplus, Navratna oil and Fair and Handsome in its portfolio, and which in fiscal year 2015 had net revenues of Rs 2,217 crore.

Patanjali Ayurved's top line excludes the revenues of herbal medicine retailer Divya Pharmacy, which Ramdev pegs at around Rs 400 crore. The brand Patanjali Ayurved sells via its 15,000 exclusive outlets across the country and some 1 lakh

stores that stock its products are evidence enough of Ramdev's obsession with swadeshi. It's also evident in his possessions: a Mahindra Scorpio SUV, a Micromax mobile, and a Videocon television.

Till now Patanjali has spent minimally on marketing and zero on advertising, preferring to rely largely on word-of-mouth via its yoga classes (1 lakh free yoga classes every day across the country). But things are going to change soon. Ramdev is planning to rope in top advertising agencies like McCann and Mudra to roll out the next phase of expansion.

Along with advertising, Ramdev is also keen to professionalise the company by hiring executives from FMCG rivals.

### **NOW, MAGGI BEING CRUSHED, USED AS FUEL IN FACTORY**

Days after Nestle's popular noodles Maggi being pulled out of the market, concerned authorities have found an innovative way to use it. Maggi noodles is now being used as an alternative fuel in India's cement plants.

As reported by News Minute and supported by a video, tonnes of Maggi packets are being incinerated at the ACC cement factory at Wadi in Karnataka's Kalaburgi district. The Kalaburgi area's factory's chief safety officer RS Biradar said, "Maggi is crushed to 40mm pieces and it is mixed with other waste material such as rice chaff and then fed into the boiler to be used as fuel."

Food Safety and Standards Authority of India (FSSAI) had ordered Nestle to withdraw all stocks of Maggi noodles from stores across the country on June 5 after lab tests found unacceptable amount lead and monosodium glutamate in the snack.

According to a report, the recalled Maggi packets are being reused as fuel at atleast five places.

### **INTERNET MARKETING NEWS 2015**

1. **Google:** Taking App indexing to the next level, Google will now serve relevant Android apps that you can install based on a search query, when searching on an Android device. Originally, only installed apps would appear on search results.
2. **Bing:** Bing has completely redesigned their mobile homepage to include quick searching and swipable features. Users can swipe up and down to see popular



topics, and access their Bing accounts, reward summary, and more settings.

3. **Yahoo:** Powered by Flurry, Yahoo is enabling persona targeting in Gemini for native advertising. These personas are based on behavioral data of heavy app users and include over 40 audience segments.
4. **YouTube:** In an effort to increase viewer interaction on skippable videos, YouTube introduced cards to its TrueView in-stream ads. Advertisers will be charged when a user clicks on the card or watches the ad.
5. **Facebook:** Facebook launches Messenger.com, a web-based version of Facebook's messaging option. This comes weeks after Facebook announced it would be opening up the platform for third-party developers. Facebook Messenger now also brings video chat to mobile users.
6. **Twitter:** Twitter has updated its quoted tweet and tweet with comment functionality to be more visual. Quoted tweets now display as embeds instead of text or a link.
7. **Pinterest:** Called Marketing Developer Partners, Pinterest gives API access to 10 companies offering social media management platforms. Similar to Facebook and Twitter, this will help coordinate third-party integration for brands and agencies.
8. **LinkedIn:** LinkedIn announced it plans to buy Lynda.com, a professional education platform, for \$1.5 billion. Lynda is a subscription service of online courses taught by industry professionals.
9. **Foursquare:** Foursquare introduced a new product called Pinpoint, a new ad targeting tool based off of Foursquare's location data.
10. **Yelp:** Yelp launched "Yelp Now," a search filter where users can find listings based on reservation availability or those that offer takeout or delivery.

## INFORMATION TECHNOLOGY

### VERIFI, AN INTELLIGENT MONITORING PLATFORM

ChargePoint Technology, the market leaders in powder containment and aseptic transfer valves, will introduce their latest pioneering technology VERIFI at INTERPHEX 2015. VERIFI, an intelligent monitoring platform, communicates vital

equipment performance data to help maximise the reliability, safety and profitability of the facility and its final drug product. VERIFI is available with ChargePoint's range of valves, designed to ensure the safe and contamination free handling of API and other formulation ingredients; and which offer the highest levels of operator safety and sterility assurance of powder product.

The VERIFI Hub is located directly on the valve installation to collect data and visually indicate the usage and parameters under which the valve is operating. This alerts the operator to conditions which could compromise sealing integrity resulting in a variety of costs to the pharmaceutical manufacturer, including expenditures associated with unplanned downtime, product contamination and potential risks to operators of exposure to active ingredients.

The Hub synchronises wirelessly with the secure VERIFI portal which stores and displays the data on a user-friendly dashboard. This enables maintenance, Health and Safety and compliance personnel to monitor multiple valve installations simultaneously and make informed decisions to proactively manage their maintenance/campaign programmes.

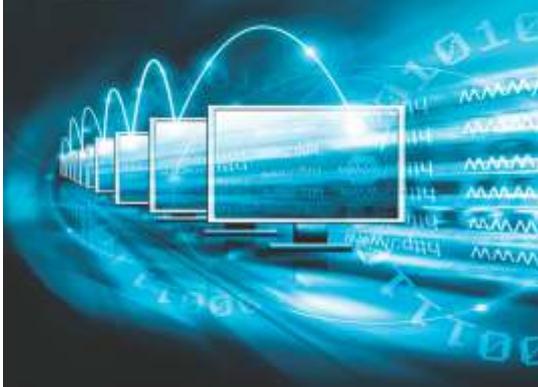
### GOOGLE GLASS HELPS CARDIOLOGISTS TREAT BLOCKED ARTERY

In a first, doctors have used the eye-wearable device Google Glass to successfully restore the blood flow of a chronically blocked right coronary artery in a 49-year-old patient. Virtual reality (VR) has potential to revolutionize some aspects of medicine and healthcare, researchers said. A group of cardiologists has now successfully used a VR device to guide the opening up (revascularization) of a chronically blocked right coronary artery.

Chronic total occlusion, a complete blockage of the coronary artery, sometimes referred to as the "final frontier in interventional cardiology," represents a major challenge for catheter-based percutaneous coronary intervention (PCI).

Coronary computed tomography angiography (CTA) is increasingly used to provide physicians with guidance when performing PCI in lesions. The occluded coronary segment and the distal vessel territory are often more clearly depicted using coronary CTA than in invasive angiography.

The procedure itself can be facilitated by projection of 3D CTA data sets on separate monitors in the catheterization laboratory, but this technique is constrained by economic and technical factors. Cardiologists from the Institute of



Cardiology in Poland were able to successfully restore blood flow in the occluded right coronary artery of a 49-year-old male patient assisted by CTA projections in a wearable VR device based on Google Glass, with an optical head-mounted display.

The display of 3D computed tomographic reconstructions in a mobile application equipped with a hands-free voice recognition system and a zoom function, enabled the physician-operators to clearly visualize the distal coronary vessel and verify the direction of the guide wire advancement relative to the course of the blocked vessel segment. The procedure was completed successfully with implantation of two drug-eluting stents.

This case demonstrates the novel application of wearable devices for display of CTA data sets in the catheterization laboratory that can be used for better planning and guidance of interventional procedures, and provides proof of concept that wearable devices can improve operator comfort and procedure efficiency in interventional cardiology.

The device used, Google Glass, consists of a wearable, hands-free computer with an optical head-mounted display worn by cardiologists in the catheterisation laboratory. The optical head-mounted display can display and capture images and videos while interacting with the surrounding environment. This display is an example of the concept of VR in which the user is supplemented with additional information generated by the device.

### **NEXT BIG THING: LG, LENOVO, MICROMAX LINING UP PLANS TO BRING VOICE OVER LTE DEVICES**

After 4G devices, the next big thing in the fast-growing Indian smartphone market will probably be handsets that support Voice over LTE (VoLTE), a facility that allows users to speak over high-speed data networks.

LG, Lenovo, Micromax and Intex are lining up plans to bring consumers these future-ready devices as telecom operators start offering these services using LTE (Long Term Evolution), a 4G standard. VoLTE, which is still evolving globally, offers both voice and data.

The minimum price of a VoLTE-enabled handset in India is about Rs. 10,000, which is double that of a basic 4G phone. China's Lenovo, which sells two VoLTE-enabled smartphones, is evaluating options to bring VoLTE smartphones to India.

VoLTE requires operators to have spectrum in the 2300 MHz band. In India, newcomer Reliance Jio Infocomm, market leader Bharti Airtel BSE 0.13 % and Aircel have such airwaves. Bharti Airtel, which is the only telco to have launched 4G almost across India, can use VoLTE in nine of the country's 22 circles. Reliance Jio is the sole greenfield launch with VoLTE while incumbent 4G will be an overlay with voice offerings on 2G/3G. The 800 MHz spectrum trading deal (with Reliance Communications) and seamless implementation of VoLTE will be key for Reliance Jio's voice offering.

Reliance Jio's sister company Reliance Retail will launch six models of its own Lyf-branded 4G VoLTE handsets and subsequently expand the range to 12. All future 4G models of the Korean company, which just launched two VoLTE-ready smartphones, will be VoLTE-enabled.

Micromax will add seven models to its portfolio of 13 devices in the 4G category. Micromax is working on a VoLTE software patch for some of its 4G models. Intex Technologies is unsure if existing Intex 4G devices would get software patches. According to Counterpoint's Tarun Pathak, all handset vendors would introduce new devices with VoLTE capability instead of upgrading existing ones, which would be a more cumbersome task. However, VoLTE has its limitations, too. Analysts say VoLTE technology will initially offer better voice quality because of low traffic. The 2300 MHz band in which VoLTE works has a limited coverage range and could affect services inside buildings.

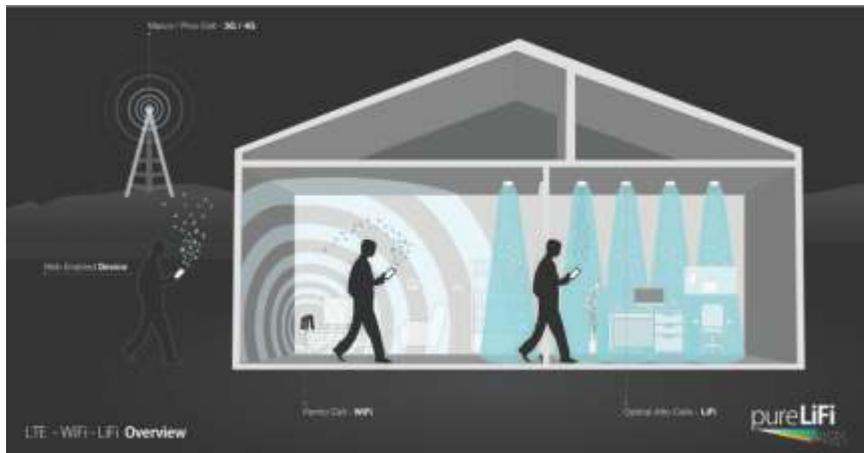
As is the case globally, VoLTE in India will be limited to subscribers of the same network, which would hinder national and international roaming. Only about 30 operators in some 21 countries have rolled out similar networks globally, according to CLSA.

### **LI-FI TO ACHIEVE A 100 GBPS NETWORK SPEED, BUT YOU STILL CANNOT DO WITHOUT WI-FI**

100 Gbps: This is Li-Fi network transfer rate which is ten times more than existing WiFi networks. According to Spectrum, the Oxford University research team has designed a Li-Fi system to achieve this level of network speed.

Li-Fi Chinese called "Light Internet technology, does not have Wi-Fi signal, the light-emitting diode used by the network signal is converted into the form of the Internet to achieve the transfer. In theory, Li-Fi maximum data transfer rate is up to 3Tbps, while the highest rate of Wi-Fi is only 7Gbps.

Using the optical fiber network for data transmission, which



uses the principle of total internal reflection, the direction of the cable can transmit light in the internal guidelines. When the light through the backbone network is often the data before it reaches the end of a period of stagnation, but no light Li-Fi channel, directly through the air. Li-Fi system at Oxford University is to last the distance accelerate, so that the light in the room directly through the air, to transfer data.

To do this, the system requires a base unit in the ceiling, which is responsible for transmitting and receiving light signals from the computer. In order to achieve accurate projection beam, the transmitter and receiver units are practical "full beam control system" technology, and the use of a programmable LCD array build a diffraction grating, used to control the direction of light shooting needs. This process is very much like a projector.

However, the system in order to achieve high-speed

transmission of 100 Gbps, requires harsh conditions. Projection light must be accessible and straight to reach the receiving end, that is, the computer needs to be placed in a fixed position, and there can be no obstructions between it and the base station on the ceiling.

The research team said the next step is to develop a traceability destination system, allows users to computer randomly placed, the system will automatically find and projected light. The system is still used as an infrared light source, research and development team, said the future they intend to use to achieve visible light Li-Fi.

Li-Fi as a cutting-edge technology, still in the early stages of development, can not replace Wi-Fi in the short term, its advantages and disadvantages are obvious: Li-Fi support enables a single light source 4 machines with computer functions while the Internet, pass each network signal, its security is now WiFi network unmatched. But once the light is blocked or light goes out, the system will not operate.

Li-Fi technology startups has been the capital of the pro-Lai, PureLiFi company recently received a £ 1.5 million of funding , or about \$ 2.25 million, the company's valuation has increased to \$ 21 million. The company incubator out from Edinburgh University, pre-investors include Edinburgh University, Scottish Enterprise Fund established by the Government and some private equity funds.

## Scholastic Impressions

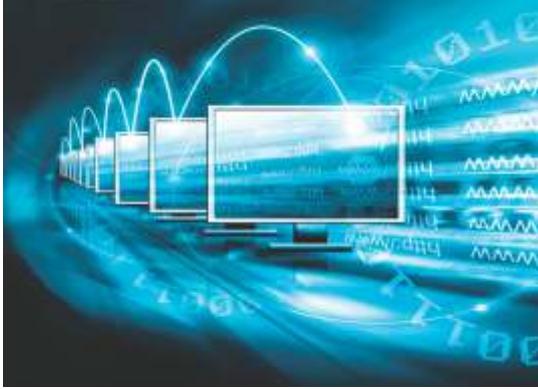
### MANAGEMENT

#### A STUDY TO DEVELOP AN INSTRUMENT TO MEASURE WORK ETHIC

Baldev R. Sharma, Snigdha Rai

Work ethic is a powerful word that controls the central part of everyone's life. The extent to which one performs, be the part of an organization and makes the decision is a lot dependent on the work ethics and cultural aspect of an individual or an organization. This article is based on an aim of developing an instrument to measure work ethic.

Data has been collected from 507 employees working in an Indian wing of a multinational organization. The 10 item scale has been developed and is unidirectional in nature. Its psychometric properties were established with the help of appropriate statistical tools and techniques. The respondents were dominantly males within the age bracket of 21 to 60 years. They were mostly graduates or 30 percent were post



graduates along with the least percentage of undergraduates that was just 12 percent. The respondents had an average experience of 6.5 years.

The three major components of work ethic, work as central life interest, moral approach to work and intrinsic work motivation were extracted from the literature as a lot of research has already been accomplished in this area. After an exploratory factor analysis the data was passed through the confirmatory factor analysis.

All factor loadings were statistically significant with  $p < 0.000$  which showed that each of the 10 items belongs well to the final component of work ethic. The value of CMIN, GFI, AGI CFI, IFI and TLI were all significant supporting the model fit. Construct validity of the scale was established through EFA that resulted in single factor solution. CFA was used to revalidate the results obtained from EFA. Convergent and discriminate validity of the scale was also established by using certain work-related variables. There have been scales developed for work ethic in the past but the scale developed under this study is not just reliable but also possess construct validity. This study limits on the fact that this scale is developed in just one organization so it's important that it should be tested across different departments across different organizations.

Ms. Ruchika, Faculty, DIAS

(For full text, please refer to Global Business Review, Vol. 16, No. 2, April 2015, Page No. 244-257)

### **AN EMPIRICAL STUDY OF RELATIONSHIP BETWEEN CAPITAL STRUCTURE AND PROFITABILITY OF FOREIGN PROMOTERS HOLDING COMPANIES IN INDIA**

Preeti Gupta

Capital structure management is the objective by which firm seeks the mix of funds that will minimize its cost of capital. Profitability is the primary goal of all businesses and without profitability the business will not survive in the long run. In the world of corporate finance, theory of capital structure and its impact on firm's profitability has been a mystifying issue. Inappropriate capital structure decisions may lead to unnecessary increase of cost of capital, so it is worthwhile to ascertain the relationship between capital structure and profitability to understand the importance of capital structure decisions.

The paper makes an attempt to find the relationship between

capital structure and profitability of foreign promoters' holding companies in India. For the purpose of current study, companies having more than 75 percent promoters' holding are selected. The reference period of the study is 5 years and it is based on secondary data.

The findings of the study reveal that there exists a statistically significant relationship between capital structure and profitability of firms. Further, results demonstrate that there is a significant negative relationship between Debt /Equity, Total Debt to Total Asset ratio and profitability of firms measured by ROA, ROE and EPS. So by reducing debt content in capital structure, management can increase the company's profitability and can also increase shareholder's wealth.

Ms. Balwinder Kaur, Faculty, DIAS

(For full text, please refer to BVIMR Management Edge, Jan-Jun 2015, Vol. 8, Issue 1, Page No. 80-91)

### **THE IMPACT OF SENTIMENTS ON STOCK MARKETS: A FUZZY LOGIC APPROACH**

A Sarath Babu and R Ramesh Kumar

Investment bankers and analysts are exploring applications of new techniques to understand the price behavior in the stock market. This study applies an engineering concept, fuzzy logic, to understand the underpinning relationship between national sentiments, investor sentiments and their impact on stock market activities. Facebook Gross National happiness (FGNH) Index is taken as a national sentiment score as the people of the country post comments reflecting their moods. Initial analysis of national sentiment on NSE Index return confirmed that there is no significant impact. Further analyzing the impact of negative sentiment on NSE Index return and the impact of positive sentiment on NSE Index return revealed that negative sentiments have greater bearing on NSE Index return than positive sentiments. The stock returns and national sentiments are characterized by complex systems.

In this study ANFIS method is employed to understand the relationship between sentiments and stock returns. Comparing the performance of VAR and ANFIS, ANFIS better explains the relationship than VAR, and ANFIS also makes it possible to infer linguistic interpretations about the relationship more concretely.

Ms. Neetu Chadha, Faculty, DIAS

(For full text, please refer to The IUP Journal of Applied Finance, April 2015, Vol.21, No2, Pg 22-33)



## THE IMPORTANCE OF EFFECTIVE PRESENTATION FOR ORGANISATIONAL SUCCESS

*TV S Sswathi*

Presentation is the practice of showing and explaining the content of a topic to the audience or the learner to motivate them and communicate information in a powerful manner. The presentation skills are useful in business, selling, training, teaching and lecturing and it is necessary to make the same effective. The formal presentation have to take into account many aspects like content, visual aids to be used, method of presentation, format of presentation and the practice of verbal and non verbal communication.

The presentations can take different forms like Informative, Persuasive, Goodwill, Sales, Training, Entertainment, Image Building and Motivational presentations. The presentation can be made effective if it is properly planned with respect to the time and content. Keeping the presentation simple taking into account the type of audience and delivering it confidently make a presentation effective. But usually, a presenter faces many challenges while giving a good presentation. It becomes difficult to understand the clients' needs, skills for the new technology, managing time properly leading to an ineffective presentation.

Presentations can have multiple uses and a long shelf life on a variety of platforms. They are the personification of content and push out information about businesses or a company. The tips for effective presentation should be closely followed by a presenter. In the present competitive environment, presentations play a vital role in the successful growth of individual as well as organizations.

Ms. Shilki Bhatia, Faculty, DIAS  
(For full text, please refer to The IUP Journal of Soft Skills,  
June 2015, Vol.IX, No2, Page No. 7-21)

## THE INFLUENCE OF AVAILABILITY OF SHOPPING TIME ON IMPULSE PURCHASE TENDENCY

*Ramesh Kumar Chaturvedi*

It is believed that availability of time has differential effect on the purchase decision of shoppers. Often in supermarkets, some consumers ignore label details on products that they pick up to buy, just making sure the product meets basic needs. Branding to them is on the back foot. Such consumers

are in a hurry and just focus on minimizing checkout hassles. These time-starved shoppers may overlook product details and even brands, and just focus on minimizing checkout hassles.

On the other hand, leisure shoppers could be seen scanning each and every nook and corner of the store, spending much time on little interest categories, at times mentoring co-shoppers, especially in India where collectivism is a cultural characteristic.

The question here is: Who among the two categories of shoppers would have higher proportion of impulse purchased items in their bill or is it the same for both? Does the 'time' factor have differential impact on consumer impulse purchase tendency?

This paper analyzes the availability of shopping time and its influence on impulse purchasing. Intercept retail survey was conducted on a carefully selected sample of shoppers and the collected data was analyzed with suitable statistical tools to reach certain interesting conclusions like time-starved shoppers are more impulsive buyers in comparison to non-time-starved shoppers.

This study will be helpful for the retailers to develop a retail strategy and design stores to maximize impulse purchase tendency-based revenue that already is as high as 60% or more in India. This will help retails to classify shoppers based on 'time availability' and train staff to deal with them suitability. Retailers usually have express checkout counters but point-of-sale display is mostly same as other counters.

Ms. Charu Gupta, Faculty, DIAS  
(For full text, please refer to The IUP Journal of Marketing  
Management, May 2015, Vol. 14, No.2, Page No. 47-62)

## "SIXTH BI-MONTHLY MONETARY POLICY STATEMENT"

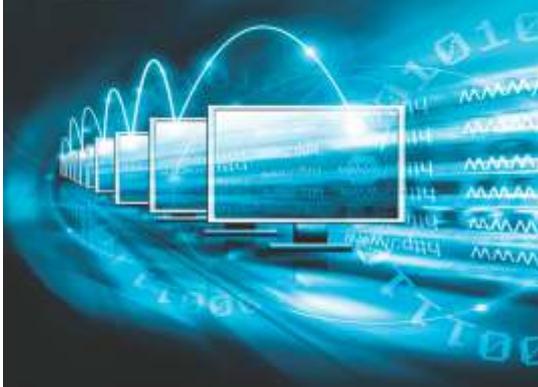
*Dr. Raghuram G. Rajan*

Monetary and Liquidity Measures:

On the basis of an assessment of the current and evolving macroeconomic situation, it has been decided that –

Under the liquidity adjustment facility (LAF) the repo rate is to be kept unchanged

Cash reserve ratio (CRR) of scheduled banks will be unchanged at 4.0 percent of net demand and time liabilities



Statutory liquidity ratio of scheduled commercial banks has been reduced by 50 basis points; i.e. from 22.0% to 21.5% of net demand and time liabilities

Export credit refinance facility will be replaced with the provision of system level liquidity

RBI will continue to provide liquidity under overnight repos of 0.25% of bank wise net demand and time liabilities at liquidity adjustment facility repo rate and liquidity under 7 and 14 days term repos of upto 0.75 % of net demand and time liabilities of banking system through auctions.

RBI will continue with daily variable rate term repo and reverse repo auctions to smooth liquidity.

The reverse repo rate under liquidity adjustment facility will remain unchanged at 6.75% and marginal standing facility rate and the Bank rate will remain 8.75%

Dr. Anju Batra, DIAS

(For full text, please refer to “Sixth Bi-Monthly Monetary Policy Statement”, 2014-2015 RBI Bulletin, February 2015, Page No.1-10)

## INFORMATION TECHNOLOGY

### CLUSTER ANALYSIS IN R LANGUAGE

Ghanshaym Raghuvanshi

Data Science requires better statistical analysis for solving complex problems. R programming language in such cases is very popular among statisticians and data scientists. It is a platform for statistical computations and graphics visualizations. R programming language is used in various applications involving huge amount of data. R includes a total of 5800 additional packages and around 120000 functions available at the Comprehensive R Archive Network.

In this R programming, 'Cluster package', there are two types of clustering approaches: partitioning and hierarchical. K-means is one of the most popular partitioning approaches. It requires pre-declaration of number of clusters to extract. In R's partitioning approach, observations are divided into K groups and reordered to form the most interrelated clusters possible according to a given condition. Before doing cluster analysis, data without any value should be removed for achieving better cluster extraction. Rescaling of variables should be done for comparability. This is called pre processing of data.

# Prepare Data

```
mydata<- na.omit(mydata) # listwise
```

```
deletion of missing values
```

```
mydata<- scale(mydata) # standardize variables
```

Here na is used for missing values estimation.

In K-means Clustering where K-means algorithm is executed by function `kmeans (data, n)` available in R. where data is a numeric dataset or matrix and n is the number of clusters to extract. The `NbClust` package can be used as a guide in selection of number of clusters. Association of `set.seed` function with `kmeans` guarantees that the results are reproducible. The `kmeans()` function has an `nstart` choice that attempts several initial configurations and select the best one among various solution. It returns the cluster memberships, centroids, sums of squares (within, between, total), and cluster sizes. This approach is often recommended.

Hierarchical Clustering builds a hierarchy of clusters. `hclust()` function is used from package `stats` for Hierarchical clustering. Basically hierarchical clustering is having two approaches to build a hierarchy of clusters:

**Agglomerative:** It is a “Bottom Up” approach, each observation begins in its own cluster, and pairs of clusters are combined in a single cluster as go up the hierarchy. `agnes()` function from `cluster` is used for this purpose.

**Divisive:** In this “Top Down” approach a large cluster is available split in separate clusters to build a hierarchy of clusters. Merging and splitting is performed in greedy manner.

Ms. Dimple Chawla, Faculty, DIAS

(For full text, please refer to CSI Communications, June 2015, Page No. 35)

### BINARY CD&M ENCRYPTION ALGORITHM FOR ENHANCING SECURITY IN CLOUD

Arshia S. Mohammadi, Divya Binish

Cloud computing is the way of providing computing resources in the form of service rather than a product, and utilities are provided to the users over the Internet. The main goal of cloud computing is to secure and protect data and processes which come under the property of users.

The 'Cloud' in cloud computing can be defined as the set of hardware, networks, storage, and interfaces that combine to deliver aspects of computing as a service. These services are



classified into three types: Software as Service (SaaS), Platform as Service (PaaS) and Infrastructure as Service (IaaS).

Software as a service is a software delivery model in which software is licensed on a subscription basis and is centrally hosted. SaaS is typically accessed by users using a thin client via a web browser. SaaS has become a common delivery model for many business applications, including office and messaging software, payroll processing software, DBMS software, management software, CAD software, development software, gamification, virtualization, accounting, collaboration, customer relationship management (CRM), management information systems (MIS), enterprise resource planning (ERP), invoicing, human resource management (HRM), talent acquisition, content management (CM), antivirus software, and service desk management. SaaS has been incorporated into the strategy of all leading enterprise software companies. One of the biggest selling points for these companies is the potential to reduce IT support costs by outsourcing hardware and software maintenance and support to the SaaS provider.

Platform as a service (PaaS) is a cloud computing model that delivers applications over the Internet. In a PaaS model, a cloud provider delivers hardware and software tools -- usually those needed for application development -- to its users as a service. A PaaS provider hosts the hardware and software on its own infrastructure. As a result, PaaS frees users from having to install in-house hardware and software to develop or run a new application.

The security in networked environment, especially in cloud computing, is an exclusive research area that is attracting several research communities. Storage of data and security using standard cryptographic algorithms has become an important topic of research. Cryptography is widely used to protect data from unauthorized access and modifications.

In this paper, a new symmetric algorithm is proposed. Binary CD&M encryption algorithm is a simple symmetric key cryptography algorithm for enhancing security of small amount of data in cloud computing environment.

Ms. Neha Rajan, Faculty, DIAS

(For full text, please refer to The IUP Journal of Information Technology, Vol. XI, No. 1, April 2015, Page No. 16-23)

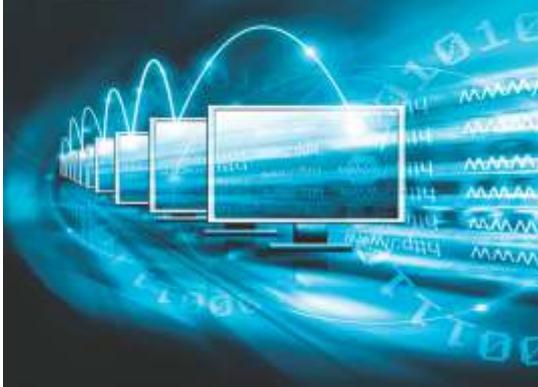
## COLLABORATIVE APPROACH FOR MALICIOUS NODE DETECTION IN ADHOC WIRELESS NETWORKS

*Shrikant V Sonekar and Manali Kshiragar*

Security is at stake when communication takes place between mobile nodes in a hostile environment. Contrary to the wired networks the exclusive uniqueness of mobile ad hoc networks create a number of major challenges to security design like mutual wireless medium, open peer-to-peer network architecture, stern resource constraints and highly dynamic topology. These unfavorable conditions obviously require a case for creating multidimensional security remedies that obtain not only wide range protection but also acceptable network performance. Popularly used existing routing protocols designed to incorporate the needs of such indigenous networks do not address possible threats aiming at the disruption of the protocol itself.

Mobile ad hoc network is structured by the nodes in the absence of a rigid infrastructure where all nodes move randomly and all the nodes process themselves. In MANET, every node acts not only as a node but as a router. In an infrastructure mobile network, nodes have base stations within their transmission range. In contrary to this, mobile ad hoc networks are indigenous and devoid of infrastructure support. Low cost and powerful wireless transceivers are popularly used in mobile applications due to the progress of wireless communication technology. Due to the absence of fixed infrastructure network topology in MANET changes when nodes move in or out of the network. As a result, the routing protocols need to adaptively adjust routing based on available nodes.

The external attackers can inject false routing table information to break down the network. The compromised node attacker are able to generate valid signatures using their private keys, they are difficult to detect and can create several damages in the networks. Because of their own private keys, the intrusion preventive measures such as authentication and encryption cannot reduce the effect of compromised node attacker. Moreover, the wireless channel is accessible to malicious attacker and legitimate user, hence it is more vulnerable to all kinds of network attacks. One conspicuous characteristic of MANETs, from the security point of view, is the lack of protection. MANET is a capable technology but it has certain features that are considered inclined which leads to security weakness in the technology such as, weakened



centralized management less resource availability, scalability, dynamic topology, limited power supply etc.

The practical side of attacks can be broadly grouped as application level attacks and network level attacks. Application level attacker tries to steal into, bring about change or resist access to information of a particular application, whereas Network level attacker attempt automatically leads to application level attacks.

There is a possibility that some key nodes will overuse the network and will have their energy consumed fast. Loose clustering could be one solution for preserving the energy at cluster head level. A comparative chart proposed in the paper which gives the efficient way for detecting the malicious node in the cluster .research in MANET security is still open. Further work is needed to enhance the performance of the secure routing protocols. Moreover, there should be some mechanism which will restrict a malicious node to move in the other part of the network.

Ms. Tripti Mishra, Faculty, DIAS

(For full text, please refer to CSI Communications Volume No. 39, Issue No. 3, June 2015, Page No. 28 – 31 )

## BER PERFORMANCE ANALYSIS OF DATA NEGATION CODES

*N Shribala, P Srihari and B C Jinaga*

Data transmission without any error defines the reliability and the accuracy of the data. Transmitted data is bound to get corrupted with noise in the channel and is inevitable. The channel is treated to various types of noises like random noise or burst noise. During transmission, this noise is introduced in the channel and the data is degraded, which is our concern. The errors may occur randomly or in bursts, leading to warping of the data. Channel coding enables the transmitted signal to withstand the noise effects and improve the performance. In the process, the reliability of the data is sure to improve.

Channel coding introduces redundancy in the data. In fact, this addition of data in a structured form is making it possible to detect and correct errors. To ensure the authenticity of the data, the price to be paid is the data overhead. Error correction coding is the design of channel encoder and decoder. Automatic Repeat Request (ARQ) and Forward Error Correction (FEC) are the two different methods of error controlling. Retransmission of the block is done if an

error is detected in ARQ, whereas in FEC, received error rate is controlled via forward transmission only.

Coding for block codes is a FEC scheme of error control. An  $(n, k)$  linear block code with a specified parity bit structure expresses a block of 'k' message bits in a block of 'n' coded bits. In systematic linear block code, 'k' information bits are followed by 'n - k = r' parity bits forming an 'n' bit code word. In this paper, a binary channel coding scheme by name "data negation codes" is proposed, which can be used for single/multiple random error correction and in a modified form, can be used for burst error correction also. Also, the performance of data negation codes is described in terms of probability of undetected errors and Bit Error Rate (BER).

Mr. Neeraj Juneja, Faculty, DIAS

(For full text, please refer to The IUP

Journal of Information Technology, June 2015)

## A SURVEY ON TEXT MINING AND SENTIMENT ANALYSIS FOR UNSTRUCTURED WEB DATA

*Nikhil R, Nikhil Tikoo, Sukrit Kurle, Hari Sravan Pisuapati, Dr. Prasad GR*

With the technology boom, tremendous amount of data are being generated from Smartphones, blogs, Social Networking sites etc. Experts estimate that the data generated over the past two years is the same as the amount that was generated from the beginning of time, up until 2012. This exponential increase in the amount of data (termed Big Data) has brought with it a number of issues related to data management and information extraction. This boom in data can however, be looked upon as a blessing rather than a curse. As the web and its usage continue to grow, so does the opportunity to analyse web data and extract all kinds of useful knowledge from it. Many commercial, educational and scientific applications are increasingly dependent on methodologies to extract information from such data sources. Once obtained and analysed, engineers can make many important predictions and discover fascinating trends that would not have been possible before the analysis.

In this paper, the basics of harnessing unstructured data from the web and the techniques to process it are discussed. The concepts of web crawling, text mining and natural language processing are discussed in brief, to give an outline of how web data is processed and analysed. Sentiment Analysis, which is a major aspect of present day NLP, is also described,

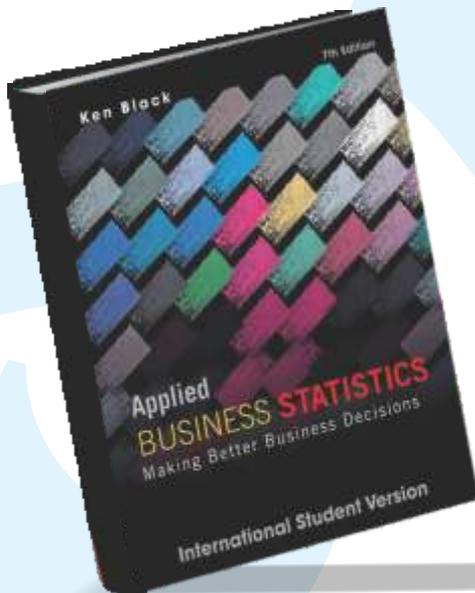


along with issue of mining from Twitter, which has emerged as the most important data source for NLP in the recent past. The paper concludes with a brief outline of the use of web data mining and analysis, and the potential for future growth in the field.

Ms. Anita Yadav, Faculty, DIAS  
(For full text, please refer to Journal of Emerging Technologies and Innovative Research (JETIR), April 2015, Volume 2, Issue 4 , Page No. 1292-1296)

## BOOK REVIEWS

### APPLIED BUSINESS STATISTICS MAKING BETTER DECISIONS



Author(s) : Ken Black  
 Publisher : Wiley Publications  
 Edition : 7th  
 Pages : 850  
 Price : ₹ 789  
 Reviewed by : Ms. Pratiksha Tiwari, Faculty, DIAS

The seventh edition of Applied Business Statistics Making

Better Business Decisions continues the trend of student friendly, conceptual and comprehensive books written by the author in field of business statistics. With this edition, the author has introduced two new chapter sections, one on variables and data explaining the concept of variables, measurement and data whereas the other chapter section includes logistic regression because of its growing use in business data analysis.

All the feature of the previous edition has been restructured according to the current business scenario. Each chapter of this edition contains sections like learning objectives, decision dilemma, demonstration problems, section problems, thinking critically, about statistics in business today, decision dilemma solved, chapter summary, key terms, formulas, ethical considerations, supplementary problems, analyzing the databases, case, using the computer, and computer output from both Excel 2010 and Minitab Release 16.

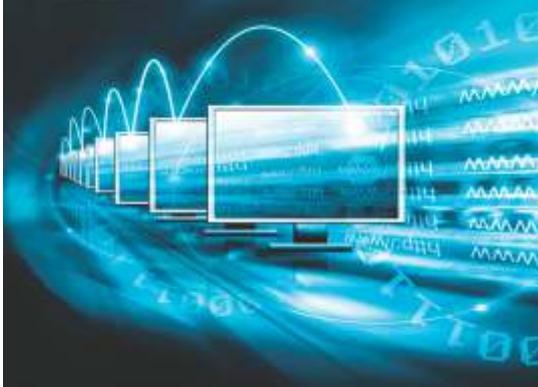
Book is divided into five units.

First unit is titled as Introduction which contains decision dilemmas: Statistics describe the state of business in India's country side, Container shipping companies, laundry statistics and equity of the sexes in the workplace through these entire dilemmas author described business statistics, visualization of data and descriptive statistics along with basics of probability.

Second unit is titled as Distributions and Sampling which includes decision dilemmas Life with a cell phone, the cost of human resources, what is the attitude of Maquiladora workers?, through these dilemmas author explains discrete, continuous probability distributions and sampling distribution of mean, proportion with sampling techniques.

Third unit deliberates upon Making inferences about population parameters with dilemmas about compensation for purchasing managers, word-of-mouth business referrals and influential, online shopping and job and career satisfaction of foreign self-initiated expatriates, using these decision problems author describes parameter estimation, testing of hypothesis with single and difference of two populations with analysis of variance ANOVA.

Fourth unit, Regression analysis and forecasting includes dilemmas predicting international hourly wages by the price of a Big Mac, Are you going to hate your new job?, determining compensation for CEOs which deals with advanced data analysis techniques such as simple and multiple regression, correlation analysis and forecasting techniques. Lastly unit five



deals with non-parametric statistics and quality, it includes Chi-square analysis, Runs, Man-Whitney, Wilcoxon, Kruskal-Wallis, Friedman and Spearman's Rank correlation test with quality and decision analysis under various decision making environments. Further, a unique feature of the seventh edition is series of videotape tutorial by Ken Black that

enriches students better with understanding and also help instructors to augment lectures and enrich classroom presentation. So with all these features the book is a must read. Book is especially useful for students doing a course in business management or new researchers who have just boarded on their journey of research.

## STUDENTS' SECTION

### CASE STUDY- "THE BIG JOURNEY OF BIG BAZAAR"

#### **BIG BAZAAR- THE BIGGEST 'BAZAAR'**

Big Bazaar is the biggest hypermarket chain in India, with currently more than 300 outlets in metros, medium and small cities. The idea was pioneered by entrepreneur Kishor Biyani, the head of Pantaloons Retail India Limited, in 2001 by launching 3 stores in Kolkata, Bangalore and Hyderabad within a span of just 20 days. The head office of Big Bazaar is located in Mumbai.

Big Bazaar targets higher and middle class customers specially working women and home makers who are the primary decision makers. It combines a look and feel of traditional Indian bazaars with the aspects of modern and organized retail formats like choice, convenience and hygiene etc. It has diversified in the areas of fashion and general merchandise including home furnishings, utensils, crockery and cutlery, sports goods etc. Big Bazaar plans to add much more to complete the shopping experience and live up to its motto of "Naye India Ka Bazaar". The immense growth of Big Bazaar is based on Kishore Biyani's 3-C theory which means Change and Confidence among the population leads to rise in Consumption, through better employment and income.

#### **GROWTH OF BIG BAZAAR**

Over the years, focus of Big Bazaar has been on its customers and on reaching them through innovative promotional strategies. It has successfully blended the concept of a typical Indian bazaar with International supermarket atmosphere.

*Charu Gupta, Assistant Professor, DIAS  
Lakshay Pahwa, Student, DIAS  
Jatin, Student, DIAS*

Big Bazaar has made a lot of efforts to focus on its customers. In 2002, **Big Bazaar – ICICI Bank Credit Card** was launched. The strategy was to attract the customers by providing easy payment options to them. The main features of the card were that the customers could pay the bill amount in 3 EMIs (Equated Monthly Installments) on a purchase of Rs. 1500 and above without incurring any financing charges. Also vouchers worth Rs. 250 could be redeemed against the purchases of Rs. 500 or more at any Big Bazaar outlets by payment using ICICI Bank-Big Bazaar credit card. Special exclusive offers were provided to card holders from time to time. There was no card liability for the customers in case of loss of card.

In 2002, **Food Bazaar** became a part of Big Bazaar. The store focused on food items, fruits, vegetables and groceries. It offered the western values of convenience, cleanliness and hygiene through pre-packed commodities and the Indian values of 'see-touch-feel' through the bazaar-like atmosphere created by displaying staples out in the open.

Unlike other hyper marts, in the year 2003, Big Bazaar **welcomed its 10 millionth customer** at its new store in Gurgaon. This portrayed the importance given to the customer by Big Bazaar.

Big Bazaar was awarded with the '**Country's Most Admired Retailer**' Award in value retailing and food



retailing segments at the Indian Retail Forum in 2004.

The year 2005 was focused on expansion, innovation and providing benefits to the customers. It launched **ICICI Bank – Big Bazaar Gold Credit Cards** to give an extra value to its loyal customers. In addition to the cards launched in 2002, several other benefits of the cards included Priority Entry in the store to the card holders during high traffic and special payment counters. Six reward points were credited on every Rs. 100 spent at Big Bazaar and 1 reward point on every Rs.200 spent on all non-Big Bazaar purchases. All the reward points earned could be converted into Big Bazaar vouchers.

Big Bazaar launched **Electronic Bazaar and Furniture Bazaar** in 2005 to make its offerings more diverse and to cater to different needs of the customers under one roof. The footfall and sales substantially increased thereafter.

For promoting their new launches Big Bazaar came up with unique promotional strategies.

For the first time in Indian retail history, Big Bazaar introduced the concept of '**Maha Bachat**' (Mega Saving) in the year 2006 as a single day campaign with promotional offers and an exciting array of attractive deals and discounts across all the company outlets. This concept grew exponentially to become a five-day biannual campaign every year since then. During the campaign, offers are given in all the value formats including Big Bazaar, Food Bazaar, Electronic Bazaar and Furniture Bazaar, catering to the entire needs of a customer. Future Money, a part of the Future Capital Ltd., also offers attractive finance scheme on electronic and furniture goods with easy EMI options and other benefits.

Big Bazaar focused on benefitting women by launching **ICICI Bank – Big Bazaar Shakti Credit Card** in 2006. This card was specially designed for women to provide benefits like 1 kg free sugar every month for 12 months, 4 reward points on every Rs. 100 spent at Big Bazaar. It included all the benefits of ICICI Bank Gold Credit Card.

The concept of **Wednesday Bazaar** was introduced for the first time in January 2007. It promoted Wednesday as 'Hafta Ka Sabse Sasta Din' (Cheapest Day of the Week). The strategy was designed to draw customers especially the home makers to stores on Wednesdays when number of customers in the stores is usually less. As per an article in The Hindu dated 6th December 2006 "The aim, according to the chain, is 'to give home-makers the power to save the most and even the stores

in the city don a fresh look to make customers feel that it is their day".

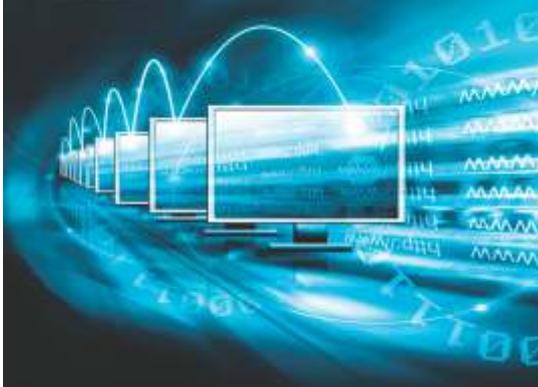
For the easy reach to different segments of customers, Big Bazaar also introduced various direct distribution channels. These Maha Bachat offers are made available on its e-retailing site [www.futurebazaar.com](http://www.futurebazaar.com) for the net-savvy customers. For not so net savvy customers and who do not like to wait in the queue, Future Bazaar sets up exclusive kiosks outside Big Bazaar stores in cities like Mumbai, Delhi, Chennai, Lucknow and Trivandrum, where they can select their shopping needs, pay for it and get it delivered at their home. This scheme became very successful.

Another innovative promotional strategy used was '**The Great Exchange Offer**' introduced on February 15th 2007. It allowed the customers to exchange their old goods or household junks for Big Bazaar coupons. It was a 'Bring anything old and take anything new!' offer. The coupons could be redeemed later for buying brand new goods from Big Bazaar outlets across the nation. Customers across the country brought in their unwanted items in any condition like old garments, broken electronic equipment, utensils, furniture, plastic ware, newspapers or just about anything. Big Bazaar weighed the junk brought in by the customers, valued it as per the rates provided and issue exchange coupons for that value. The customer would have to shop for 4 times the value of the coupon and the coupons could be redeemed against apparel, plastics, utensils, linen, luggage, footwear, toys, furniture etc.

As per Mr. Sanjeev Agrawal, President Marketing, Pantaloon Retail (India) Ltd., "This exchange offer is a unique way of creating 'Best out of Waste'. Offers like this give a chance to the housewives to get rid of old and unwanted clutter and refurbish their houses."

Big Bazaar has from time to time tried to cater to different market segments.

Big Bazaar was the first hyper mart to initiate the campaign "**Power of One**" in association with "Save the Children India Fund" on Nov 14th, 2007 on the occasion of Children's Day. It was aimed at serving children from the marginalized sections of the society. The campaign appealed to its customers to contribute Re 1 to the fund. Big Bazaar, on its part will make a matching contribution to the amount collected from donors and the proceeds would be given to Save the Children- India. Mr. Rajan Malhotra, CEO, Big



Bazaar-Pantaloon Retail (I) Ltd. promoted the campaign by stating, "As a corporate citizen, we at Big Bazaar believe that the Power of One can bring joy, happiness, smile and make the difference in the lives of the marginalized children and women. I am sure all our loyal Big Bazaar customers will come out in open to support this noble cause with their part of the contribution and we will be delighted to add an equal amount every time." This is an example of Cause Related Marketing and CSR initiative to build an image of a responsible corporate citizen.

In 2008 Big Bazaar became fastest growing hyper mart in the world with the launch of its 101th store within 7 years. It was in this year Big Bazaar initiated a campaign to provide exceptional deals on groceries and food items during the first week of every month. This idea was named as **"Monthly Bachat Bazaar"**.

In the year 2009, Big Bazaar focused on forming various Joint Ventures with the International names. Hidesign was the first company to have a joint venture with Big Bazaar to launch **'Holii'**, a new brand of laptop bags, hand bags and other accessories promoted by the youth icons of India, cricketer M.S. Dhoni and Bollywood actress Asin, as brand ambassadors of Big Bazaar.

In 2011, Big Bazaar updated its logo for an image makeover and changed its tagline from "Is Se Sasta Aur Acha Kahin Nahi" to **"Naye India Ka Bazaar"** to target modern Indian customers. As per Ms. Vibha Rishi, Future Group Strategy and Customer Director, "The logo and tag line will become a part of all our communication. With the new change we are moving on to a more emotional positioning". She also said that the new logo and tagline are contemporary and reflect changing India and ethos of shoppers here.

In February 2011, Big Bazaar helped Tata Motors to drive **Nano** sales by selling the Nano in Big Bazaar outlets. It was the first time that a retail chain sold a car in the history of the country. As per Mr. Sandip Tarkas, Future group's Customer Strategy President and Head of this initiative at Big Bazaar, "There is a lot of commonality between Big Bazaar consumers and prospective Nano buyers. Big Bazaar as a concept appeals to the masses and with over 150 million footfalls every year, we are trying to see how we can sell Nano, which has a similar positioning".

It went for further Joint Ventures with Food hall, a premium food destination across 10 destinations in India. Big Bazaar

also entered into an agreement with Hindustan Unilever to co-develop and co-brand the products to be sold at the stores of Big Bazaar.

Big Bazaar signed a five year multinational deal with Cognizant Technology Solutions to upgrade their infrastructures and network of stores, warehouses, offices and data centers. Also it has partnered with Disney and has launched **"Kids Cookies"**, majorly for kids across India.

Big Bazaar redefined the concept of customer service with the launch of the Rajajinagar Family Centre in Bengaluru with its unique Seva initiative on 24th February 2012. In 2012, Big Bazaar launched its home delivery services in Mumbai.

In 2013, Big Bazaar introduced an exciting occasion for shopping **'April Utsav'**. It also introduced a unique customer membership program **'Big Bazaar Profit Club'**, the most innovative product that the Indian Retail Market has ever witnessed. It was a unique membership program where one can pay Rs. 10,000 and can shop for Rs. 1000 per month for the next 12 months i.e. Rs. 12,000 over a period of 12 months. After the huge success of 'Profit Club Rs 10000', Big Bazaar launches its new program **"Profit Club Rs 5000 card"**. On paying Rs 5000, customers will get a membership card topped up with Rs 6000, with which they can shop for Rs 400 every month for 15 months This card can be used across 240 + Big Bazaars, Food Bazaars and fbb- Fashion at Big Bazaar stores across the country.

In 2014, Big Bazaar and Ezone were voted as one of the **Top 50 Most Trusted Brands** in the country in the Brand Equity Survey 2013 conducted by Nielson. The survey also revealed that Big Bazaar is the 4th Most Trusted Service Brand of the country. A New Generation Big Bazaar, **Big Bazaar Family Centre** was launched at Alcove in Kolkata on January 6, 2014.

The latest offer in April 2015, **'Crazy Weekends'** on every weekend, Friday to Sunday will offer different crazy deals every week for the customers. The deals will involve Wacky Draws, Nutty Combos, Happy Hours, Maddy Flash sale & Bill To Pagal hai.

## CONCLUSION

Being in the business of retail and being closest to consumers, Big Bazaar has been a pioneer in setting new trends, creating new segments of consumers and offering new products and brands. It's a business wherein what delivers success and what leads to failure changes rapidly. It is a business that calls for



constant rebirth. Growth of Big Bazaar is built on the pillars of customer satisfying strategies, innovative promotional strategies and it's never ending hunger for improvement. The mantra for success is continuously reinventing the shopping experience with the right merchandize, right ambience, right price points and right customer service. The case study effectively captures how Big Bazaar have recreated these experiences across various products, stores and customer touch-points throughout their big journey.

## REFERENCES

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- [http://www.futureretail.co.in/pdf/Annual\\_Report\\_2014\\_2015.pdf](http://www.futureretail.co.in/pdf/Annual_Report_2014_2015.pdf)
- <http://www.futureretail.co.in/investors/annual-reports.html>
- <http://www.futureretail.co.in/media/press-release.aspx>
- <http://big-bazaar.co.in/tag/big-bazaar-crazy-weekends-offer/>

## Feedback From Employers

**Deepti K. (MCA 2012-2015)** is a skilled, thoughtful, and thoroughly professional Information Technology expert. She is part of the research group here at NIIT Technologies and is working on few new initiatives, which is commendable.

*Mr. Nitin Rajpal, Specialist, NIIT Technologies Ltd.*

**Arpit Jain (MCA 2012-2015)** is a very hard working person and wants to take more responsibilities in the team. He is a team player and has good leadership skills too.

*Mr. Vivek Kumar, Lead Technology, Nagarro Software Pvt. Limited*

**Faraz Alam (MBA 2011-13)** is punctual and disciplined. Even though he is too new into the system, still shows ownership attitude towards all the tasks that has been assigned.

*Gagandeep Singh Viridi, Manager, HCL*

**Parul Manchanda (MBA 2012-14)** worked with us for a short period but during that period handled the tasks very well. She is a confident and a rationale candidate with the capability to grasp things quickly and work with a very positive approach.

*Aayushi Gupta, Head Academics, Aakash Institute*

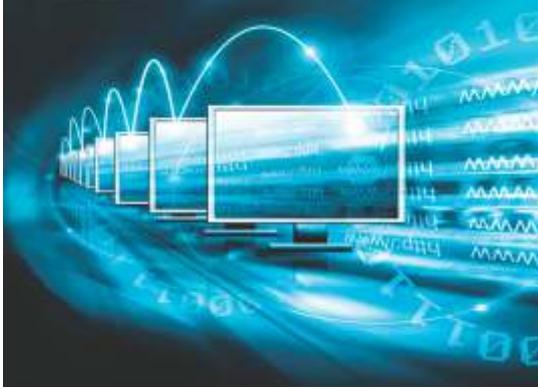
## CORPORATE EXECUTIVES' OPINE

### AMAR BABU, MANAGING DIRECTOR, LENOVO INDIA

*"A leader shouldn't forget the team's role"*

Lenovo is a \$39- billion multinational Fortune 500 company offering consumer, commercial and enterprise technology products. Its MD Amar Babu believes that leadership is about building a compelling vision and motivating team members to give their best to achieve that vision. A leader should never forget that they are successful because of their team. Leadership qualities are strong communication skills, being humble and open to learning new things.





According to him a leader is always on the stage and leading by example is the most powerful way to cultivate the leadership qualities. He advises his team to read management books, autobiographies etc and implement the learnings.

A leader needs to take many small and big decisions in the course of conducting business. From a business perspective, investing in building a strong channel base and having a good mix of internal and external talent becomes a foundation for the success of the organization.

To make Lenovo a successful brand in India, investing in building a strong, exclusive retail franchise network and regional distributors, and building service capability has helped. The most visible investment has been to have a brand ambassador.

To deal with the challenges, leaders need to build the confidence of the team by articulating a clear vision, get them to believe in it and execute it as a team. Lenovo's success has been driven by a clear strategy of 'Protect and attack' great globalization innovation and scale supported by local execution.



**KRISHNA KUMAR, VICE-CHAIRMAN AND  
MANAGING DIRECTOR, PHILIPS INDIA**

*"It's important for leaders to take ownership"*

Krishan Kumar has worked with several firms such as

Coopers & Lybrand Consulting, HSBC Investment Banking, Microland and Johnson & Johnson's health care division before joining Philips five years ago.

He believes that a leader is one who charts a purpose, galvanizes a team, inspires trust and confidence, goes all the way with the team and shows the way. A leader enlists the team for missions, hacks them and takes pride in their performance, achievement and growth.

He is a firm believer that leadership can be learnt with conscious observation, practice and mentorship. Seeking experiences outside the comfort zone and having an open mind to 360-degree feedback are most helpful in building one's leadership repertoire.

To be a successful business or functional leader, the person needs to exhibit five key competencies: great customer impact and deep consumer insight; strategic thinking with commercial acumen; organization and talent development record; ability to drive growth and profitability and demonstrate a track record of exceptional results. The leaders should go through surveys and management development centers to grow their self awareness. The fundamentals lie in leader-led learning and action learning.

It is important for leaders to take ownership. Good leaders are usually given challenging assignment where they may inherit problems from the predecessor. It is when the true character of the leader gets tested. Taking ownership of the situations inherited helps build his character and earns the trust and respect of the teams around.

The key to success of an organization is investment in building strong capabilities and assets-such as talent, brand, local innovation and reach, and building a strong end-to-end ecosystem.



## Books For Review

### AITBS PUBLISHERS

Title	Author	Edition / Year	Price (Rs.)
Research Methodology	Prof. (Dr.) A. Mustafa	3rd, 2015	250
Marketing Research: Text and Cases	Prof. (Dr.) A. Mustafa	1st, 2012	325

## Alumni Speaks

I would like to tell that when the name DIAS comes, its just the right college to study from. I started my journey of college in between the year but still enjoyed a lot. All the teachers are good and have ample of teaching experience and are very supportive. Thanks

**Ankit**  
(MBA 2013-15)

My experience with DIAS was amazing, I learned lot many things, got more confident about myself and my capabilities. Here my teachers taught me how to find my hidden talent & how to tackle various situations in life.

**Pooja**  
(MBA 2013-15)

The 2 years in DIAS have been filled with fun and frolic. I got so much from DIAS which I never expected when I had first come.

**Ausuf Hussian**  
(MBA 2012-14)

I will first start with my batchmates, who were all unique in their own way. Some friends became so good that I could not imagine one moment without them. The next part is food. Every other day, we bring delicious food in class and we used to eat it even in between the lectures. The teachers were so friendly and we were able to discuss every other thing with them.

Overall, the atmosphere was always filled with a lot of energy and enthusiasm not only that but I got a chance to explore my talent in the fest. I had the time of my life when I got a chance to sing in front of audience and my friends cheered for me.

To sum up, I would say that DIAS has given me a lot and I would cherish the moments I spent in this wonderful institution.

## Parents' Feedback

I am highly impressed by the facilities provided and the help and support of the teachers. The teachers at DIAS are really hard working when it comes to development of each student. I can see how my son gradually improved himself while being there. Dias took care of academics as well as extra- curricular activities.

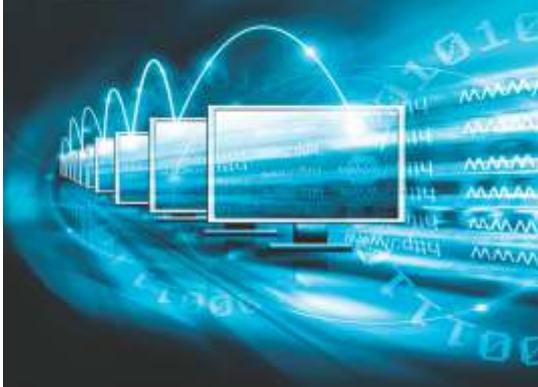
I am proud that my son, Sahil Mehra (MCA Batch 2012-2015) is placed at NIIT Technologies Ltd. as an Associate Software Engineer.

**Mr. Rakesh Mehra**

DIAS has been a great platform for the overall development of my child, Shweta Chhabra (MCA Batch 2012-2015). She has been placed with CSC India Pvt. Ltd. as Associate Professional Application Developer

The faculty in DIAS is very helpful and contributes a lot in bringing out the best in each student.

**G. K. Chhabra (Businessman)**



## Readers' Views

Thanks for the copy of DIAS Times. As always, I enjoyed reading the DIAS Times and do appreciate the efforts that you and your team puts into creating such a colorful and informative publication. Colorful pictures do help me to be virtually there at the institute.

**Dr. Suneel Maheshwari**  
Professor, Indiana University of Pennsylvania

## The Men In News



### PHYLLIS OMIDO

I remember my mother's prayers and they have always followed me. They have clung to me all my life.

*-Abraham Lincoln*

WOMEN have been known for their strong will and determination for ages. History has names written all over where instances of women fighting for their homeland, honour, loved ones and children are mentioned in golden words. One such name has been added in recent times by Ms. Phyllis Omido, a resident of Kenya.

A graduate in Business Administration from University of Nairobi, Omido has worked in industries of Kenya for more than 15 years. Her work experience helped her in achieving the job of a Community Liaison Officer with a smelting plant which started operations in 2009 at OwinoUhuru. She prepared an Environmental Impact Assessment (EIA) report which showed that the plant was releasing lead into the environment and recommended for closure of the plant there and shift it to other premises. But instead of working on the report, she was reassigned some other work and another consultant was brought in by the management to finish the EIA.

At the plant, lead from used car batteries was being salvaged, the fumes of which were released into the environment. Not known to the local people, untreated acid wastewater was being left on the loose into streams, which the residents were using for their daily needs. Effects of these started showing when the locals began facing health hazards. Omido realized the danger when her own child became sick. He was rushed to the hospital and after being checked for typhoid and malaria, the results showed that lead content was more than normal in his body. She randomly picked up three children and had their tests done. The test reports showed that their bodies had lead level above the safety standards set by the US Centers for Disease Control and Prevention.

Omido met the management and concerned company leaders regarding closure / shifting of the smelter. Yielding no results from that side, she quit her job and began her campaign for closure of the plant. She founded the Centre for Justice, Governance and Environmental Action (CJGEA), an organization which addressed environmental issues facted by the settlements near Kenya's industrial areas. It was registered in Kilifi County and based in Mombasa. The organization is also involved in addressing issues such as governance, policy change and human rights. It also provides for education, legal aid, activism and human rights, climate change and environmental governance.

Omido organized a demonstration against the company leaders and government officials against closing of the plant



and was arrested along with 16 other members of CJGEA. Police confiscated documents and computers after raiding the offices of organization. She was charged with illegal gathering and violence inciting but the case was dismissed by the magistrate stating that actions taken by her were within legal limits. This did not provide safety for both her and her child. She was accosted by armed men outside her home in 2012, wherein she succeeded in giving them a slip.

CJGEA started getting help from Human Rights Watch and other groups. She met with the United Nations Special Rapporteur on toxic waste and prompted the Kenyan Senate to visit and assess the plant for toxic claims. The report was found satisfactory which resulted in closure of the plant in January 2014.

She has attended a United Nations Environment Programme on human rights and environment, represented Kenya's HRD's at Risk in Dublin, Ireland in 2013. Attended the Universal Rights Group Consultative Forum for Environmental Human Rights Defenders in Geneva and the 3rd United Nations Institute for Training and Research – Yale Conference on Environmental Governance and Democracy at Yale University, Connecticut, KIOS, the Finnish International Human Rights Seminar in 2014. Her efforts have helped in relocation of three toxic waste smelters in poor, urban settlements to other parts of Mombasa.

Omido was one of six recipients of the 2015 Goldman Environmental Prize. It is the largest in the world for grassroots activists whose cause is the environment. She received a trophy along with prize money of \$175,000 USD or 5.7 million Kenya Shillings. Here's wishing her success in her future efforts in saving the environment.

## SALMAN KHAN

*"I can get caught in many things but there is one thing I will never get caught in, and that is acting - because I don't act. On screen I am like I am in real life."*

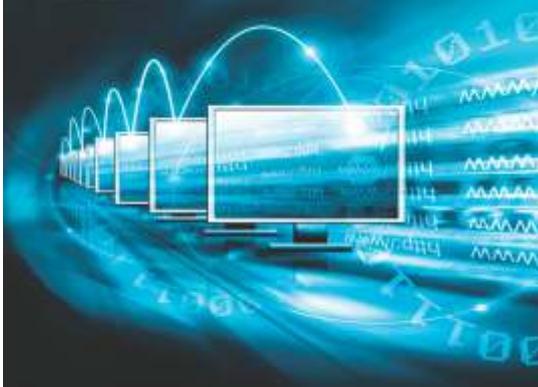
Life is a canvas - and its left to us to fill it with the colours we wish. Some colours might be calm, some bright and some bold, that is how life is. It is filled with different shades of our moods and temperaments and depending on them, our life takes shape. This is how we would describe the life of Actor/Producer, Television Personality & Humanitarian Salman Khan aka Abdul Rashid Salim Salman Khan.



Eldest Son of Bollywood screen writer Salim Khan, Salman Khan had everything in his favour. His first main stream movie with a leading role went on to establish him as a heartthrob of the nation. What followed has been a bungee ride of exhilaration. Some movies of his have fared beyond imagination, some proved him an actor of mettle whereas some have just fizzed away. Year and year, Salman has proved that he is an amazing actor and has become a top grosser movie star.

Being content with what you have is not his cup of tea, hence, he has added to his belt caps of a producer and television performer too. His game show "Dus ka Dum" was a great hit, which won him awards too. TV Reality show, "Big Boss" gains TRP's not just for brick bat happening on the show, but also for his anchoring. He has established himself as a very fine actor who has learnt the art of handling movies and TV with the same ease and finesse. He has started his own production company called Salman Khan Being Human Productions (SKBH Productions) and Salman Khan Films (SKF).

Salman has tried his hand at singing too and has given some hit renditions too. He has been associated with brands such as Limca Soft drink, Hero Honda, Double Bull shirts, Thums Up, Mountain Dew, History Channel, Suzuki, Red Tape Shoes, Relaxo Hawaii, Wheel, Chlormint, Sangini Jewellery, Dixcy Scott, tablet Black Berry Playbook, Britannia's Tiger Biscuits, Ranbaxy's Revital, Rotomac Pen, SSF Sonic Batteries, fashion label Splash and Yatra.com of which he has been made a share



holder. He has been signed as the brand ambassador for Astral Poly Technik Ltd., the leading manufacturers of plumbing and drainage systems in the country.

He is well known for his loyalty and love towards his family. His single status at the age of half a century makes him the most eligible bachelor of the country. Salman is adored as a son, brother & uncle. His family vouches for him. His personal life had been of immense interest to his fan followers, especially the question “Salman shaadikabkarega”. Media is always atop about his relationships and linkups, none of which seem to be fruitful as yet.

Just like success and Salman go together, so do Salman and controversies go hand in hand. Salman seems to be having a hang of getting into controversies, one after the other. In the initial stages of his career, he had a showdown with media, which got sorted with time. Then came the Hit –and-run-case wherein he has been held up responsible for drinking and driving in Mumbai. He has earlier been convicted but later acquitted of all charges in the case. A court case is going on against him in the High Court of Rajasthan as he is being tried for hunting the Chinkara, an endangered species of deer. Salman invited wrath of public for his remarks on 26/11 attacks. He later apologized for his comments.

Salman has been involved in several charities during his career. An NGO called Being Human had been started by him which sells T-Shirts and other products online and in stores. Part from these sales go to a worthy cause supporting the underprivileged. It is a registered charitable trust set up by Salman Khan, who funded the foundation using his own money in the initial stages. The Foundation has two focus areas i.e. Education and health care. Salman has undertaken initiatives such as Being Human Art, Being Human Merchandise and Being Human Gitanjali Gold Coins to increase the reach and corpus of the Foundation.

Money generated from SKBH productions will be donated to Being Human. He has ranked 7th in Forbes's first global list of highest paid actor in the world, regularly features in the listings of the most influential people in Indian Culture and declared “The Most Attractive Personality” in India by a leading magazine in 2015. He has won many awards which include 2008 – Rajiv Gandhi Award for Outstanding Achievement in Entertainment. Hope this actor of the masses excels more and more in his field of work and with Being Human.

**Ms. Rita Sharma**  
Accounts Assistant, DIAS

## Recent Notifications

### CORPORATE AND OTHER LAWS

#### SEBI BACKS FOREIGN PORTFOLIO INVESTORS, RAISES CONCERN OVER IMPACT OF MAT

India's capital markets regulator has stepped in to back foreign portfolio investors (FPIs) as they oppose the minimum alternate tax (MAT). In a recent letter to the finance ministry, Sebi has voiced its concerns over the possible impact of MAT on foreign funds — the largest group of investors on Indian stock exchanges.

### BANKING

#### RBI TO PRESCRIBE NET STABLE FUNDING RATIO FOR BANKS

In a bid to ensure banks maintain adequate liquid resources, Reserve Bank of India (RBI) plans to prescribe a net stable funding ratio (NSFR) under the Basel-III framework. NSFR is the amount of available stable funding relative to the amount of required stable funding. NSFR limits over reliance on short-term wholesale funding, encourages better assessment of funding risk across all on- and off-balance sheet items, and promotes funding stability. RBI proposes to make NSFR applicable to banks from January 1, 2018.

The available stable funding is a portion of capital and liabilities, expected to be reliable over the time horizon considered by the NSFR, which extends to one year. The amount of stable funding required is a function of the liquidity characteristics and residual maturities of the various assets held by banks.

The NSFR requirements are over and above the Liquidity Coverage Ratio (LCR) norms announced earlier. The NSFR would be applicable for Indian banks at the solo as well as consolidated level. For foreign banks operating as branches in India, the framework would be applicable on a stand-alone basis.

In the backdrop of the global financial crisis that started in 2007, the Basel Committee on Banking Supervision (BCBS) proposed certain reforms to strengthen global capital and liquidity regulations, with the objective of promoting a more resilient banking sector.

BCBS issued the final rules on NSFR in October 2014. RBI has



started phasing in implementation of the LCR from January 2015.

Banks would be required to meet the NSFR limit on an ongoing basis. By December 2017 quarter, they should have the required systems in place for such calculation and monitoring.

## DIRECT TAXES

### WIDENING OF TAX BASE: E-COMMERCE BUSINESS NOW ON TAXMAN'S RADAR

The Income Tax department has turned its scanner on the burgeoning 'e-commerce' business in the country with the taxman deciding to monitor a host of services conducted by these popular online portals to better fill up the revenue kitty. After making an official assessment report on the online retail business in India, the department has decided to track these "huge business" conducting services for extracting the special category of Tax Deducted on Source (TDS) which is taken from the payment made by firms and organisations for getting special services done on the internet retail space.

### FRIVOLOUS TAX DEMANDS TO HURT RATINGS OF I-T OFFICERS

In a bold attempt to reduce frivolous tax demands, the income tax department has decided to overhaul the annual performance appraisal system for tax officials, relying on the quality and effectiveness of their work and not plainly on the quantum of tax demands raised. Error-free and well-reasoned tax demands, which are made following all principles of natural justice and are not struck down by courts subsequently, would earn an officer a good grade, not frivolous, high-pitched tax claims that do not stand the test of appeal.

Since one of the parameters of the new appraisal system would be the actual amount of tax eventually collected, field officers are likely to make realistic assessments.

The move is likely to cheer businesses, many of which had been confronted with huge tax demands in the recent past, especially in the case of cross-border transactions. It is also in sync with the Modi government's promise of non-adversarial tax regime. While ensuring that tax officers are held accountable for their actions, the government would also make an earnest attempt to enhance the tax base from 4.7 crore assesseees.

The department, which has set a target of 14.6 per cent

growth in direct tax collections this fiscal, would take steps that would act as a deterrent to tax evasion. These measures include taking a more proactive approach in initiating prosecution of defaulters and seeking "assistance in tax collection" on a regular basis from other countries where Indian defaulters have assets.

To send a strong message of deterrence to evaders, the CBDT has decided to inform field officers not to go by the letter of a 2009 prosecution manual, which said that charges of willful attempt to evade tax can be initiated in cases where penalty of Rs 50,000 has been imposed for concealing details of income, which has been confirmed by a tribunal. Instead, the message to field officers now is to launch prosecution in all cases they deem fit, not restricting themselves to only those that met the manual criteria.

### TO BRING MORE PEOPLE IN TAX NET I-T EYES TIER-II CITIES

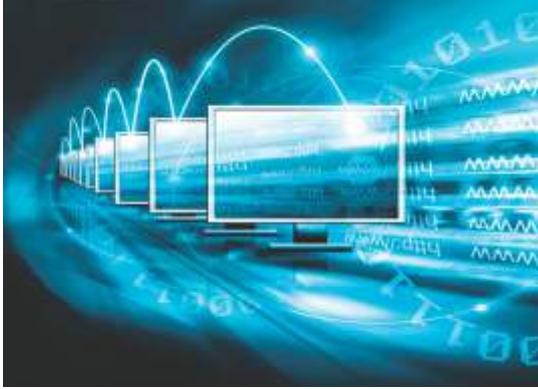
The income tax (I-T) department has decided to focus on tier-II cities like Jaipur, Surat and Lucknow, among others, to bring more people who reside in these cities under the tax net. The plan is part of the governments' recent directive to Central Board of Direct Taxes (CBDT) to bring in at least 2.5 million new assesseees under the tax ambit every month. Senior officials said, "they would unleash the power of smart-technical intelligence and business computation databases to tap potential entities and ensure the overall tax regime remains non-adversarial and non-intrusive while undertaking this task".

A trend analysis done by CBDT and other agencies points towards the fact that tier-II cities have a very large untapped potential in terms of getting more individuals and entities under the tax paying bracket. The department has decided to undertake this task in a mission mode.

## INDIRECT TAXES

### 1% TAX ABOVE GST MAY HURT "MAKE IN INDIA"

Chief Economic Advisor, Arvind Subramanian criticised the proposal to impose a one per cent levy over the Goods and Services Tax (GST) to help manufacturing states. According to him, the government should reconsider this levy as it could make intra-state movement of goods expensive and hurt the Make in India campaign. "Think of a good going from Gujarat to Tamil Nadu, crossing four states. The good would embody



an additional tax of about four-five per cent, because it is one per cent in every state. That might make it easier to import into Tamil Nadu from Bangkok".

The chief economic advisor (CEA) also said the time was right for the Reserve Bank of India (RBI) to cut the policy rate as inflation had moderated and the fiscal deficit was contained.

To address manufacturing states' concerns, the Constitution amendment Bill on GST had provided for an additional one per cent tax for two years. The tax was proposed to bring on board manufacturing states, as these were against the destination-based GST. The Bill has been referred to a Rajya Sabha select committee, which is expected to submit its report at the beginning of the next session of Parliament. The Lok Sabha had cleared the Bill.

## INSURANCE

### INDIAN PROMOTER MUST HOLD 26% STAKE IN INSURANCE JOINT VENTURES: IRDA

The Insurance Regulatory and Development Authority of India has mandated a minimum 26% equity holding by the Indian promoter in any insurance company to ensure that the local investor does not use the liberal foreign investment and listing policy to dilute accountability. The regulator insists that the mandatory 26% stake to be held by the local promoter will ensure that there is accountability and that the management does not rest with the foreign company alone in the event of a single block of holding falling below 25% — public shareholding limit — when a company goes for listing.

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