

DIAS TIMES

DELHI INSTITUTE OF ADVANCED STUDIES

(An ISO 9001 : 2008 Certified Institution)

VOLUME 16 No. 2

61

APR. – JUN. 2016

Contents

Editorial	02
DIAS - A Mission to Excel	03
Academic Contribution by Faculty	03
Placements at DIAS	04
Activities at DIAS	04
The Latest Buzz	11
Scholastic Impressions	14
Book Reviews	18
Students' Section	20
Corporate Executives' Opine	22
Feedback from Employers	23
Alumni Speaks	24
Parents' Feedback	24
Readers' Views	25
The Men in News	25
Recent Notifications	27
Technology Browser	29

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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.

Ms. Neetu Chadha
Editor





DIAS

A Mission to Excel

Delhi Institute of Advanced Studies is '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 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. N. Malati 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

1. Management Accounting Principles & Practice, 9th Edition for B.Com (Hons), Vth Semester (CBCS) III Year of S.O.L of Delhi University. (2016-2017) (Mahavir Publications)
2. "Corporate Laws", 1st Edition, April 1, 2016. (Himalaya Publishing House Pvt. Ltd.)

MS. PRATIKSHA TIWARI, FACULTY, DIAS

Paper titled "Generalized Entropy for Intuitionistic Fuzzy Sets" accepted for publication in SCOPUS indexed journal Malaysian Journal of Mathematical Sciences (MJMS) 10(2): 209-220 (2016).



Placements at DIAS

The April to June quarter marked the students entering into a new phase of their professional careers: the corporate world, after the session came to an end on March 31st and striving towards creating a niche for themselves. Nevertheless, big and new brands like Liberty, Mansukh Securities, YES Bank etc. also were the recruiters who carried on with their recruitment process, during the period.

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. Four students of this batch have also kick start their own ventures with the urge of generating employment opportunities and a few intended to pursue higher studies to venture into better avenues, thereafter.

Overall the placement drive of MBA Batch 2014-2016 has been over whelming filled with pride and more than 80% of students have been placed with many students having more

than one offer in hand. The placement process at DIAS is a year round activity and the Students Industry Interface Forum always strive for more than 100% placements target and we still have companies lined up to conduct the recruitment process, immediately after the end of their final examination making us achieve our targets before the commencement of the next session. The students are no less in putting their continuous efforts to maintain the sheen of DIAS in the corporate world.

The placement drive for MCA students that started in August 2015 reached its pinnacle by January 2016 with more than 75% students being placed in companies like NIIT, Expicient, Pragiti, NCR corporation etc. Few students opted to train further in varied area of interest like android, networking and digital marketing. From April to June almost 85 % of the students were placed in companies like Fundoos.com, Netlink, etc.

Activities at DIAS

INTERNATIONAL DAY OF YOGA-2016



In order to celebrate the International Day of Yoga, Delhi Institute of Advanced Studies organized a session on 'Yoga &

Its Benefits' for its Faculty and Staff members. MR. MUKESH JOHRI, a well-known Yoga Instructor, with his team of yoga



practitioners talked about the benefits of Yoga for a healthy living. He discussed about certain aasnas to reduce stress, weight and certain other ailments. The session was very interesting and the faculty/ staff members asked queries about their personal health issues.

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. N Malati, Director, DIAS and programme coordinators (MBA & MCA) delivered the farewell address.

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'16' – the farewell ceremony on April 22, 2016 (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,





Students also shared their memories while their stay in DIAS.



Some cultural performances were also showcased by the juniors as a gesture of respect for their seniors.

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





FACULTY DEVELOPMENT PROGRAM ON "ADVANCED DATA ANALYTICS WITH SPSS & AMOS"



Information technology and internet together infused with huge amount of data. Consequently, accumulating, storing, understanding and analyzing data at a large scale is equally important and complex. That's why analytics has become so significant in today's research environment. Application of analytics into research is a method of converting data into conclusions through analysis which leads inferences and then suggestions to various bodies. According to a report by NASSCOM (in partnership with Blue Ocean Market Intelligence), "The analytics market in India could more than double from the current \$1 billion to \$2.3 billion by the end of 2017-18". With such an enormous growth, there is an explosion of data and transformation of data to information that can be applied for the benefit of the research academics and business. An organized and efficient decision methodology that associates data with knowledge of process, domain and technology is now an important ability. There is a constant need for persons capable of doing this at different levels in the academics and industry.

DIAS organized one week Faculty Development Programme on "Advanced Data Analytics with SPSS & AMOS" from 5th to 11th June, 2016. The resource persons for the FDP were Prof. V Shekhar, Adjunct Faculty at IIM, Indore and GGSIPU in Statistics and Research methodology, Ms. Pratiksha Tiwari, Assistant Professor, DIAS, Prof. Sanjiv Mittal, Dean, USMS, GGSIP University and Dr. Neeraj Kaushik, Associate Professor, NIT, Kurukshetra.

This FDP intended to assist participants in solving problems with the help of softwares. During this FDP, academicians, faculty members, research scholars, industrial practitioners and Ph.D. students of different disciplines gained insights of advanced analytical techniques along with theoretical and practical exposure based on SPSS and AMOS. The

programme focused on rigorous seven days practical hands on training using real time data and various statistical analyses on SPSS and AMOS.

The FDP began with a discussion on theoretical background and basic concepts of SPSS. On 6th June 2016, the resource person Prof. V Sekhar explained the process of conducting basic as well as advanced management research equipped with multivariate data analysis methods like Multiple regression and Logistic regression.



On third day of the FDP i.e 7th June, 2016, Ms. Pratiksha Tiwari discussed about Exploratory Factor Analysis (EFA) and Data cleaning. EFA is a dimension reduction techniques and it is used when multi-collinearity exists amongst the variables.

Prof. Sanjiv Mittal, Resource Person for the fourth day, delved upon Correspondence Analysis, MANOVA, Discriminant Analysis and Cluster Analysis. Multivariate analysis procedures are used to analyze data when we have made multiple measurements on items or subjects. We can choose to analyze the data covariance structure to understand it or



to reduce the data dimension, assign observations to groups, explore relationships among categorical variables. Because Multivariate analysis does not compare tests of significance for multivariate procedures, interpreting the results is somewhat subjective. However, we can make informed conclusions if we are familiar with our data.

Next day on 9th June, 2016, Ms. Pratiksha Tiwari elaborated background of SEM and CFA. Structural Equation Modeling allows us to test specific hypotheses about the factor structure for a set of variables, in one or several samples.



On 10th and 11th June, 2016 the resource person Mr. Neeraj Kaushik explained Structural Model Testing- SEM with AMOS, Higher order SEM with AMOS, Mediation effect with AMOS, Control effect with AMOS, Write up and Reporting AMOS analysis. Each session was supported by practical examples with hands on experience using computer software.



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





Ms. Pratiksha Tiwari Event Co-ordinator, delivered the vote of Thanks. This FDP was a learning experience for all and this exposed the participants with the methods, models and analytical tools applicable to analyze data for better understanding.

FACULTY DEVELOPMENT PROGRAMME ON “COMPUTATIONAL INTELLIGENCE: TOOLS, TECHNIQUES, APPLICATIONS AND RESEARCH TRENDS”

One Week FACULTY DEVELOPMENT PROGRAMME on “Computational Intelligence: Tools, Techniques, Applications and Research Trends” was organized from 11th – 17th June 2016 at Delhi Institute of Advanced Studies. The participants included academicians from esteemed institutes and researchers. The Faculty development Program



focused on the theory, design, application, and development of computational paradigms emphasizing neural networks, evolutionary programming, and hybrid intelligent systems. It also deliberates upon different facets of the field of Computational Intelligence that is vast, versatile and fascinating and attracting rich scientific research activities. Hands on experience of these techniques were done using MATLAB and 'R'

Computational Intelligence uses a combination of five main complementary techniques. These techniques include fuzzy logic which enables the computer to understand natural language, artificial neural networks which permit the system to learn experiential data by operating like biological neural networks, evolutionary computing which is based on the process of natural selection, learning theory, and probabilistic methods which help in dealing with uncertainty.

The program commenced with the inaugural session wherein Dr. N. Malati, Director, DIAS introduced the resource person Dr. R K Agrawal, Professor JNU, Delhi.

The first day of the program started with an introduction to Deep Learning by Dr. R K Agrawal. He discussed about deep learning and its architecture. Deep Learning is learning





multiple levels of representation and abstraction that help to make sense of data such as images, sound, and text. Deep learning (deep structured learning, hierarchical learning or deep machine learning) is a branch of machine learning based on a set of algorithms that attempt to model high-level abstractions in data by using multiple processing layers, with complex structures or otherwise, composed of multiple non-linear transformations.



On day two Dr. R K Agrawal discussed how auto encoder can be coded using deep learning. The participants implemented real time example of Neural Network using Matlab.

On day three, Mr. Harminder Singh, Senior Software Developer from HyTech and trainer, CERG discussed Real

Time Mobile Implementation, development of real time mobile applications. He also discussed the latest technology Internet of Things (IoT) and its applications.

On day four, Dr. Harshit Arora, Scientist, IBM and Dr. Nidhi Arora, Associate Professor, G.D. Goenka discussed on



Knowledge Graph and language R. The Knowledge Graph is a knowledge base to enhance the search engine's search results with semantic-search information gathered from a wide variety of sources. He discussed how knowledge graph can be used in Social Media Analytics. Knowledge graph can also be used in natural language processing.

Dr. Nidhi gave introduction about Language R and discussed





how it can be used in text analytics research. The R programming language is an important tool for development in the numeric analysis and machine learning spaces. The session was very helpful for those who are already doing research in R.

On last day, a session on ERP was conducted by Dr. Ashim Raj Singla, Faculty, IIFT New Delhi. He discussed different modules of ERP which included inventory, Finance & Accounting, Customer Relationship Management(CRM), Engineering / Production and Supply Chain Management (SCM). This session was very enriching.



The event concluded with valedictory session. Certificates were distributed by Dr. S. N. Maheswari, Academic Advisor, DIAS to the resource persons, participants and the organizing committee members.

Dr. Barkha Bahl, Event Incharge, extended her vote of thanks. The program was very enriching and useful as the participants gained in depth knowledge of deep learning, computational



intelligence and some of latest technology like IoT.

The Latest Buzz

MANAGEMENT

GLOBAL OIL GIANTS SEEK INROADS INTO INDIA'S RETAIL FUEL MARKET

India's fuel markets are offering a lucrative prize for the world's oil majors like Saudi Aramco and Total plan who seek outlets for their gasoline and diesel. According to the reports of the International Energy Agency, India has posted the fastest oil demand growth in the world in the first quarter of 2016 and is replacing China as the driver of global growth. As the government ended decades-old control over the retail prices of gasoline and diesel, the fuel marketing in India has turned profitable. The world's fourth-biggest oil consumer, India, has recently offered Saudi Aramco a stake in refineries and petrochemical projects. Even the local private oil refiners Reliance Industries and Essar Oil have started opening their mothballed fuel stations and are adding new ones to expand business.

French major Total and European major Royal Dutch Shell that had a limited presence in India are also keen to strengthen their presence in the fuel retailing business and plan to expand the retail network in a big way in southern India now. This is going to impact growth in our country in a big way.



SKILL TRAINING TO BE SCALED UP TO COVER 1.5 CRORE PEOPLE IN INDIA

Skill training in the country will be scaled up to cover 1.5 crore people and the capacity of IITs will be enhanced by over six lakh, as more than 5000 new ITIs will be created during 2016-2017. At the First Meeting of Governing Council of National Skill Development Mission, Prime Minister Modi stressed the need for proper skill mapping and identification of the future requirements for skills so that school-children and parents are well aware of the emerging trends in the job market. To meet the global requirement of skilled workforce a similar exercise should also be done to map the skilled manpower requirements at the global level and it includes scaling up of skill training to cover at least 1.5 crore people during 2016-2017. The Central Board for Skills Certification will be set up by September 2016 to infuse quality into India's skill development ecosystem and leveraging unutilized infrastructure in existing engineering colleges for skill training courses. Unutilized infrastructure in existing engineering colleges will be leveraged for skill training courses. Profit making Public Sector Units (PSUs) will be mandated to scale up apprenticeships, upto 10 per cent of total manpower over the course of this year and Private corporations are also expected to follow suit. 500 Pradhan Mantri Kaushal Kendras will be opened this year and provide skill training free of cost to India's aspiring youth.

FLIPKART SCARE: IITS, IIMS PLAN TO TIGHTEN RECRUITMENT NORMS

Stung by Flipkart's deferment of joining dates of graduates from various Indian Institutes of Management (IIMs), country's premier B-schools and Indian Institutes of Technology (IITs) are considering altering the norms for campus recruitment by companies, particularly start-ups.

The IITs are also planning to relax the 'one student one offer' norm and allow students to sit for multiple interviews. There was arm twisting by other start-ups at some of the campuses last year for day zero and day one slots. One of the suggestions is to shift placement dates for start-ups to March when firms are in a better position to decide on their hiring plans.

The government has also said that companies should keep students' interest in mind. While deferred placements are not new at the IITs and IIMs, the Flipkart issue is unprecedented in many ways. In the past, IITs and IIMs have seen firms inducting students stretching over a few months, but the companies

would clearly indicate this to the students and the institutes.

Flipkart, which has hired in the past from IIMs and IITs, this year informed students it was deferring their joining to December on May 20, just three days before the candidates were to join its offices. Flipkart has cited an organisational rejig for the deferment and has committed Rs 1.5 lakh as a joining bonus for each candidate. After a public spat with IIM Ahmedabad, it increased the bonus to Rs 3 lakh.

In some cases, multinational companies have extended joining dates for students due to visa issues. These companies would then onboard the students at domestic locations when visas could not be issued for overseas postings. But this would be the case for a student or two and had not affected a large number of students or even several campuses.

DO YOUR EMPLOYEES HATE THEIR JOB?

This is the very question every employer should ask to himself with an aim of judging how much is he contributing towards his employees. The most common time to have a heart attack is 9 a.m. on a Monday—the start of the workweek. The New York Times in 2006 confirmed what many workers already knew to be true: Staring down five more days at a job they can no longer tolerate is just too much to bear. When you employees bear such feelings that means it's high time for employers to sit and introspect the problems leading to such situations or breakdowns. Wittman, founder of the leadership consultancy Mental Toughness Training Center in Greenville, S.C., and author of *Ground Zero Leadership: CEO of You* (Get Warrior Tough Media, 2016) states that the specific, concrete things an employer can do to make a disgruntled worker happier? He suggested that employer should give their employee a target. If a worker is struggling, ask him to make an honest assessment of what he wants his life to be like in 10 or 20 years. Once he's identified his target, ask if his current job helps or hinders him from that goal. If it can help, point that out and find ways for the job to further his aspirations. Secondly encourage and empower the worker let him become his own boss. Let them have the power to work and perform and let them design their services in their own fashion. Finally, encourage the worker to practice putting all his effort into solving challenges, overcoming obstacles and adding value instead of rehashing, rehearsing and restating problems. Being solution-oriented, overcoming difficulties and over-delivering completely eradicate feelings of being trapped and subservient to a horrible boss, a less-than ideal paycheck or the company as a whole. These practices will help



the employees love their job as well as the company along with their bosses.

MOMENTS OF TRUTH IN MARKETING:

Many people associate a moment of truth with war or battle, a time when people have to stand up for what they believe in and take unappealing and dangerous actions for the common good. Thank goodness those moments are far between, but they aren't the only moments of truth that individuals or companies have. Moments of truth happen all the time in business. There are six steps in that relationship; that is, the customer lifecycle: discovery, evaluation, purchase, use/experience, bond, and advocacy. Almost any company with a reasonably incentivized sales team can get through the first three or four parts of the lifecycle. But when they get to bonding, many companies fall down. Their customers get frustrated, some leave, and some spread unflattering words. When bonding fails it's usually because the vendor failed one or more moments of truth. Failing to bond means fewer customers say good things about a vendor, whether unsolicited or via a formal Net Promoter Score survey. Without good word of mouth it becomes harder to sell.

In this environment, marketing has a very special role to play because it's not expected to simply pump out content. As more companies conclude that they can't ignore their installed base, in between pushing out their newest product or service, marketing's role changes from seasonal to year-round. The year-round job is to ensure that the company is bonding with its customers, not once during the sales process, but continuously to create repeat business and advocates for the brand.

INFORMATION TECHNOLOGY

ROBOTS THAT TEACH EACH OTHER

Many of the jobs humans would like robots to perform, such as packing items in warehouses, assisting bedridden patients, or aiding soldiers on the front lines, aren't yet possible because robots still don't recognize and easily handle common objects. People generally have no trouble folding socks or picking up water glasses, because we've gone through "a big data collection process" called childhood, says Stefanie Tellex, a computer science professor at Brown University. For robots to do the same types of routine tasks, they also need access to reams of data on how to grasp and manipulate objects. Where does that data come from? Typically it has come from painstaking programming. But ideally, robots

could get some information from each other.

MICROSOFT, XIAOMI BECOME OFFICE MATES

Microsoft announced plans to sell 1,500 mobile technology patents to China-based Xiaomi, in a deal that will expand both companies' access to new markets. Microsoft's office apps will gain a stronger foothold in China, while Xiaomi's smartphones will gain a stronger global presence. The agreement calls for Xiaomi to ship Microsoft Office and Skype on its Android smartphones and tablets, which are among the leading brands in China and India, as well as in other global markets.

Microsoft Office applications -- including Word, Excel, PowerPoint and Outlook -- and Skype will come preloaded on Xiaomi's Android-powered Mi 5, Mi Max, Mi 4s, Redmi Note and Redmi 3, starting in September, 2016. The deal builds upon an existing relationship between the companies that put Windows 10 on the Mi Pad and Microsoft Azure on the Mi Cloud service. Xiaomi, founded in 2010 by Lei Jun, has grown to become one of the world's leading mobile phone makers. It has expanded rapidly into emerging Asian markets, like India, where it recently launched the Redmi Note 3. Now, Xiaomi rose to become the world's fifth-largest mobile phone maker during the fourth quarter of 2015, with 18.2 million shipments, or 4.6 percent of the market, according to IDC.

SMART LIGHT USED BY RESEARCHERS TO TRACK HUMAN BEHAVIOR

Using the power of the light around us, Dartmouth College researchers have significantly improved their innovative light-sensing system that tracks a person's behavior continuously and unobtrusively in real time.

The new Star Light system has a wide range of practical applications, including virtual reality without on-body controllers and non-invasive real-time health monitoring. The new system advances the researchers' prior License design by dramatically reducing the number of intrusive sensors, overcoming furniture blockage and supporting user mobility.

The results have been presented on June 27 at the ACM MobiSys 2016, the 14th ACM International Conference on Mobile Systems, Applications, and Services.

The researchers studied the use of purely ubiquitous light around us to track users' behavior, without any cameras, on-body devices or electromagnetic interference. They were able to reconstruct a user 3D skeleton by leveraging the light emitted from LED panels on the ceiling and only 20 light



sensors on the floor. The system can track the user's skeleton as he or she moves around in a room with furniture and other objects.

"We're turning light into a ubiquitous sensing medium that tracks what we do and senses how we behave," says senior author Xia Zhou, an assistant professor of computer science and co-director of the DartNets (Dartmouth Networking and Ubiquitous Systems) Lab. "Our new work demonstrates a new unobtrusive sensing paradigm exploiting the light around us. It addresses several key practical issues of light-based sensing, including the furniture blockage, reliance on a large number of light sensors and user mobility. It pushes the vision of light sensing closer to practice surrounding smart objects, such as drones and smart appliances and play games, using purely the light around us. It can also enable a new, passive health and behavioural monitoring paradigm to foster healthy lifestyles or identify early symptoms of certain diseases. The possibilities are unlimited."

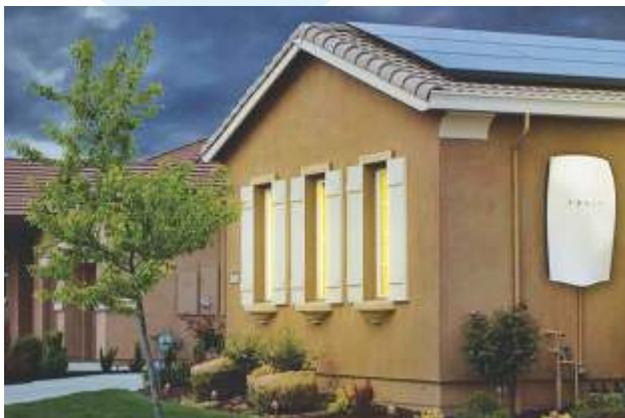
SOLARCITY TO DEVELOP ROOFS MADE OF SOLAR CELLS

A home with a Tesla Power wall battery system. The batteries can be installed inside or outside of a home.

Five million roofs are replaced each year in the U.S., so instead of simply swapping out old shingles with new ones, why not turn the whole roof into a solar power generator that's integrated with your home's electrical utility?

That is SolarCity's plan for a new product it expects to begin producing next year, according to statements made during the company's second-quarter earnings call.

During the call, SolarCity Chief Technology Officer Peter Rive alluded to a new product that would be produced at the soon to open Buffalo, N.Y., solar panel manufacturing facility. Then SolarCity co-founder and Chairman Elon Musk interjected and said the product would be a solar roof, "as opposed to a [solar] module on a roof."



Scholastic Impressions

MANAGEMENT

WHAT DOES YOUR BODY SAY ABOUT YOU?

Chayan Jain

Our body conveys thousand hidden meanings. Sometimes, the person's words are not in compatibility with the person's body. Understanding of the various components of body language with their interpretation can help one play the instrument of one's body language in a manner that everyone is enchanted by its music and gains a lot of insights into others and understand people's real emotions, feelings and meanings.

The body language particularly includes a person's facial expressions, leg and hand movements and positions and other gestures like eye movements, lip movements, nose movements, sitting postures and the kind of touch a person have. Crossed legs and arms have exactly an opposite meaning as that of open legs and arms. Handshakes, sitting on the chair, movements of body parts while sitting and standing reflect a number of personality traits and attitude of a person which the words spoken by the person might fail to do. The eye contact not just invites attention, initiates communication, erases ignorance, establishes a personal connect but also promotes bonding. It is indicative of sincerity, confidence and conveys honesty, truthfulness and friendliness.

Any individual can make one's body language effective by concentrating on the various mantras of purposefulness, moderation and randomness. One should believe in giving genuine and impromptu actions to look natural. It helps in grounding and emphasizing the content. The audience's attention is gained and also reduces tension and nervousness. Imitation of gestures makes a person uncomfortable and loses confidence. The person's face is the barometer of his/her attitudes, feelings, emotions, etc. Hence, the unconscious and unwanted emotions should be removed. All gestures should be in support or as a result of some stimulus, but gestures should not be used to initiate a result or thought.

The personality of a person can be improved by a polished body language which can be as result of cautious efforts put in by the person himself or herself, Watching television chat shows, rendezvous and news for their communication styles and body languages. One should always aim at expressing



one's best to attract the world. It should also be remembered that the body language should not be over generalized and it should always be tried to know, comprehend and interpret the circumstance and situation of a person being read.

Ms. Shilki Bhatia, Faculty, DIAS

(For full text, please refer to "What Does Your Body Say About You", IUP Journal of Soft Skills, Vol. X, No.1, pp 36-43)

"GLOBAL ECONOMIC TURMOIL: IMPACT ON INDIAN ECONOMY AND THE WAY FORWARD",

Harun R. Khan

Turmoil word defines a state of great disturbance, confusion or uncertainty. The current situation is characterized by "VUCA" environment in global economic scenario, which is volatile, uncertain, complex and ambiguous. Globalization and hyper-connectivity has created uncertainty. What would be its impact on Indian Economy and what could be the way forward has been discussed. In spite of eight years of Global Financial Crisis, world economy is not out of the woods yet. Central banks of Europe, U.K. and Japan continue to remain in an accommodative mode, a clear indication that growth and inflation have not recovered to a sustainable level. The U.S. economy has been doing well enough in growth terms for the Federal Reserve to begin in the process of normalizing policy rates that have been hugging the zero lower bound since late 2008. Inflation outlook in all these countries continue to be soft which has been dampening hopes of sustained recovery. Fears of further weakening of Chinese economy, its falling Equity market and the depreciation of its currency loom large over global economic prospects. In January capital outflows from China triggered sell offs across both Advanced economies, emerging Market and developing economies exacerbating currency declines and heightening volatilities.....

Dr Anju Batra, Faculty, DIAS

(For full text, please refer to RBI Bulletin, April 2016, Page 69-76,)

UPCOMING TRENDS FOR LEAN ADVERTISING USING YOU TUBE

Pooja Yadav & Neha Singh

The number of people using internet is constantly rising in India and the marketers are finding different ways to grab

those potential customers. Online advertising is becoming more and more popular as a part of promotion mix. Marketers are targeting various social media sites where they can find most of the traffic. The popular social media sites are Facebook, twitter, LinkedIn, Instagram, YouTube etc. The present article talks about YouTube as a powerful social marketing tool for online advertising. Marketers are finding YouTube a very good platform for Lean Advertising where at a very low cost they can tap a wide variety of audience and thus they can increase their reach. Marketers can post their online video ads on YouTube. This way marketers can choose their audience, can measure their effectiveness, can engage customers with their brands. Viewers not only watch the ads on YouTube, but they like them, post reviews and share them with others online. These ads are less irritating for the viewers as the skip option is always being given to them. Use of cookies help the marketers in engaging the customers whenever they revisit YouTube. There are so many success stories of popular and viral ads on YouTube. Big brands like ITC Ltd. Maruti Suzuki India Ltd., Bharti India Ltd., Dabur etc. are using this critical marketing tool with their overall media plans.

Ms. Roma Jaitly, Faculty, DIAS

(for full text, please refer to MERI Journal of Management & IT, Volume 7, No.2, April 2014, Pg. No.21-25)

DETERMINING THE ANTECEDENTS OF JOB STRESS AND THEIR IMPACT ON JOB PERFORMANCE: A STUDY AMONG FACULTY MEMBERS

Sudatta Banerjee and Payal Mehta

Stress is one of the most common problems faced by 90% of corporate these days. It's not just eating one sector but slowly and steadily has become the part of all the sectors including academics. Occupational stress often stems from unexpected responsibilities and pressures that do not align with a person's knowledge, skills, or expectations, inhibiting one's ability to cope. It can increase when workers do not feel supported by supervisors or colleagues, or feel as if they have little control over work processes. The present paper aims at determining the antecedents of Job stress and their impact on job performance: A study among faculty members.

The researcher conducted an empirical study with a sample of 110 management faculty teaching in B- Schools in Andhra Pradesh, India. In the research methodology, the researcher conducted factor analysis to find the major factors causing



stress among academician. The major stress factors are clubbed on the variables like long working hours, management behavior, relationships with colleagues, teaching and research responsibilities etc. Factor analysis also clubbed performance variables such as absenteeism, avoiding work, satisfaction from pay package, quitting job etc. The analysis involves regression technique to find out the impact of stress on job performance. The results of the study show that teaching stress leads to the job avoidance whereas work overload stress and poor interpersonal relationships lead to job dissatisfaction. Increased teaching stress due to teaching additional courses or dealing with a higher proportion of students or the pressure of research leads to avoiding work. It's high time for the educational institutes to inform their faculties about stress and its consequences and take appropriate steps to satisfy them and boost their performance.

Ms. Ruchika, Faculty, DIAS

(For full text, please refer to The IUP Journal of organizational Behavior, Vol. XV, No.2, April 2016, Page No. 7-24)

“VALUATION IN MERGER PROCESS”

Sangeeta Sanjeev Pandit & Rajesh Kumar Srivastava

Accurate business valuation is one of the most important aspects of success of any Merger or Acquisition activity. The M & A activity must make business sense and also be financially prudent. Valuation methods help to bring discipline and rigour in the negotiation process. One of the popular valuation methods is the Comparable Companies Method. The basic logic of this approach is that similar companies should be able to fetch similar prices. For comparison purpose, companies with similar growth rates and products are considered. Another method that is generally followed is the Discounted Cash Flow Method. It involves projections of future cash flows. The challenge here is to make projections in the light of uncertain political and economic environment. For a merger to bring in synergies, in the long run, the valuation must be fair and accurate. It is not a precise science of spreadsheets and formulae but an art involving ethics, forecasting techniques and creating a positive environment. Valuation needs more of forecasting ability.

The paper makes an attempt to study and understand the intricacies of the various Valuation methods followed and their applicability. About 10 executives of companies involved

in M & A activities have been interviewed. Also, secondary data available on public domain has been analyzed using various MS Excel tools.

The findings and results demonstrate that business restructuring is increasingly being carried out by M & A activity. Only a fair valuation and prudent post-merger management can lead to long-term synergies.

Ms Balwinder, Faculty, DIAS

(For full text, please refer to Journal of Teaching and Education, 05(01):361–370 (2016)

WHAT SHOULD MARKETERS DO DIFFERENTLY IN 2016?

Ginger Conlon

Complacency is not an option in today's marketplace. Changeable buying behavior, channel and technology proliferation, data profusion—these are just a few of the realities marketers face today that necessitate transformation. Whether it's improving on marketing strategies that work or taking an entirely new approach, marketers must shake up their practices in 2016. As we move into 2016, marketers need to shift their thinking around five key areas:

1. From channel-centric to consumer-centric. Instead of collecting unactionable cookies or device IDs, focus on how your company can be consumer-centric. You likely have troves of CRM data on your consumers already.
2. From all conversions to incremental. Stop zeroing in on all touched conversions and instead look at incremental results. Your brand equity is driving conversions; isn't it time you know how many? Question any partner who does not provide you incremental results to ensure you're getting the most out of your ad spend.
3. From theory to practice. Nothing beats firsthand experience. Get hands-on with new media channels like Snapchat or Pinterest yourself. Doing so will allow you to better engage in conversation with your consumers.
4. From a fragmented to integrated approach. Adopt a few, but integrated, solutions versus cobbling together your own fragmented solutions. This will help you maintain a tight chain of custody of your data and let you focus on your core competency.



5. And finally, from valuing the “first names” to “last names” of marketing. Whether it's social, digital, or search, don't forget that marketing is still about three fundamentals: acquisition, engagement, and monetization. These basics don't change despite the new labels.

Ms Divya , Faculty, DIAS

(For full text please refer to: www.dmnews.com/marketing-strategy/what-should-marketers-do-differently-in-2016/article/466183/)

INFORMATION TECHNOLOGY

DECISION TREE BASED ALGORITHM FOR INTRUSION DETECTION

Kajal Rai, M. Syamala Devi, Ajay Guleria

An Intrusion Detection System (IDS) is a defense measure that supervises activities of the computer network and reports the malicious activities to the network administrator. Intruders do many attempts to gain access to the network and try to harm the organization's data. Thus the security is the most important aspect for any type of organization. Due to these reasons, intrusion detection has been an important research issue. An IDS can be broadly classified as Signature based IDS and Anomaly based IDS. In our proposed work, the decision tree algorithm is developed based on decision tree approach. Feature selection and split value are important issues for constructing a decision tree. In this paper, the algorithm is designed to address these two issues. The most relevant features are selected using information gain and the split value is selected in such a way that makes the classifier unbiased towards most frequent values. Experimentation is performed on NSL-KDD (Network Security Laboratory Knowledge Discovery and Data Mining) dataset based on number of features. The time taken by the classifier to construct the model and the accuracy achieved is analyzed. It is concluded that the proposed Decision Tree Split (DTS) algorithm can be used for signature based intrusion detection.

Mr. Kamal Upreti, Faculty, DIAS

(For full text, please refer to International Journal of Networking and Applications, Jan- Feb 2016, Volume 7, Issue 04, Page 2828-2834)

ANALYTICAL MAPPING OF OPINION MINING AND SENTIMENT ANALYSIS RESEARCH DURING 2000–2015

R. Piryani, D. Madhavi, V.K. Singh

Opinion mining and sentiment analysis helps to extract opinions from large volume of data present on web. The new transformed read-write Web has resulted in a rapid growth of user generated content on the Web resulting into a huge volume of unstructured data. A substantial part of this data is unstructured text such as reviews and blogs. Opinion mining and sentiment analysis (OMSA) as a research discipline has emerged during last 15 years and provides a methodology to computationally process the unstructured data mainly to extract opinions and identify their sentiments. The relatively new but fast growing research discipline has changed a lot during these years. This paper presents a scientometric analysis of research work done on OMSA during 2000–2016. For the scientometric mapping, research publications indexed in Web of Science (WoS) database are used as input data. The publication data is analyzed computationally to identify year-wise publication pattern, rate of growth of publications, types of authorship of papers on OMSA, collaboration patterns in publications on OMSA, most productive countries, institutions, journals and authors, citation patterns and an year-wise citation reference network, and theme density plots and keyword bursts in OMSA publications during the period. A somewhat detailed manual analysis of the data is also performed to identify popular approaches (machine learning and lexicon-based) used in these publications, levels (document, sentence or aspect-level) of sentiment analysis work done and major application areas of OMSA. The paper presents a detailed analytical mapping of OMSA research work and charts the progress of discipline on various useful parameters.

Ms. Anita Yadav, Faculty, DIAS

(For full text, please refer Elsevier, Information Processing & Management, Available online 18 July 2016)

BEYOND 'POKÉMON GO': FUTURE GAMES COULD INTERACT WITH REAL OBJECTS

The augmented-reality game "Pokémon Go" may be the hottest thing in mobile gaming right now, but new advances in computer science could give players an even more realistic experience in the future, according to a new study. In fact, researchers say a new imaging technique could help make



imaginary characters, such as Pokémon, appear to convincingly interact with real objects. A new imaging technique called Interactive Dynamic Video can take pictures of real objects and quickly create video simulations that people, or 3D models, can virtually interact with, the researchers said. In addition to fueling game development, these advances could help simulate how real bridges and buildings might respond to potentially disastrous situations.

The smartphone game "Pokémon Go" superimposes images onto the real world to create a mixed reality. The popularity of this game follows a decades-long trend of computer-generated imagery weaving its way into movies and TV shows.

However, while 3D models that can move amid real surroundings on video screens are now commonplace, it remains a challenge getting computer-generated images to look as if they are interacting with real objects. Building 3D models of real items is expensive, and can be nearly impossible for many objects. Using cameras, this new technique analyzes tiny, almost imperceptible vibrations of an object. For instance, when it comes to curtains.

Mr. Neeraj Kohli Faculty DIAS

(For Full text refer to Scientific American
June 2016 pg 11-17)

BOOK REVIEWS

OPERATIONS RESEARCH THEORY AND APPLICATIONS



Author(s) : J. K. Sharma
 Publisher : TRINITY Press
 Edition : 6th
 Pages :
 Price : ₹ 789
 Reviewed by : Ms. Pratiksha Tiwari, Faculty, DIAS

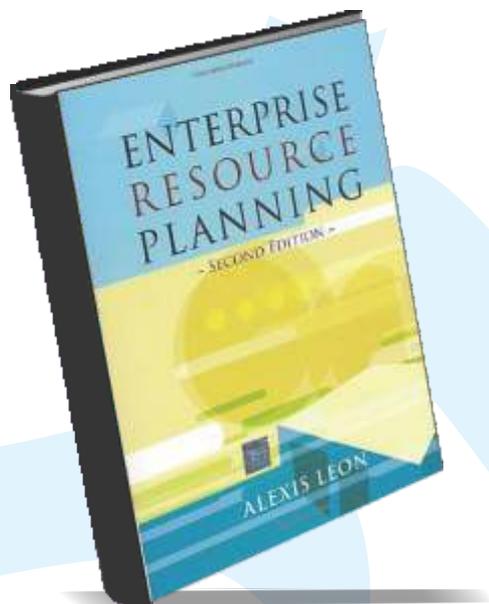
Objective of statistics is to maximize the efficiencies with minimal costs and efforts. These objectives are consistent with the objectives of the operations research (OR). It is an inter-disciplinary stream with applications in many disciplines such as Engineering, medicine, business, economics etc. The main principle of OR is to maximize or minimize profit or cost under the given constraints. Hence the statisticians, business professionals would be benefited by reading the book Operations research Theory and Applications by J.K. Sharma sixth edition. The book continues to provide a complete understanding of model formation, procedure of solving and analysis. Books easy to understand approach enables readers to understand concepts and apply techniques to decision making problems. The revised edition is extensive and in accordance with the various operational research techniques.

The text of each chapter has been reorganized to explain the concepts with interesting examples which provide an effective learning experience. Most of the topics contain management cases which help students to understand concepts in a practical way. Each chapter contains concept quizzes to cross check understanding of the principles. Conceptual questions, self practice problems with hints and answers at the end of each topic enable students to understand in a better way. Latest questions asked in various university and professional examinations complete its conformity with the latest trends. The book can be used as a text book for MBA/ PGDBM,



M.Com, CA, ICWA students. It also fulfills the requirement of MA/ M.Sc , MCA and AMIE , B.E./B.Tech students and any other who need to understand theoretical and practical knowledge of operations research. The book provides basic, conceptual and practical knowledge of operations research. It provides an enriching experience to the reader and a must read.

ENTERPRISE RESOURCE PLANNING



Author(s)	: Alexis Leon
Publisher	: Tata McGraw Hill Education Private Limited
Edition	: 2nd, 2014
Pages	: 370
Price	: ₹ 534
Reviewed by	: Mr. Kamal Upreti

This book describes the evolution, implementation, and advantages of ERP. It is divided into five sections – Introduction, Implementation, Business Modules, ERP Market, and Present and Future of ERP. The first section provides an introduction to ERP, what it is, what are the benefits and what are the related technologies. Section two deals with ERP implementation issues. It starts right from the beginning ---

selection of the ERP package for the company – and discusses all issues that will crop up before, during and after the implementation. Topics discussed include package selection, implementation lifecycle, implementation methodologies, implementation costs, implementation team, role of vendors and consultants, contracts with vendors and consultants and so on. Section three deals with the major modules in the ERP package and how each module functions. The fourth section is about the ERP market and the major players. Section Five deals with the technological advancements that will change the nature of the existing ERP packages and future trends.

The appendices include ERP resources on the internet, ERP – A manufacturing perspective, Frequently Asked Questions, glossary and case studies (success stories). A special appendix on careers in ERP provides guidelines on how to make a switch from other areas to the ERP profession and how to make that transition successful and as risk free as possible has been included.

The book along with very simple and lucid language tackles the issues in detail in a reader friendly format. Various topics have been supported with case studies, numerical problems and updated facts and figures. The author has tried to provide comprehensive glossary, review questions, objective type questions for revision and marginalia for easy recapitulation of the concepts. Author has also provided ample references and selected readings for detailed studies.

The purpose of this book is to enrich students with an understanding of the entrepreneurial process. There is no presumption, however, that entrepreneurship can be “taught” because entrepreneurs have their own peculiar way of doing things. Yet it is possible to help them be better prepared for transforming dreams into realities.

Consequently, the book is organized to explore the nature of entrepreneurship, provide models for new venture creation, and describe ways to help entrepreneurs succeed.



STUDENTS' SECTION

CASE STUDY- "COCA COLA AND ITS CSR POLICY"

Shilki Bhatia, Assistant Professor, DIAS
Devyani Solanki, Student, DIAS

Coca-Cola history began in 1886 when the curiosity of an Atlanta pharmacist, Dr. John S. Pemberton, led him to create a distinctive tasting soft drink that could be sold at soda fountains. He created a flavoured syrup, took it to his neighborhood pharmacy, where it was mixed with carbonated water and deemed "excellent" by those who sampled it. Dr. Pemberton's partner and bookkeeper, Frank M. Robinson, is credited with naming the beverage "Coca-Cola" as well as designing the trademarked, distinct script, still used today.

Among the biggest challenges for early bottlers, were imitations of the beverage by competitors coupled with a lack of packaging consistency among the 1,000 bottling plants at the time. In 1916, the bottlers approved the unique contour bottle. The new Coca-Cola bottle was so distinctive it could be recognized in the dark and it effectively set the brand apart from competition. The contoured Coca-Cola bottle was trademarked in 1977.

"Coke Packaging Gets a New Look: Global Design VP Explains Thinking Behind One-Brand Graphics. Coca-Cola tonight unveiled new packaging graphics that unite all



Trademark Coke products – Coca-Cola, Diet Coke/Coca-Cola Light, Coke Zero and Coca...

The first marketing efforts in Coca-Cola history were executed through coupons promoting free samples of the beverage. Considered an innovative tactic back in 1887, couponing was followed by newspaper advertising and the distribution of promotional items bearing the Coca-Cola script to participating pharmacies.

HISTORY OF COCA-COLA IN INDIA

Coca-Cola came to India in the year 1956. Since India had not any foreign exchange act, Coca-Cola made huge money operating under 100% foreign equity. Indian foreign exchange act was implemented in the year 1974 during Indra Gandhi time. The foreign exchange act stated that foreign companies selling consumer goods must invest 40% of its equity stake in India in its Indian associates. Coca-Cola agreed with investing 40% foreign equity but stated that they would still hold full power in technical and administrative units with no local participation allowed. Coke had 100% equity in India. On Rs.6,00,000 of investment, they had taken out of the country, by a modest estimate, 250 million rupees (about \$ 8 million) as profit in the twenty years they had been in the country. In 1993, Coca-Cola re-entered after government approval, due to the new liberalization policies that were coming to India.

VARIOUS MEASURES IN DIFFERENT SECTORS

Water Stewardship

In the area of Water Conservation, Coca-Cola India has commissioned over 500 RWH structures with a recharge capacity of 500 crore litres in 20 states, touching over 1 million people. Coca Cola's water management policy is based on 3-R Approach across its bottling operations.



- **Reduce** – Reduce the quantity of water HCCBPL uses to manufacture beverages and become a water efficient user.
- **Reuse / Recycle** – Reuse as much as possible & treat wastewater in all our plants to standards that support aquatic life prior to discharge.
- **Replenish** – Support water replenishing activities and sustainable community water programmes to balance water used in our finished beverages.

Coca Cola water stewardship initiatives with local community include:

- Rain Water Harvesting Initiatives
- Restoration of Traditional Community Water Bodies
- Sustainable Agriculture Practices

Community Engagement

- Access to Health and Sanitation
- Access to Safe Drinking Water
- Access to Primary Education
- Creating Livelihood Opportunities through Vocational Training and Empowerment through Self Help Groups
- The Company also organized Health Camps in urban slum and rural areas in several parts of country, which benefited over 40000 women and children.

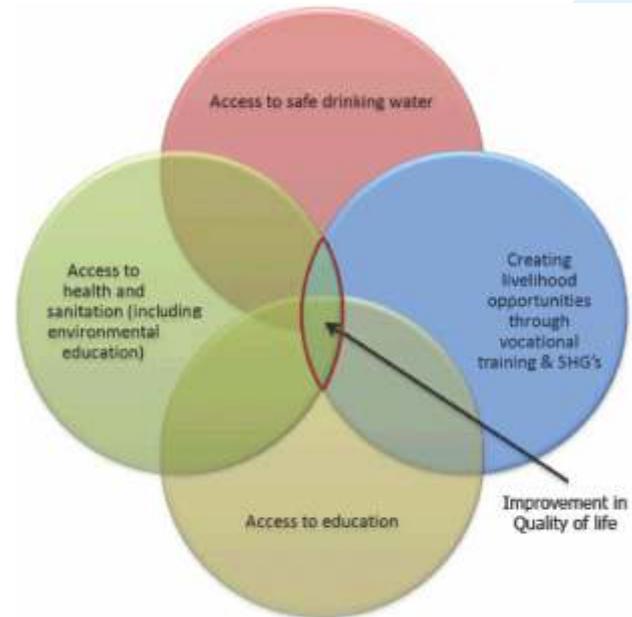
In the field of education, over 500 merit cum scholarships have been awarded to over 135,000 students from 116 Army Schools spread across the country. These scholarships catered to the educational needs of child for a year which included Fees, Books, Stationary and Uniforms.

Environment Management

The purchase of energy efficient equipment at the design stage, with the appropriate upkeep of such equipment to maintain efficient running throughout its lifetime. Approximately 20% of energy used comes from renewable energy mix and the company plans to expand it to 40% by the year 2020.

Green Fuel

The company emphasizes on using environmentally friendly



and greener fuel in its trucks. For this had converted 12 % of Company Owned trucks to CNG and for its operations in cities where CNG dispensing units are available, has also decided to induct new trucks which are CNG compliant. The use of CNG is a forward move to lessen the emission of greenhouse gases that pose the risk of global warming.

Waste Management Practices

The company emphasizes on 3-R policy (Reduce, Reuse/Recycle and Replenish) for Waste management. Bulk packaging and re-usable packages are introduced wherever possible to further achieve waste minimization. Almost all recyclable waste such as glass, paper, waste crown, etc., from manufacturing operations is recycled through authorized waste recycler.

Sustainable Packaging

Finding the balance between under-packaging and over-packaging is the aim. To be able to address this responsibility effectively, we follow Cradle-to-Grave process, which covers the consecutive and interlinked stages of a product system, from raw material acquisition or generation from natural resources to final disposal.

Resources - Funding & Allocation

For achieving its CSR objectives through implementation of CSR projects, Coca Cola goes for CSR Funds, i.e. the funds for



expenditure on CSR projects of the Company,

- Minimum two percent (2%) of the average net profits of the Company made during the three financial years immediately preceding the concerned financial year.
- Any income arising therefrom .
- Surplus arising out of CSR activities.
- Donations received by the Company from any sources.

* Surplus arising out of the CSR projects shall not become part of the business profit of the Company.

CSRAWARDS

- **“Coca-Cola India Bags the Prestigious Golden Peacock Award for CSR, Third year in a Row”**

Coca-Cola India made a hat-trick by bagging the coveted Golden Peacock Award third year in a row for CSR. Of the four Golden Peacock Global Awards for Corporate Social Responsibility given at Lisbon in Portugal.

- **Coca-Cola India awarded the Bombay Stock Exchange Award for Social and Corporate Governance 2009**
- **Odisha State Energy Conservation Award**

Khurda Bottling Plant	2015
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- **Pollution Control Appreciation Award, by Orissa State Pollution Control Board**

Khorda Plant	2015
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- **Best Environment practiced as "Cleaner Production", by Andhra Pradesh Pollution Control Board**

Sri Kalahasti Plant	2012
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- **“National Award for Excellence in Water Management”, by CII**

Vijayawada Plant	2009
Varanasi Plant	2007
Nemam Plant	2006

QUESTIONS

- Q. According to you, what all can the company do in its corporate social responsibility (CSR) to improve its position in the market?
- Q. By receiving these many awards from different states, do you think that the company is able to fulfil its responsibility towards the community? Comment.
- Q. Is there any evidence of improvement in the society by implementing the CSR plans formulated by the company?

CORPORATE EXECUTIVES' OPINE

SACHIN BANSAL, CEO, FLIPKART INDIA

“A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves”



Flipkart is an Indian company headquartered in Bangalore, Karnataka which revolutionised the e-commerce sector of India and in an absolute sense it entails no introduction as such. It's being touted as India's answer to Amazon. According to Sachin, “A simple desire to create a tailor-made product for the Indian consumer has grown into something beyond what we imagined”. Flipkart is a brand trusted by millions across India backed by a robust seller ecosystem and world-class technology.

He believes that a leader steps up in times of crisis, and is able to think and act creatively in difficult situations. Leadership is



proactive – problem solving, looking ahead, and not being satisfied with things as they are.

He also added that leaders are the ones who help themselves and others to do the right things. They set direction, build an inspiring vision, and create something new. Leadership is about mapping out where you need to go to "win" as a team or an organization; and it is dynamic, exciting, and inspiring.

Yet, while leaders set the direction, they must also use management skills to guide their people to the right destination, in a smooth and efficient way.

To create a vision, leaders focus on an organization's strengths by using tools such as Porter's Five Forces PEST Analysis ,USP Analysis, Core Competence Analysis and SWOT Analysis to analyze their current situation. They think about how their industry is likely to evolve, and how their competitors are likely to behave. They look at how they can innovate successfully and shape their businesses and their strategies to succeed in future marketplaces. And they test their visions with appropriate market research, and by assessing key risks using techniques such as Scenario Analysis.

**GOPAL VITTAL,
MANAGING DIRECTOR AND
CEO, BHARTI AIRTEL INDIA**

“Leadership is the capacity to translate vision into reality”



Bharti Airtel Limited is a leading global telecommunications company with operations in 20 countries across Asia and Africa. Headquartered in New Delhi, India, the company ranks amongst the top 4 mobile service providers globally in terms of subscribers. In India, the company's product offerings include 2G, 3G and 4G wireless services, mobile commerce, fixed line services, high speed DSL broadband, IPTV, DTH, enterprise services including national & international long distance services to carriers. In the rest of the geographies, it offers 2G, 3G wireless services and mobile commerce. Bharti Airtel had over 307 million customers across its operations at the end of November 2014.

In his role as the CEO of country's largest private integrated telecom operator, he is responsible for defining and delivering the business strategy and providing overall leadership for Airtel's India and South Asia operations.

He moves into this role from Bharti Enterprises where he was the Group Director - Special Projects (April 2012 - Feb 2013). In this capacity, he worked towards formulating and supporting Airtel's International strategy and data expansion.

Prior to this he was at Hindustan Unilever, where he was heading the US\$3.5bn Home and Personal Care Division. During the various global and national responsibilities he held during his 20 years stint at Unilever, Gopal gathered a wealth of experience in assimilating the consumer mind set, managing operations efficiently, winning with the customer, building brand and innovating to secure market leadership.

As Director - Marketing at Bharti Airtel from 2006 to 2008, he had made significant contribution towards driving revenue growth, market leadership and building Airtel as an iconic brand.

Feedback
From Employers

Faraz Alam (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 (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

Richa Aggarwal (2012-14) is a very hard working candidate who takes challenges and is a quick learner. She was able to adjust with our organization very easily and we hope to see her grow like this in the future too.

Aayushi Gupta, Head Academics, Aakash Institute

Vipul Kumar (2013-15) is hard working and performs dedicatedly any work that is assigned to him. The knowledge and experience he has gained from DIAS is worth appreciating.

**Pravesh Kumar, Regional Manager,
ICICI Securities Ltd.**

Madhur Vashisht (2013-15) has achieved the targets assigned to him. He qualifies for an appraisal upto 18.5%

**Vinod Chawla, Branch Manager,
Infocom Network Limited**

Alumni Speaks

I still remember the time when I first entered into DIAS. I met few like minded people on the first day itself though their goals were different from mine but still we connected. I was excited by the fact that I was starting the new journey though nervous of entering into unfamiliar territories. I was unsure of what life would turn into after my college. My family had lot of expectations from me. I was a big time introvert when I graduated from DU but thanks to my MBA which has turned me up into a person who now loves talking to people, who is confident and much more open to learning. The journey would have not been complete without thanking my teachers specially Mrs. Disha Verma and Mr. Bhutani whom I still idolize. Good friends, amazing teachers who were humble and caring made my journey a memorable one. I am all set to conquer the world or should say change the world. Thanks to this wonderful college.

Vaibhav , (MBA 2013-2015)

During my study at DIAS was full awesome journey. This college gave me everything that I wanted. It provided me with

every resource that I needed to do any kind of activity either related to self learning or building social relationship. I met lots n lots of wonderful people here as well as teachers. All of them guided us for every activity that is required for building self confidence.

Vikash Kumar Jha (MBA 2013-2015)

My experience at DIAS was pleasant. I was migrated from DPCIM in 3rd semester. Since then I joined DIAS. I was always excited, nervous, happy, and shy about my exams, presentations. But with the support of my best friend Jaya and with the support of my lovely teachers, I passed my 3rd and 4th Semester. Today I am happily pursuing my Fashion Designing. I will not forget the help and care lended to me by my teachers at DIAS.

Ashima Bansal, (MBA 2014-2016)

Parents' Feedback

I feel eminently content that my daughter, Ekta (MBA Batch 2015-17) is associated with such a good institute wherein they not only focus on quality of the education but the overall development of my child by conducting various industrial visits, seminars, webinars etc.

Mr. Satish Arora

It's indeed a blessing for my ward, Harshmeet (MBA Batch 2015-17) to be a part of DIAS fraternity. The way they take care of each student, focussing their needs, is the most vital part. I guess it is in the environment of DIAS to give respect and value to every individual. I am happy my child is a part of this institution where along with studies she is taught moral values.

Mr T.S. Sachdeva

I sincerely believe in the efforts of DIAS in promoting the best practices. It makes me so happy that my daughter, GURUSHA (MBA Batch 2015-17) is associated to this institute and I can see a positive change in my daughter. I am sure that DIAS would go a long way in achieving excellence.

Mr. Rajneesh Chugh



Readers' Views

Thank you very much for sending me the copy of 'DIAS TIMES'. It has come out very well.

With best wishes & season's greetings,

Prof. (Dr.) Ranbir Singh

Vice-Chancellor, National Law University, Delhi

The Conference special DIAS Times was quite informative. Kudos to the institute for organizing various activities and also sharing information with readers. The gamut of activities organized by the institute will shape the students better. The presentation of the activities is also commendable. I thoroughly enjoyed going through the contents and also congratulate the team for their efforts. Keep up the good work.

Prof. N. S. Murthy

Professor, Department of Humanities & Basic Sciences, Godavari Institute of Engineering & Technology (GIET), Rajahmundry, Andhra Pradesh.

The Men In News



RAGHURAM GOVIND RAJAN

"Do what you can, with what you have, where you are."

-Theodore Roosevelt

Life is an amazing puzzle, sometimes it's so easy to place it and

sometimes we just fumble with it. It is whole and sole our choice what we do with the pieces....we either build a castle or create trash. Outgoing RBI Governor Raghuram Govind Rajan seems to have built the castle of life in a wondrous way and it gives me immense pleasure to inform our readers that he had also featured in our MEN IN NEWS edition of the 50th Issue (July – September 2013), a time when he had started his 03 years tenure as Governor of Reserve Bank of India.

Rajan was welcomed in his new position with great aplomb and enthusiasm. His entry was seen as a great opportunity for Indian Economy blossoming in the international market. It's great to say that he did not disappoint his admirers and gave a run for their money to his critics. His main focus for curbing the inflation, which he succeeded in by bringing down the retail inflation from 9.8% in September 2013 to 3.78% in July 2015 (lowest since 1990's). The wholesale inflation came down from 6.1% to a historical low of -4.05% in the same period. RBI not only adopted Consumer Price Index (CPI) as the key indicator of inflation, a global norm but also licensed two Universal banks and approved eleven payments banks to extend banking services to the nearly two-thirds of the population deprived by the same under the guidance of Rajan.

Rajan advocates giving financial markets a greater role in the economy. He encourages structural or supply-side reforms to improve competitiveness of the workforce to better adapt to globalization, while also supporting fiscal austerity measures. His main targets as Governor of the RBI were to lower inflation, increase savings and deepen financial markets of which he believed reducing inflation was the most important. A panel he appointed proposed an inflation target for India as of 6% for January 2016 and 4% (+-2%) thereafter. It needs mentioning here that the Foreign Exchange Reserves of India grew by about 30% to the amount of \$380 billion in two years.

Rajan's brainchild, the launch of Unified Payment Interface (UPI) has moved India a step closer in becoming a cashless economy. Its an app available on the Play Store and will help in tracking cash flow and collecting taxes accordingly. It is a move that will change the way peer-to-peer payments are made. His other accomplishments as a Governor have been enabling framework for National Payments Corporation of India to roll out the Universal Payment Interface which has revolutionized mobile-to-mobile payments in the country which we commonly know as PayTM.

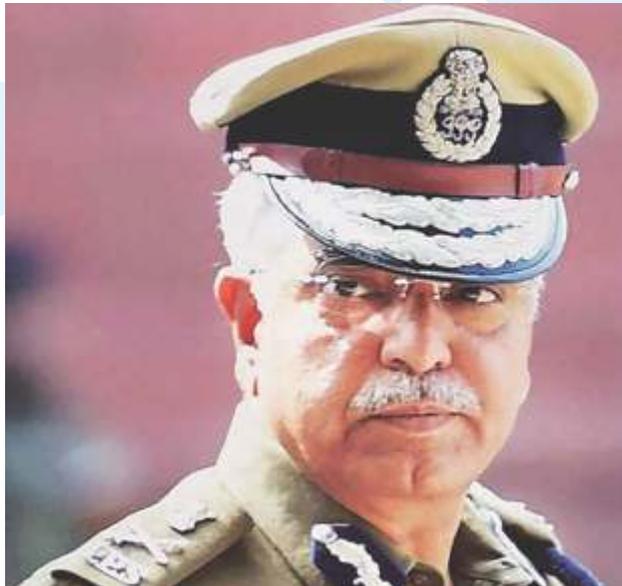
Rajan came to the RBI when the country was facing challenges on the external finances front and the rupee was under severe pressure. A new inflation-focused framework was set in place, helping halve inflation and allowed savers to earn positive interest



rates on deposits after a long time. Banks have also been able to cut interest rates by 150 basis points after raising them initially.

Thanks to his efforts, the currency stabilized after the changes and India's Foreign Exchange Reserves are at a record high. Today, we are the fastest growing large economy in the world, having long exited the ranks of the Fragile Five. The staff of RBI has gone through thorough restructuring, streamlining and driven by a need to succeed better than before. Morale among them is high due to their recent achievements. Rajan has promised to be always available to serve the country as and when required.

Rajan, a Distinguished Service Professor of Finance at the University of Chicago Booth School of Business is returning back to his education line. He has also held the positions as President of the American Finance Association, Member of the American Academy of Arts and Sciences and most recently as the Chief Economist and Director of Research at the International Monetary Fund. His three year journey as Governor of RBI can be best described as a bumpy ride, full of ups and downs and a Man of great knowledge, he definitely has taken all in his stride. We wish him great success in his future endeavors and will look forward for his guidance in favour of the nation.



BHIM SAIN BASSI

"A dream doesn't become a reality through magic; it takes sweat, determination and hardwork"

– Colin Powell

Success is a luxury which is not easily available to all. Determination,

strength, will power and hard work combined together present an individual with the luxury of success, which again brings both name and fame. The sentence perfectly suit the life and success journey of former Commissioner of Delhi police, Bhim Sain Bassi aka B. S. Bassi.

An alumni of Shriram College of Commerce, University of Delhi procured in Degree in Law Studies and appointed as an Assistant Superintendent of Police in Pondicherry after clearing the Union Public Service Commission (UPSC) examination at the age of 21. He has served in various capacities in Delhi Police: in the security wing, a high-profile district such as New Delhi, the crime-prone district of Northeast, the challenging Southern Range, traffic, vigilance and finally administration. In between, he also served as IGP, Chandigarh (2000-2002) and DGP of Goa (2009 to 2011).

He handled the Mandal agitation of 1990 in the beginning of his career. During the Babri Masjid demolition riots in 1996, Bassi had a major role in handling the law and order situation. He had also headed the Vigilance and the Intelligence units of Delhi police. He also headed the Traffic Division before becoming Special Commissioner of Administration in Delhi.

Bassi has made many reforms and tried to bring law and order in the city. A 5000 flat residential complex meant for Delhi Police constables and head constables at Dhirpur was his idea. He is called as "Peoples Man" by his subordinates. He has been conferred with the President's Police Medal for his distinguished service. He had proposed increasing the women constables in the police department to 2000 to create a feeling of safety among women.

He was criticized for his role in arrest at JNU and is known to have some political issues too with some of his decisions not going well with the Delhi Government.

Bassi is going to join as Member of the UPSC in May 2016, as he has retired from the Delhi Commissioner post following a link up of his name to controversial meat exporter Moin Qureshi.

We wish him a successful tenure with fruitful results in his new role and new challenges galore.

Ms. Rita Sharma
Accounts Assistant, DIAS



Recent

Notifications

BANKING

RBI CUTS REPO RATE FROM 6.75% to 6.5%

The Reserve Bank cut the key interest rate, Repo rate, the rate at which it lends to the financial system by 0.25 per cent and introduced a host of measures to smoothen liquidity supply to ensure that banks are able to lend to the productive sectors and indicated accommodative stance going ahead. The cut was broadly in line with expectations and is intended to help strengthen growth.

RBI Governor Raghuram Rajan also narrowed down the policy rate corridor to 0.50 per cent from 1 per cent, resulting in the Reverse Repo rate being reset at 6 per cent.

The first bi-monthly monetary policy review for 2016-17 reported that the average overnight borrowings by banks have increased to Rs. 1,935 billion in March from Rs.1,345 billion in January. Stating that the inflation objectives are closer to being realised and price-rise is expected to stay around the 5 per cent mark for the remainder of the fiscal, Mr. Rajan reaffirmed that the monetary policy will continue to remain accommodative to address the growth concerns.

RBI also retained its GDP growth forecast at 7.6 per cent, on the assumption of a normal monsoon and a boost to consumption through the implementation of the Seventh Pay panel recommendations.

Mr. Rajan welcomed the government move to amend the RBI Act to create a monetary policy committee, saying it will further strengthen the policy's credibility.

TAXATION

As per the Budget 2016-2017, following changes have been brought in the direct and indirect taxes:

DIRECT TAXES:

1. In case of domestic company, the rate of Income-tax shall be twenty nine per cent of the total income if the total turnover or gross receipts of the company in the previous year 2014-15 does not exceed five crore rupees and in all other cases the rate of Income tax shall be thirty per cent of the total

income.

2. Earlier the dividend received was exempt U/s 10(34), now it is taxed @10% if the dividend received exceeds Rs. 10 Lac.
3. Change in rate of Securities Transaction tax in case where option is not exercised from 0.017 % to 0.05%. This is effective from 1st June 2016.

INDIRECT TAXES:

4. The effective rate of Service Tax is increased from 14.50% to 15% (14% ST+ 0.50% Swachh Bharat Cess + 0.50% Krishi Kalyan Cess) by way of introducing Krishi Kalyan Cess @ 0.50% (w.e.f. 01-06-2016) on value of taxable services.

CORPORATE AND OTHER LAWS

SEBI HIKES FPI INVESTMENT LIMIT FOR GOVERNMENT DEBT:

To boost inflows of foreign funds into Indian capital markets, SEBI has raised the FPI investment limit in central government securities to Rs 1,40,000 crore from April 4, 2016. It will be further increased to Rs 1,44,000 crore from July 5.

SEBI said there will be a separate limit for investment by all Foreign Portfolio Investors (FPIs) in the state development loans (SDLs). It has been decided to enhance limit for investment by FPIs in government securities from the existing limit of Rs. 1,35,400 crore in two tranches from April 4 and July 5, 2016.

Also, the limit for investment by FPIs in state development loans will be enhanced from Rs. 7,000 crore to Rs 10,500 crore from April 4 and Rs 14,000 crore from July 5, respectively. The limit for long term FPIs (Sovereign Wealth Funds, Multilateral Agencies, Endowment Funds, Insurance Funds, Pension Funds and Foreign Central Banks) in central government securities will be enhanced from Rs. 44,100 crore to Rs 50,000 crore and Rs 56,000 crore on April 4 and July 5,



respectively.

RBI has also relaxed norms of FPI investment in government debt.

It has been decided that from the next half-year i.e. from October 1, 2016, any unutilised limit within the government debt limit for long term FPIs, at the end of the half-year, shall be made available for investment as additional limit to all categories of FPIs for the subsequent half-year.

INSURANCE

IRDAI PROPOSES NORMS FOR SELLING INSURANCE THROUGH E-COMMERCE:

IRDAI has proposed norms for selling and servicing of insurance policies through e-commerce platform with a view to increase insurance penetration in the country in a cost-effective manner.

The Insurance Regulatory and Development Authority of India said promotion of e-commerce in insurance space will lower the cost of transacting insurance business and bring higher efficiencies and greater reach.

The draft defines participants who can set up the Insurance Self-Network Platform. These include entities granted certificate of registration by IRDAI such as insurers, insurance intermediaries, insurance agents and any other entity recognised by the Authority.

It also lays down the procedure for grant of permission for establishing an Insurance Self-Network Platform. The pricing of the product would be decided by the insurer. The exposure draft also covers the items to be displayed prominently on the internet web-site and the mobile app.

As regards privacy of personal information, the draft said the "onus is being placed" on the Insurance Self-Network Platform to keep the personal information collected during the course of the business transaction confidential and prevent its misuse.

The Insurance Self-Network Platform may also provide for Display of online customer reviews and seller ratings. Also, the Insurance Self-Network Platform shall have a pro-active fraud detection policy which is approved by the Board of Directors.

PRADHAN MANTRI FASAL BIMA YOJANA:

After facing the worst of droughts, farmers have started taking crop insurance seriously with more than 50,000 of them in Gujarat registering for the new crop insurance cover PMFBY. Under the Pradhan Mantri Fasal Bima Yojana (PMFBY) launched this year, farmers' premium has been kept lower between 1.5-2% for food grains and oilseed crops and up to 5% for horticultural and cotton crops. And there is no cap on the premium.

Gujarat is the only state at present which is enrolling farmers under the scheme strictly through its e-portal. In other states including Uttar Pradesh, farmers are being registered by concerned agencies including banks, Primary Agricultural Credit Society (PACS), etc. Taking cue from Gujarat, Karnataka government has also prepared its state portal for PMFBY, which will be launched soon.

As of now, 11 states -- Andhra Pradesh, Telangana, Madhya Pradesh, Uttar Pradesh, Odisha, Chhattisgarh, Gujarat, Himachal Pradesh, Jharkhand, Uttarakhand and West Bengal - - and one Union Territory Andaman and Nicobar Islands have notified the PMFBY.

The Agriculture Ministry has empanelled 11 private sector companies and state-owned Agriculture Insurance Company (AIC) to implement the new scheme. It is also actively considering to empanel four state-run general insurance companies.

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Browser

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