

DIAS TIMES

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Editorial Board

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From the Editor's desk

Dear Readers,

Here comes July bringing along the monsoon!!

July marks the official beginning of showers in the capital and the end of long summer vacations enjoyed by the students, whether studying in school or college. Getting back to routine life specially in this season with pelting rains, water clogged roads, overflowing drains, traffic jams and humid weather is very taxing.

But for us, it brings along a new energy and vigor to plan and execute new tasks. It indicates an end to the lean period and puts all the faculty and staff into momentum. Yes, as an educational institution following semester system, with the onset of July commences the admission time. We gear up for the new entrants, start the preparation for welcoming them, and make amends, if any, on the basis of the past experience. We plan and prepare for new ways to make them comfortable yet ready to face the challenges ahead during their academic as well as corporate life.

We understand that it is obvious to have apprehensions regarding the environment and practices followed for grooming and developing the students, the anxiety about the future, about the placements in the minds of the parents as well as their wards. We, at DIAS, make all possible efforts to make sure that these anxieties do not last long. It gives immense pleasure and satisfaction to see them relieved and their doubts settled when they come to visit the college premises, talk to the faculty and staff and go with a burden off their head.

We, at DIAS, welcome new students, both in MBA and MCA programmes, in this quarter, starting with their orientation and fresher's meet, an informal introduction with the seniors progressing to new activities, new subjects, new teachers and best of all new friends and associates. We attempt to ensure that the time these students spend with us is value adding, enriching and memorable. The number of co-curricular activities, value added courses, interactions with the corporate, guest lectures, workshops, various inter college and intra college competitions and other interactive sessions have risen tremendously, thus, giving a platform to students for enhancing their knowledge and grooming their personality. This gives an impetus to students to bring out their hidden talent and give unsurpassed performances.

We are sure that students feel proud to call themselves DIASians and we hope that our efforts continue to improve at an even faster pace. We wish that this endeavor of ours strengthens and helps the students achieve their desired pinnacles of success.

Amen!!

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 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, Brick Red 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 150 books/monographs to his credit, has brought out the first

edition of book titled "**B.Com Financial Management**", for students of 3rd Semester, Bangalore University published by **Himalaya Publishing House Pvt. Ltd.** during July - September 2015.

Placements

at DIAS

July-September quarter was the time dedicated to the planning and formulation of the Placement Policy. SIFF Committee for MBA was reformed and the Placement Policy was framed. The overall development of the students was done through various development and Alumni sessions. A session on "Career opportunities in Financial Sector" was conducted by Mr. J.P.S. Rajput, Strategic Consultant, to make the students aware of contemporary trends of Finance. The placements for the year 2015-16 showcased its opening with a well-known Brand, Jaro Education, in the month of

September.

The preparation for MCA 2013-16 batch placements also started in July 2015. Student Industry Interface Committee for MCA was officially selected and the placement policy was discussed with the students. Expedient software was the first company to visit the college and it recruited five brilliant students with a package of 5 lacs per year. This was followed by Indus Valley Partners which recruited two students from the campus.



New Staff Members

We welcome the following new members to DIAS fraternity.

JOINED AS ASSISTANT PROFESSOR, MANAGEMENT DEPARTMENT

Dr. Urvashi Ghai Khosla

Dr. Urvashi Ghai Khosla, has done PhD (In Accountancy & Law Deptt.) & M.Com. (Specialization in International Business) from Dayalbagh Educational Institute, Deemed University, Agra. She has more than four years of teaching experience. She has presented papers at various National & International conferences & published papers in various National & International refereed Journals and Edited Books. Apart from this, she also holds Diploma in Naturopathy from Gandhi National Academy of Naturopathy New Delhi and one year naturopathy practice in Jaipur & New Delhi.

Dr. Omesh Chadha

Dr. Omesh Chadha holds M.B.A. and PhD degrees. He has qualified NET examination conducted by the UGC and has more than six years of teaching experience along with one

year of corporate experience. He has published various research papers in Journals of repute. He has also presented various papers in National and International levels of seminars and conferences.

JOINED AS ASSISTANT PROFESSOR, INFORMATION TECHNOLOGY DEPARTMENT

Mr. Kamal Upreti

Mr. Kamal Upreti has done M.Tech. (Hons.), PGDM and B.Tech. (Hons.) in Computer Science. He has qualified GATE examination conducted by UGC and MHRD thrice. He has more than 7 years of teaching experience and almost two years of corporate experience. He has presented papers at various National & International conferences. He has to his credit, various research papers published in National & International refereed Journals and books. Apart from this, he is also a certified Oracle Professional and Java SE 6 Programmer.

Activities at DIAS

MEET AND GREET - ORIENTATION DAY

With the commencement of each new session comes a wave of fresh energy. Therefore, to channelise this energy and make the most of it, it is important for the new students to have an orientation so as to get an idea about the institute and the life on campus. Orientation is one of the ways to make new entrants acquainted with the college environment, faculty and seniors in addition to the overall procedure which the college follows. Not only do they get an idea about the college but they also get to know what is expected from them and encourage them to pursue it with passion and determination because nothing is impossible. With this vision, DIAS





celebrated orientation day to welcome students of both MBA and MCA with open arms in DIAS family.

The pedagogy at DIAS is designed in a way to groom each and every individual to be a corporate ready professional. DIAS aims at developing those skills' set which would be necessary for individuals to achieve their dreams and meet their expectations. DIAS contains many committees which aim to give a variety of options and opportunities to tap their talent. Quality is of utmost importance, wherein providing modern, well maintained facilities are the foundation of higher education which freshers will experience at DIAS.



Dr. S.N. Maheshwari, Professor Emeritus and Academic Advisor, DIAS welcomed students to DIAS fraternity and wished them a great year ahead. On this occasion, he shared his valuable experience as a student and also a teacher where he held various key positions in top notch colleges. He encouraged the students to follow “think big, think fast and think new”, mantra into their lives, and take their dreams seriously. He emphasized on the importance of hard work to achieve milestones in life. He further urged the fresher's to ensure that they maintain good discipline during their time at the institute in order to finish their programs smoothly.

Dr. N. Malati, Director, addressed the new students giving an insight into life at DIAS. She also gave a detailed description of



curricular and examination pattern. It is necessary for students to achieve excellence in academics. DIAS has always been the flag bearer when it comes to academics and co-curricular activities. It becomes the responsibility of the new entrants to continue this tradition of excellence and thrive to achieve even bigger goals and milestones.



Thereafter, Dr. Barkha Bahl, MCA Co-ordinator discussed about the different committees, their importance and working towards the overall development and growth of the students.



Dr. Ruchi Gupta, MBA Co-ordinator highlighted the rules to be adhered to by the students during their life at DIAS in the form of the code of conduct, In addition to this, the SIIF advisors, Ms. Shilki Bhatia and Ms. Tripti Mishra enlightened the students with the placement records and industry expectation for which they need to gear up and develop



themselves.

This was followed by a cultural programme which was thoroughly enjoyed by the audience.





Alumni Session

To take forward the ritual of a good corporate academia relation and for building the strength of DIAS Alumni association, alumni members of DIAS play a very vital role. Their constant support, guidance and untiring willingness to revisit their alma mater have been shaping the future of many batches in the face of placements, internships, live projects and alumni interactions. In lieu of this, DIAS organized another alumni interaction on New Career Opportunities for MBA students to make them clear on different career aspects after MBA.



The session was on New Career Opportunities and was delivered by one of our esteemed alumnus, Mr. Anand Subramaniam, Department Manager, HCL Tech, IOMC on 22nd August, 2015. The session also touched the concept of teambuilding and leadership. Mr. Subramaniam helped the students to better understand their skills and accordingly suggested them the area of their future jobs. He also tried to explain how an effective team leads to easy achievement of goals and targets. The session was enriching and enlightening for the students. He also asked the students to be clear about their field of expertise and choose that as profession in future endeavors.

GUEST LECTURE ON DATA ANALYTICS

DIAS organized a session on "Data Analytics" on 22nd August, 2015 wherein Dr. Harshit Kumar, Technical Associate, IBM India Research, enlightened the audience with

his experience and knowledge.

He deliberated upon various components of data collection, data manipulation, data applications and data mining. He captured the attention of the audience by explaining the real time scenario and current market conditions.

He also put forth questions that encouraged all to think about



the exact working in terms of various algorithms, and methods to manage huge amounts of data. He threw light on the methods used by big companies to manage data like Google, Accenture and IBM.

Various algorithms explained by him were K-nearest algorithm, Linear classification algorithm, Logistic classification algorithm and Matrix vectorisation.

A very basic example of how Google accesses data in its search engine and provides us with results accordingly using these algorithms was taken up in detail. He enlightened the audience with a thought that Google, being in the market for so long, has a huge collection of historical data using which it enhances its search engine time to time. And that is one of the reasons for its exorbitant usage all around the world.

Dr. Kumar ended the discussion by explaining job opportunities in the market regarding data manipulations and various packages which go up as high as 75 lacs to 1 crore. His



main motive was to bring into notice of students that only core programming is not a career option, there are various areas to explore in the field of computers. He encouraged the students to introspect and discover these areas so as to fit according to the needs of market in coming times. The session was of great help for all the students pursuing a career in computer applications.

JANAMASHTMI CELEBRATIONS AT ISKON TEMPLE, ROHINI

DIAS Social Responsibility Cell “Kartavaya” organized “Janamashtmi Utsav” on 2nd September, 2015 to celebrate the festival of Janamashtmi with the underprivileged children at the construction site of ISKON Temple, Rohini.

The International Society for Krishna Consciousness (ISKCON), also known as The Hare Krishna Movement Organization, was founded by His Divine Grace A.C. Bhaktivedanta Swami Prabhupada. ISKCON follows the teachings of the Vedas and the Vedic scriptures, including Bhagavad-gita and the Bhagavata Purana; it teaches and practices Vaishnavism, or devotion to God in the supreme personal aspect of Radha Krishna.

The entire DIAS fraternity came forward and donated



generously in cash and kind (items like Cartridge Sheets, Crayons, Pencil Colors, Threads, Mirrors, Pencils, Erasers, Sharpeners, Mor Pankh etc).

Fun activities like Drawing, painting, arts and crafts based on the theme of Janamashtmi were organized for the children.





The refreshments and sweets were distributed to the children to mark the completion of the event.

DIAS students interacted with the preachers at the ISKCON temple and inculcated the essential and universal principle of all religion. That principle, called Sanatana Dharma, denotes the natural and eternal activity of all living beings, loving devotional service to the one Supreme Personality of Godhead.

TEACHERS' DAY CELEBRATION

"A teacher presents the past, reveals the present and creates the future."

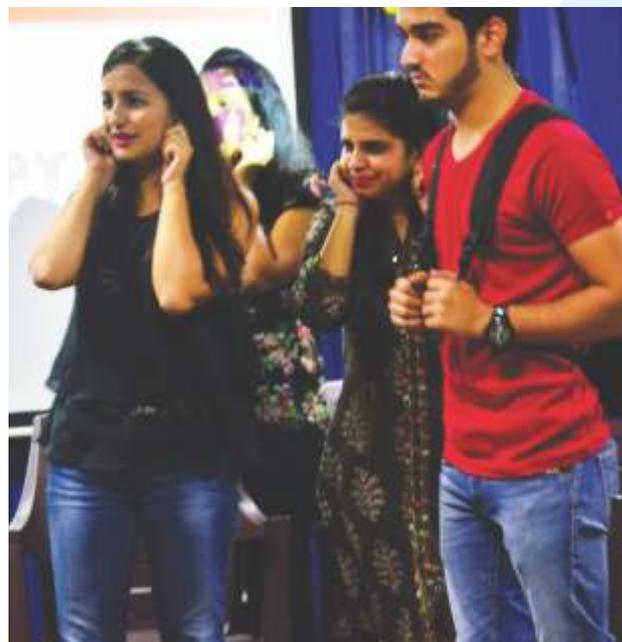
This noble thought clearly defines the vital role a teacher plays in anybody's life. Therefore to show gratitude to their teachers, the students of DIAS celebrated Teacher's Day with full enthusiasm and zeal. The event consisted of both fun and games for the teachers and students.



The event was initiated by words of wisdom by Dr. S. N. Maheshwari, Professor Emeritus and Academic Advisor, DIAS.

Later, a short play was beautifully showcased by few students depicting the selfless nature of a teacher. It really touched the hearts of all the people present in the audience.

Few other performances followed the play. In all, the day was much enjoyed by all the teachers of the institute.





INDIAN YOUTH FORUM IN DRUG USE PREVENTION

“1st Indian Youth Forum in Drug Use Prevention” organized by: SPYM and Colombo Plan Drug Advisory Program during 6th-8th September 2015 at India International Centre and India Social Institute, New Delhi was attended by students of DIAS.

The objectives of the forum were to provide knowledge and understanding of illicit drugs and their ill-effects among youth, identify strategies to empower youth leaders to mobilize their peers to implement these strategies in schools, campuses and other target locations, facilitate the development of Action Plan for prevention initiatives and maintain a Global/National Youth Network through which effective resilience against drug use and dependence, and lessons learnt will be shared.



It was an informative and interactive 3 day forum where the main agenda was to address the ever growing risk of drug experimentation, use and abuse among youth. The first day witnessed presentation on the concepts, classification and strategies in drug use and prevention. The purpose was to make the audience aware of the current drug trends.

Life skills training was imparted by professional trainers to enhance the self-esteem, communication skills, decision-making skills, assertion/ refusal skills, coping skills on the second day, while on the third day participants formulated the action plan in groups based on the knowledge and understanding of Drug Use Prevention and presented the same to the Colombo Plan Drug Advisory and SPYM.

Overall, it was an interactive as well as informative session by SPYM and Colombo Plan Drug Advisory Program to

empower young people to refrain from drug use to lead a positive healthy life and empowering the participants to mobilize their peers to implement the learnt strategies in schools, campuses and other target locations.

GUEST LECTURE ON ROLE OF IT IN AVIATION SECTOR

A guest lecture on Role of IT in Aviation Sector was organized at DIAS on 28th September 2015. The guest speaker was Mr. Davesh Shukla, Chief Information officer and Vice President IT- GMR Delhi International Airport Limited, Delhi. He gave his informative views and shared enormous experience about IT in Aviations. He discussed about the importance of IT on airports and introduced some new technologies that are being incorporated in some airports to make them more passengers friendly. Some of these are electronic boarding card for entry security, CUTE (Common User Terminal Equipment) for check in, Baggage handling systems, FIDS (Flight Information Display System). One of the airports that are following these protocols is Hyderabad airport. It is the first PPP airport. He discussed about collaboration, invention vs innovation and about the simple process of innovation. He emphasized on team work and explained how one can not only get successful by inventions but also by putting innovations to the existing ones. Like smart phones were invented by Google but Apple innovated and Apple phones still became not only successful but a brand to be known for its



smart phones.



He explained the top 10 skills or technologies that are in demand in industries:

10. Big data

9. Networking
8. Mobile application and device management
7. Business intelligence
6. Database administration
5. Web development
4. Security/ compliance governance
3. Technical support
2. Project management
1. Programming development

According to him, innovation needs a fresh idea, thinking outside the box and an approach of never giving up. He advised the students to focus on what matters and what does not. The students were enthralled by the knowledge he shared. The session was very informative and inspiring for the audience.

DIAS

Eco Club

TREE PLANTATION DRIVE

According to the environmental protection agencies, planting trees is a must if we want to save our planet. Trees not only remove harmful chemicals from the soil, but also help reduce the greenhouses leading to global warming. In Indian culture the trees have been worshipped since the Vedic era. This was the time when human and nature were in synchronization with each other, no one harming one another. Tree planting is the process of transplanting tree seedlings, generally for forestry, land reclamation, or landscaping purposes. It differs from the transplantation of larger trees in arboriculture, and from the lower cost but slower and less reliable distribution of tree seeds.

However with the changing times, human greed has taken and now environment is showing its wrath all over the globe manifesting itself in the form of global warming, floods, drought, earthquakes etc. DIAS in its pursuit to save the environment and ecological balance has created an ECO-Club which carries out tree plantation every year.

With an impetus to carry forward its services for the betterment of the society, DIAS organized Tree Plantation Drive with 50 saplings on 17th August, 2015 where the students and faculty members planted many trees to keep the





environment clean and maintain the life-support systems of planet Earth. This event witnessed an enthusiastic response from the students as well as faculty members. As responsible citizens, we owe a duty towards Mother Nature. It is commendable to mark that DIAS has not just set a benchmark in nurturing the students by providing technical education but has taken enormous steps towards social services.

CELEBRATION OF INTERNATIONAL OZONE DAY

International Ozone day was celebrated on 16 September 2015 at Delhi Secretariat with an aim to contemplate and analyze the importance of Ozone for the planet Earth. The event was inaugurated by Dr. B.C. Sabata, Senior Scientific Officer with the Govt. of NCT of Delhi followed by a couple of competitions for the schools and colleges present for the

event. The first was a public speech competition wherein the participants were asked to speak for a couple of minutes on the importance of ozone layer for the planet. The second competition was a quiz competition where questions related to ozone and environment were asked.

Participating from DIAS, Deepanshu Gupta, Student, MBA III, won the third prize in the same wherein cash reward of 1000/- was also awarded by Shri Asim Ahmed Khan (Environment and Forest minister of Delhi). The event also witnessed a play dealing with environment protection performed by talented school children. At the end Prof. N.C Gupta from University School of Environment Management shared his views on Ozone depletion and Environmental protection. It was an enriching session on Ozone depletion, its possible outcomes and ways to deal with the situation.

The Latest Buzz

INTRODUCTION OF SWACHH BHARAT CESS

To provide a boost to the clean India initiative, a Swachh Bharat cess of 0.5% on all services liable for service tax will be imposed by the government. This had come along with the increase in the service tax rate from 12.36% plus education cess to 14%. Swachh Bharat cess is not another tax but a step towards involving each and every citizen in making contribution to Swachh Bharat. The 0.5% levy will translate into a tax of 50 paise only on every Rs. 100 worth of taxable services. The proceeds from this cess will be exclusively used for Swachh Bharat initiatives of the government. This cess will be an additional levy, making the effective service tax rate 14.05% against the current 14%. In budget 2015-16, the government had put the service tax collection target at over Rs. 2.09 lakh crore. It is expected that the Swachh Bharat cess would yield Rs. 400 crore over and above the service tax collections. Given the impact of cleanliness on public health leading to generation of diseases such as malaria, dengue, diarrhea, jaundice, cholera etc. the cess will help in improving public health.

SWEDEN'S 6-HOUR WORKDAY COULD BE THE ANSWER TO HIGHER PRODUCTIVITY

An experiment in Sweden is going to test whether six-hour workdays for government employees lead to higher productivity and fewer sick days. It's not the first of its kind,

though. Several experiments like this have been tried in Sweden before, with most failing to show promising results. Some caused so much tension among employees who were and weren't part of the experiment that they were given up on.

Sweden's not doing too badly already in terms of how many hours they work on average. Compared to other countries around the world, there are plenty of others that could do with cutting back a bit. Of course, it could be that people who earn more are prone to working less, but in the US at least, the trend seems to be the opposite.

Currently, employees tend to work long hours in an effort to get out more, faster, better results. But they also end up with low job satisfaction rates and more sick days. Working long hours, in particular, reduces our efficiency. This is where the idea of cutting workdays back to six hours came from. Over a long period without efficient breaks, employees simply get run down. They become tired, slow, and unproductive.

The effects also build up cumulatively. For Wall Street workers who spend up 120 hours working per week, many break down in their fourth year on the job. They suffer from depression, immune-system problems and their creativity and judgement suffer.

These issues affect knowledge workers in particular, whose



productivity is harder to judge than someone working on an assembly line.

So could working less be the answer? It didn't work in previous Swedish experiments, but companies like Treehouse have proved it's possible.

In France, the legal limit for hours worked per week was cut from 39 to 35 in 1999. After 35 hours, French workers must be paid overtime. But many French workers say it's an ideal that is impossible to achieve as technology brings work into every facet of our lives.

More recently, a new deal was struck between employers and unions to encourage employees whose work time is measured by days worked, rather than hours, to disengage from communications tools after working a full day. In other words, put in your 13-hour day and you're free to ignore work emails once you get home.

Working fewer hours in a highly focused manner can lead to getting the same amount of work done in a shorter period.

6 SURPRISING REASONS YOUNGER MANAGERS PERFORM BEST

"He doesn't have a lot of experience managing people. Do you think he can do the job?" This is a phrase we hear more frequently as organizations fill the vacancies retiring Baby Boomers leave behind. Actually employees expressed frustration about being managed by someone so young and inexperienced. Were their fears grounded? How effective are newly appointed managers compared to the older and more seasoned folks they replace?

However, younger managers struggle with proving their worth. Younger managers were not fully trusted and that others often felt they were not capable of representing the organization. People also complained that young leaders lack strategic perspective and deep knowledge of their industries. It is true that some things are only learned over time. But before pass over promotion of a younger employee due to their "inexperience" you should know what they really have to offer. Here's what we found:

1. **Welcome change.** The younger leaders embraced change. They did a great job of marketing their new ideas. They had the courage to make difficult changes. Possibly their lack of experience caused them to be more optimistic about proposals for change. It was as if they did not know that changes would be hard to make happen.

They possessed the courage to take on significant changes and were more willing to be the champions of change projects.

2. **Inspiring behavior.** Younger leaders knew how to get others energized and excited about accomplishing objectives. They were able to inspire other to high levels of effort and production to an even greater degree than their more experienced counterparts. Their older colleagues tended to more often lead with "push" while they lead with "pull."
3. **Receptive to Feedback.** Young leaders were extremely open to feedback. They more frequently asked for feedback. They wanted more extensive feedback regarding their performance, and they found ways to both digest and implement the feedback. Older leader then to be less willing to ask for and respond to feedback from colleagues.
4. **Continuous Improvement.** It may be the result of the fact that they have less invested in the past, but the younger leaders were more willing to challenge the status quo. They were constantly looking for innovative ways to accomplish work more efficiently and with higher quality.
5. **Results Focused.** Young leaders will do everything possible to accomplish objectives. They have a high need for achievement and will put every ounce of energy and effort they had into achieving their goals. In contrast, when someone has been in an organization for a long period of time, it is easy to become complacent and to see the status-quo as sufficient.
6. **Elevate Goals.** The younger leaders were more willing to set stretch goals. Some older leaders have learned to sandbag a goal so they don't have to work too hard or run the risk of falling short of a goal. Younger leaders were more prone to set stretch goals and inspire their team strive to achieve difficult tasks.

Every organization will need younger managers to fill in the vacancies left by their long-term predecessors. Understanding and leveraging the many strengths of this younger group creates a big opportunity higher performance and productivity. While younger leaders have challenges that will require focused effort and leadership development to overcome, they bring tremendous assets to the organization. They may likely be one of the most under recognized and



under-utilized resources in our organizations today.

AN INNOVATIVE APPROACH THAT LEADS TO LONG-TERM RETENTION

In such a competitive environment it has become very important to retain the right talent in the organization to increase right human asset and reduce the absenteeism or turnover cost. The organization must follow some innovative approaches to hire and retain the right asset for longer term. One of these tactics is a forgivable loan under which the employer offers an employee a loan that is forgivable if the employee follows certain terms being the part of that organization. One of such terms is the employee stays with the organization for a specific length of time. The other parameters can be the performance aspect of an employee without which the length of stay will be less useful. Every year if the employee stays with the company \$ 10000 of the loan is forgiven so even if the employee leaves the company after a year she is only on the hook for \$40k out of \$50k along with interest. Also if she spends complete five years with the organization her entire loan will be forgiven. This will make the employee retained in the organization and will also provide them financial assistance.

BILLIONS IN CHANGE

For the 1.3 billion people who live without access to electricity, Billionaire Manoj Bhargava wants to change by focusing on inventions that address the root causes of pressing global problems like energy, water, and health. Instead of going for conventional charity he is investing in an invention shop that makes, develops, and refines practical products intended to help peoples' lives around the world.

One such product, called Free Electric, is a reclining hybrid stationary bicycle that generates electricity. Pedaling spins a flywheel, which powers a turbine generator, which charges a battery. An hour of pedaling will produce a day's worth of power for a rural household—enough to provide lighting, run a small fan, and charge a mobile device. This electricity comes with no utility bill, generates zero pollution, and produces no waste. Bhargava has plans to deploy 10,000 bikes to India in 2016, with pilot tests commencing in Uttarakhand before a nationwide rollout.

While initial manufacturing of Free Electric, which is set to begin within the next few months, will take place in the United States and India, Bhargava intends for Free Electric eventually to be produced worldwide—but only if he can ensure that no

one cuts any corners. Free Electric is one of numerous potentially world-changing products being developed at Stage 2 Innovations.

Another is the Rain Maker, a water-purification technology that uses an evaporative process—similar to how the sun makes rainclouds—to turn salty or polluted water into clean water for drinking and agriculture. Rain Maker units are designed to work at any scale. A single unit, suitable for a village, can clean 1,000 gallons of water per hour. Larger volumes could be handled by employing multiple units in series.

ZARA BECOMES THE FIRST APPAREL BRAND IN INDIA TO CROSS \$100-MILLION SALES MARK

Spanish fashion brand Zara has become the first apparel brand in India to cross the \$100-million sales mark, five years after it opened its first shop here. Plans are on to open a few more Zara stores in India over the next three to four years in the major cities. The primary challenge to faster expansion is the availability of high quality retail spaces, which can be expected to generate reasonable sales throughput.

With 16 stores now, average sales per store of Zara is about Rs. 45 crore a year, far more than top apparel brands such as Louis Philippe, Levi's and Marks & Spencer, and even slightly higher than department store chains Shoppers Stop and Lifestyle. Zara has set a benchmark in terms of both growth and profitability. What has helped it is the brand's desirability and connect with consumers.

If a new style is not a hit within a week, it goes off the shelves of over 2,000 Zara stores worldwide. The brand will face intense competition from similarly-priced, fast fashion rivals such as Gap and H&M. As the world's second most populated country, India is an attractive market for US brands, especially since youngsters in the country are increasingly embracing western-style clothing.

MOBILE PAYMENTS APP PAYTM TO INTRODUCE MESSENGER THAT ALLOWS CONSUMERS TO BARGAIN WITH MERCHANTS

Mobile payments and ecommerce application Paytm is launching a messenger function directly connecting buyers and sellers. "We are probably going to put the messenger in the centre space. We will also add features of all other social networks to be integrated, and some more card-based infrastructure where you can share deals," Sharma added. Tiger Global-backed ecommerce portal Shopclues also



launched its chat function earlier, focusing on hyperlocal merchants.

This innovation can be a game changer for online commerce in India, where customers are traditionally accustomed to negotiating with sellers before any purchase, said experts. "I think this will be a tool that will be used quite widely. What chat enables is establishing that connection between sellers and customers," said Venkat Potluri, cofounder of Sellerworx, which provides a cross-site platform for ecommerce sellers. "There are queries about the products, and sometimes sellers are in a position to offer spot deals. So, price will be agreed on real time, and invoices will have to be changed accordingly."

"This can take off in India because no one has tried to explore the power of chat communities," said Manish Saigal, managing director of consultancy firm Alvarez & Marsal. "But the fundamental difference here is that it has to start with good quality media content to promote quality products on a very neutral platform, which we have not seen here."

MALLS OPT FOR GLOBAL BRANDS AS INDIAN BRANDS LIFESTYLE, PANTALOONS, WESTSIDE HAVE OUTLIVED UTILITY

India's successful malls say multi-products and multi-brand chains (Westside, Pantaloons, Shoppers Stop and Lifestyle) have outlived their utility as anchor tenants at least in malls in metro cities and may find relevance in smaller cities.

Such malls are either evicting these brands altogether or relocating from their showcase ground floors to less attractive upper or basement levels and offering space to the new global brands which will generate higher revenue per square feet, add to the mall's appeal, bring in the young crowd who is also likely to spend at the food court.

"We would rather have a Zara or a Mothercare as our anchor tenant that brings their full range in a 4,000-5000 sq ft than these multi-brand chains," says Arjun Sharma, chairman of Select Group that operates Select Citywalk that relocated Pantaloons from its 20,000 sq ft space to 8,000 sq ft on the first floor. "Brands like Westside are slowly going away (from large malls) and they will get replaced by Forever 21, H&M probably or a Zara. It is part of normal churn," Sharma said.

"Globally, this kind of department store concept has diminished in importance. I think in India you will see them around for at least half a decade or even more," says Suresh Singaravelu, executive director at Bengaluru based Prestige

Group that operate malls is the city and building malls in other southern cities. He says change is already happening. For example, Tata-owned Westside has started selling gourmet food and increased footwear and sports items.

UNION CABINET GIVES NOD TO CONSUMER PROTECTION BILL, 2015

On August 1, 2015 Union Cabinet approved Consumer Protection Bill, 2015 in order to deal with the growing concern over the safety of consumer products and services. The new bill seeks to replace Consumer Protection Act, 1986 in order to deal with consumer protection and safety. It aims at simplifying the consumer dispute resolution process along with enhancing the pecuniary jurisdiction of the consumer grievance redressal agencies.

Key features of the Bill

Central Consumer Protection Authority (CCPA): Establishment of CCPA as an apex regulatory authority with more powers to protect and enforce the rights of consumers. It will have powers to recall products and initiate action suit against defaulting companies including e-tailers for refunds and return of products.

Product liability: If product or services causes personal injury, death or damage to property, CCPA will have powers to take action against defaulting manufacturers or service providers.

Speedy disposal of court cases: In this regard, provision related to 'mediation' has been proposed which will act as an alternative dispute resolution mechanism. However, mediation will be under the aegis of consumer courts.

Stringent penalty: In certain cases, the Bill adds stringent penalty provisions including life imprisonment.

Establishment of circuit bench: For speedy disposal of complaints consumers can file complaints electronically circuit bench along with traditional mechanism of filing complaints in consumer courts that have jurisdiction over the place of residence.

Rationality behind introducing new Bill

There is a need to modernize the Act to address challenges related to consumer protection effectively.

In technologically evolved marketing strategies which uses advance methods of multi-level marketing, tele-



marketing, direct selling and e-tailing in some cases are providing misleading advertisements.

It has resulted in new challenges to consumer protection with growing concern over the consumer products and services safety, especially after the Maggi controversy.

Consumer Protection Act (CPA), 1986 which was amended thrice earlier in 1991, 1993 and 2002 was not capable to deal with the changing scenario of consumer protection effectively

INFORMATION TECHNOLOGY

GADGET OGLING: LONG-LASTING SMARTPHONES, BURGLAR-BUSTING DRONES, AND SKI-OBSSESSED SENSORS

If the dream for many in the modern world is to have a smartphone that never needs a charge, Oukitel's K10000 is a pretty good runner-up. The smartphone is named for its 10,000mAh battery. When subjected to "normal" use, it's good for 10 to 15 days between charges. Given that many smartphones will need some extra juice after around 10 hours of typical use that seems a tall order. However, with intelligent power management it's absolutely possible.

To have a modern smartphone with such a long battery life, you'll need to compromise somewhere. Indeed, the specifications don't quite match the top-of-the-line devices on the market.

It has a quad-core 1-GHz processor, 2 GB of RAM, a 720p 5-inch screen, 2-MP and 8-MP front- and rear-facing cameras, and 16 GB of expandable storage. It runs Android 5.1 -- but, let's face it, the specs aren't the major selling points here.

There are a lot of people who'd be happy to have a smartphone that didn't pack as much power as the latest Samsung Galaxy or iPhone if it means one could go almost two weeks without a charge - especially those who frequently travel to remote areas. At US\$240 (\$199 through a preorder period), the price is right too.

VTS DEVICES

A vehicle Tracking System consists of a small hardware device mounted inside the vehicle. The device is actually an on-board computer with GPS and wireless communication capabilities that transfer all relevant information from the vehicle to the fleet management centre. It gives answers to questions like where the vehicle was driven for the last, where it stopped, how many kilometers it covered and much more. So once this

hardware is installed in a vehicle, one can get live updates about its movement on a computer connected to the internet and also on a mobile phone through SMS.

Modern vehicle tracking systems commonly use GPS or GLONASS technology for locating the vehicle, but other types of automatic vehicle location technologies can also be used. Vehicle information can be viewed on electronic map via the Internet or specialised software. India has an enormous market for VTS devices. Currently, only 6-7 percent of that market has adopted GPS – based VTS monitoring devices. In the coming two years, it is expected that almost 70-80 percent of the vehicles in India will have GPS based VTS devices. So, the potential for this vertical is huge.

DUTCH FIRM FUGRO MOVES TO THE CLOUD COMPUTING

GeodatacompanyFugro is moving its IT infrastructure to the cloud in a project led by CIO Gerko Baarslag. The bulk of the IT infrastructure at geodata company Fugro will be in the cloud within two years, according to GerkoBaarslag, CIO at the Dutch-founded company, and the aim is to replace about 75% of 'the companys IT infrastructure around the globe.

When Baarslag took over as CIO at the beginning of 2015, cloud computing was hardly used at all at Fugro. The firm wants to deliver world-class IT and enable Fugro to get more added value out of IT. With those goals in mind, he introduced a cloud-first strategy.

Fugro is the world's largest integrator of geotechnical, survey, subsea and geosciences services, with sales worth €2.6 bn a year, 13,500 employees, and a presence in more than 70 countries. The datacentres and applications are spread around and not optimally connected. They need to invest a lot in their datacentres and applications to make them future-proof, so the cloud with its flexibility and capabilities is a better choice for them.

Baarslag reckons the most important thing he has accomplished at Fugro, it is to get full support for cloud computing from the board of directors. He has also created a policy for when they are to use the cloud and when they should not. One has to take into account that cloud entails new risks. A formal risk assessment process has been put in place. Before anything is moved to the cloud, a standard template must be filled in.

Baarslag expects the risk assessments to show that it is often



more risky to handle IT in-house than to move it to the cloud. But he added that risks exist, and CIOs have to be aware of them. Fugro is therefore going for a hybrid solution, according to Baarslag. They have vessels, and on them they will continue to have local datacentres – in the middle of the Indian Ocean one cannot get good enough bandwidth. Since they work all over the globe, they cannot go for 100% cloud.

He added that data latency and data privacy laws are also contributing factors. Fugro has not yet decided which cloud suppliers to use. Baarslag did not find it particularly hard to convince management to go for a cloud-first strategy. Baarslag has worked extensively with cloud computing in different companies over the last five years. He says the most important thing he has learned during this time is that a move to cloud computing is more about change management than IT.

ROBOCUP: TRAINING ROBOTS TO PLAY FOOTBALL

The whistle blows and the beautiful game begins, but this is no

ordinary football match - it is a training session for a team of robots, which will compete at the RoboCup World Championships, hosted this year in the Chinese city of Hefei.

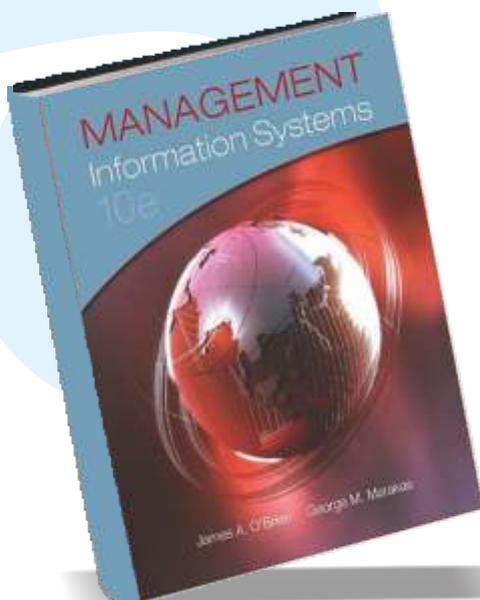
The knee-high footballers, based at the University of Hertfordshire, are not exactly pacey. And they are not very good at gaining possession - especially if they spot someone such as me, wearing red shoes, which they mistake for the similarly red, but round, ball because they have been programmed to spot colour rather than shape.

When they do get to the ball, they stop to look around before they kick it and once they have kicked it, they are liable to fall over. The robots are pre-programmed - an estimated 50,000 lines of code go into preparing for a match - but there is also an element of learning.

They "speak" to their trainers as they play, explaining what they are seeing. And when they are configured for the next match all that information can be used to raise their game.

BOOK REVIEWS

MANAGEMENT INFORMATION SYSTEMS



Author(s) : James A. O'Brien, George M. Marakas, Ramesh Behl

Publisher : Mc Graw Hill

Edition : 7th

Pages : 954

Price : ₹ 2,500

Reviewed by : Ms. Charu Gupta, Faculty, DIAS

The Tenth Edition is designed for business students who will soon become business professionals in the fast changing business world of today. The goal of this text is to help business students learn how to use and manage information technologies to revitalize business processes, improve business decision making, and gain competitive advantage. Thus, it places a major emphasis on up-to-date coverage of the essential role of Internet technologies in providing a platform for business, commerce, and collaboration processes among all business stakeholders in today's networked enterprises and global markets.

The Edition under review contains Real World Cases which provides current, relevant, and in-depth examples of IS theory applications. A combination of Case Study Questions and Real



World Activities allows engaging students on a variety of levels. These up-to-date cases provide students with in-depth business examples of the successes and challenges that companies are experiencing in implementing the information technology concepts covered in each chapter.

Chapter 1 focuses on Foundations of Information Systems in Business and provides an expanded discussion of IS careers and the job market outlook. Chapter 2 on Competing with Information Technology has added coverage of the strategic uses of IS/IT. Chapter 3 is on Computer Hardware and provides an expanded history of computing section and updated coverage of the iPhone. Chapter 4 about Computer Software covers cloud computing and application virtualization. It also includes added coverage of Windows Server 2008 and an updated Java discussion to reflect the most recent version, Java EE 5.

Chapter 5 on Data Resource Management expands the discussions of Facebook, YouTube, and strategic data management. The next chapter talks about Telecommunications and Networks and updates the discussions of Internet, the number of Internet users, and metropolitan area networks. Chapter 7 based on e-Business Systems includes a new discussion on the relationship between SCM, CRM, and ERP with regard to supporting corporate strategy. There is also an expanded discussion of SCM as a top strategic objective of modern enterprises and a new discussion of the use of digital billboards in targeted marketing.

The ninth chapter on e-Commerce Systems provides a discussion of search engine optimization, new data relating to top retail web sites and online sales volume, and increased coverage and discussion of e-commerce success factors. Chapter 10 on Decision Support Systems includes an additional discussion with regard to the strategic value of business intelligence activities in the modern organization. Chapter 11 on Developing Business/IT Strategies has added coverage of system implementation challenges, user resistance, end-user development, and logical versus physical models.

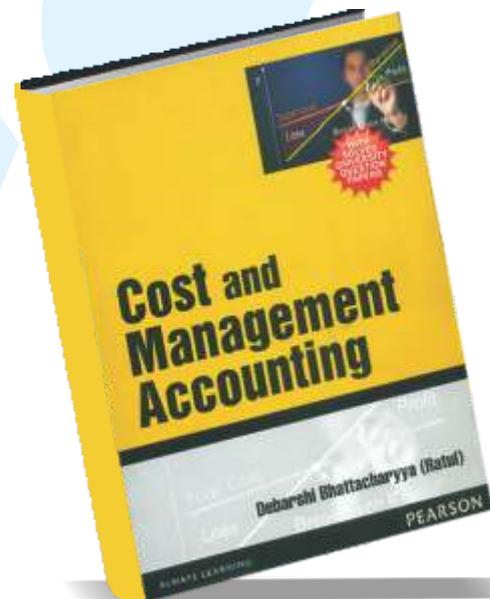
Chapter 12 on Developing Business/IT Solutions has increased coverage of system implementation challenges, user resistance, and end-user development. Chapter 13 on Security and Ethical Challenges includes a new section on cyber terrorism. Additionally, it provides updated coverage of software piracy economic impacts, increased coverage of HIPAA, and a significant increase in discussion of current state

of cyber law. The last Chapter 14 on Enterprise and Global Management of Information Technology provides expanded in-depth coverage of COBIT and IT governance structures in organizations, as well as an added section on trends in outsourcing and offshoring.

The book will be very useful for the students and faculty. This edition loads the text with Real World Cases, in-depth examples, and opportunities to learn about real people and companies in the business world through use of Real World Activities, Case Study Questions, Discussion Questions, and Analysis Exercises. It organizes the text around a simple Five-Area Information Systems Framework that emphasizes the IS knowledge a business professional needs to know.

The major emphasis is placed on the strategic role of information technology in providing business professionals with tools and resources for managing business operations, supporting decision making, enabling enterprise collaboration, and gaining competitive advantage.

COST AND MANAGEMENT ACCOUNTING



| | |
|-------------|------------------------------------------|
| Author(s) | : Debarshi Bhattacharyya (Ratul) |
| Publisher | : Pearson |
| Pages | : 1205 |
| Price | : ₹ 550 |
| Reviewed by | : Dr. Urvashi Ghai Khosla, Faculty, DIAS |



The aim of the book under review is to provide an introduction to the theory and practice of Cost and Management Accounting. Cost Accounting System is concerned with accumulating costs for inventory valuation to meet external financial accounting and internal monthly or quarterly profit measurement requirements. On the other hand, Management Accounting system accumulates, classifies, summarizes and reports information that will assist employees within an organization in their decision-making, planning, control and performance measurement activities. This book is concerned with both Cost and Management Accounting, with similar emphasis being placed on both the systems. The structure and presentation of book is extremely satisfactory and most appropriate for students at an advanced professional or degree level. The author has annexed the chapter-wise distribution of marks, question pattern of the examination paper and recent question papers with solutions at the end of the book. This book has 18 chapters. The chapter review quiz and exercise at the end of every chapter has a good number of theoretical questions and practical problems so that students can self-assess their levels of performance.

The first chapter provides an introduction to Cost and Management Accounting and a framework for studying the remaining chapters. The second and third chapters provide analysis of cost and cost sheet, third chapter explains the concept of materials and its purchase. This section mainly focuses on assigning costs to products to separate the costs incurred during a period between costs of goods sold and the closing inventory valuation for internal and external profit measurement. The extent to which product costs accumulated for inventory valuation and profit measurement should be adjusted for meeting decision-making, cost control and performance measurement requirements is also considered briefly. It also includes the concepts of Labour (fourth chapter), Overhead (fifth chapter), Activity based costing (sixth chapter), Non- Integrated accounting & system (seventh-eighth chapter), Reconciliation of cost and financial accounts (ninth chapter), Job and batch costing (tenth chapter), Contract costing (eleventh chapter), Operating Costing or service costing (twelfth chapter), Single costing or Unit costing or Output costing (thirteenth chapter), Process costing (fourteenth chapter), Marginal costing and cost volume profit analysis (fifteenth chapter) etc.

The sixteenth chapter is concerned with measuring and identifying those costs which are relevant for different types

of decisions. The seventeenth chapter explains the process of translating goals and objectives into specific activities and the resources that are required, via short-term (budgeting) and long-term planning processes, to achieve the goals and objectives. In addition, the management control systems that organizations use are described and the role that management accounting control systems play within the overall control process is examined. The emphasis here is on the accounting process as a means of providing information to help managers control the activities for which they are responsible. And the last chapter defines the standard costing and variance analysis.

Finally, the concepts of Cost and Management Accounting are presented in a very simple and systematic way. The author has provided the conceptual clarity and mathematical concepts of the subject to provide better understanding of the chapters to the readers. With all changes and updates, the book under review provides a good source of knowledge.

MARKETING MANAGEMENT



| | |
|-------------|-------------------------------------|
| Author(s) | : Philip Kotler & Kevin Lane Keller |
| Publisher | : Pearson |
| Edition | : 15th Edition, 2016 |
| Pages | : 756 |
| Price | : ₹ 899 |
| Reviewed by | : Ms. Roma Jaitly, Faculty, DIAS |



This book on marketing management is of great importance to its readers as it truly reflects the modern realities of marketing. Three broad forces- globalization, technology and social responsibility have been discussed as critical to the success of modern marketing programs. The book is divided in to 8 parts. Part 1 contains three chapters which help the readers in understanding the marketing management concepts and creating the long term relationships with the customers. Part 2 discusses about the various strategies to capture the marketing insights by conducting useful market researches. Part 3 deals with ways to connect with the customers by analyzing the consumer markets, business markets and global markets. Parts 4 & 5 emphasizes on creating value for the customers and thus building the strong brands. Parts 6 & 7, are concerned with communicating and delivering value to the customers through mass communication strategies, digital communication, personal communication, integrated marketing channels etc. In the last part, the authors have discussed about the strategies and importance of managing good relationship with the customers in the long run through various tools such as adopting a customer friendly approach, making customers their partners and customer relationship management.

Written by two pioneers in marketing, this book has covered almost all the aspects of marketing management. All the chapters include exhibits discussing latest cases from the industry and the discussion questions at the end, so that the readers can encapsulate their learning from the chapter.

The book will satiate the students in terms of knowledge regarding marketing and right approaches of entering into the sector. For the ease of students, the author has also given a list of abbreviations of the terms used in the different parts of the book. The book has been written keeping in view the syllabi requirements of the university students. The authors have tried to make a blend of theory and practice in a very simple language which has made the book more relevant for the students. The book focuses on implementation and attempts to provide a glimpse into the future of marketing.

In all, the book is very useful for the students of graduate and post graduate courses and also for the people who seeks a career in marketing.

Scholastic Impressions

MANAGEMENT

STARBUCKS' ENTRY INTO TEA-DRINKING INDIA

Revathy Rajasekaran

The present case study discusses about world largest coffeehouse company, Starbucks which has a presence in 65 countries around the globe. The company was planning to enter into Indian market since 2006, but could not do so because of FDI restrictions. In the year 2011, Starbucks signed MoU with Tata Group and opened its first outlet in India in October 2012. The main attraction towards Indian market was saturation in US and European markets and the company's success in China which was a tea drinking nation. Apart from that, people's inclination towards café culture and increasing per capita income was also a driving factor.

Starbucks used the strategy of Globalization and thereof experimented its success stories in other countries with a tinge of localization in Indian market. Soon, company started facing various challenges like competition from other established brands like CCD, Barista etc and the high cost of its products. With the support of Tata, Starbucks conducted a SWOT analysis and reframed its strategies. They altered their STP strategies and also the marketing mix strategies. They focused on pan- India appeal as the major competitors were operating in metropolitan cities only. Still Starbucks has a long way to go in luring Indian consumers.

Ms. Roma Jaitly, Faculty, DIAS
(For full text, please refer to the IUP
Journal of Brand Management,
Volume XII, No.3, September 2015, Pg. No.45-58)

THE EFFECT OF EMOTIONAL INTELLIGENCE ON JOB SATISFACTION OF FACULTY: A STRUCTURAL EQUATION MODELING APPROACH

Parikshit Joshi, S K Suman and Mudita Sharma

The study explores the dependency of satisfaction of faculty on emotional intelligence of the faculty members. The study is conducted in the different management and engineering affiliates of UP Technical University, Lucknow, India. Wong and Laws scale has been used to measure the emotional



intelligence of the faculty and Job satisfaction scale has been adopted from the Michigan Organisational assessment questionnaire (Seashore et al. 1982). Sample size was 212 faculties members working across different management and engineering colleges affiliated with UPTU, Lucknow. SPSS 19.0 has been used and all the statements of emotional intelligence have been factor analyzed which has broadly classified components into Use of emotions, Regulation of emotion, Other emotion appraisal and Self-emotion appraisal. Further, a path model has been developed using LISREL 8.52 to find the impact of EI on job satisfaction. The path analysis was conducted, which is the special case of SEM in which structural relations among is observed (vs latent) variables are modeled. Obtained model is tested for goodness of fit. RMSE accounted to 0.041, RMR is 0.047, GFI is 0.93, AGFI is 0.90, CFI is 0.96 and NFI is 0.95 for the model which satisfies the criteria for goodness of fit. So the model is perfect fit for the data collected. The findings of the study strongly revealed that EI has strong correlation with job satisfaction in academics. Among the four factors of EI, UOE and ROE have the highest impact on the job satisfaction. This also concludes that if faculty has good control over his/her emotion, then he/she will be highly satisfied in academic jobs.

Ms. Ruchika, Faculty, DIAS
(For full text, please refer to The IUP
Journal of Organizational Behavior,
Vol. XIV, No. 3, July 2015, Pg. No. 58-70)

CONSUMERS' REPURCHASE INTENTION TOWARDS A MOBILE PHONE BRAND IN QATAR: AN EXPLORATORY STUDY UTILIZING THEORY OF REASONED ACTION FRAMEWORK

Emad Naji Isaid, Mohd. Nishat Faisal

Consumers display a major increase in their spending patterns in which mobile phones has a major share. In order to acquire proper insight about market segments in mobile phone market, this study aimed to identify factors that influence on mobile phone repurchase intention in the State of Qatar. To complete the objectives of the study, a customized model of theory of reasoned action (TRA) was used. The sample was selected using non-probability convenience and referral (snowball) sampling method. Data was collected using an online questionnaire with 26 items and in all 406 complete responses were received. The questionnaire was divided into three main sections: screening and warming-up section, the main section and demographic section.

The paper analyzes factors that influence consumers' repurchase intention towards a brand of a mobile phone. In this paper, past behaviour is also added to the model to measure the consumers' repurchase intention. The analysis revealed that there is negative relationship between consumers' repurchase intention and mobile phone price, size and consumers' past behaviour. Results of this study can be used by the marketing managers to devise strategies to attract consumers by understanding the factors that affect repurchase intentions.

Further, finding reveals that some demographic variables such as age, job level and nationality have significant effect in influencing their repurchase intentions. Also, it shows that a young consumer (less than 20 years of age) has more influence on their repurchase intentions as compared with other age groups and student's category has more influence on their repurchase intention if compared with other worker (job level) categories. Moreover, findings show that Qataris have higher influence on their repurchase intention compared with non-Qataris; this could be an area of interest to be studied in more depth in future research.

On the other hand, income and job sector has no influence on consumers' repurchase intention of same mobile phone brand. Researcher's concluded that consumers' attitude toward action, subjective norms and past behaviour have a significant influence on their repurchase intention; however, it has been confirmed that variables' of social concerns and situation are significant indicators for prediction of consumers' willingness to conformity with others.

Ms. Pratiksha Tiwari, Faculty, DIAS
(For full text, please refer to Global Business Review,
August 2015, 16(4), Pg. No. 594-608)

INTERNATIONAL HRD AND OFFSHORE OUTSOURCING: A CONCEPTUAL REVIEW AND RESEARCH AGENDA

Valerie Anderson

Offshore outsourcing is an increasing trend in the global Business Environment and has important consequences for Human Resource Development practices such as Organization Development, Knowledge transfer, Organization culture and Training and Development. This article argues that robust International Human resource development research into offshore outsourcing contents is



required that challenges the dominant “Headquarters perspective” taken in existing accounts of the global trend to offshore outsourcing. This article reviews the theories and concepts underpinning the International Human resource development and offshore outsourcing literature bases and analyzes the connections between them as a basis from which to pose practice research questions from which HRD scholars can contribute new knowledge about IHRD in offshore outsourcing contents.

This article has highlighted the increasing trend of offshore outsourcing of Business services and processes, which has important consequences for HRD. The integrated conceptual framework and the research agenda proposed in this article contribute to the HRD literature base by providing the basis for robust IHRD research into offshore outsourcing and the implications for the development of individuals, teams and Organizations and the consequences for HRD in different parts of the world.

Dr. Omesh Chadha, Faculty, DIAS
(For full text, please refer to The HRD Review,
September 2015, Volume 14, No. 3, Pg. No. 259-278)

KEY DRIVERS INFLUENCING SHOPPING BEHAVIOR IN RETAIL STORE

Aamir Hasan and Subash Mishra

Economists have viewed shopping as an activity that allows consumers to maximize their utility function (Michelle et al., 1995). But customers tend to exhibit 'economic' as well as 'recreational' shopping behavior (Bellenger and Korgaonkar, 1980). For some, it is an act of killing boredom, for others it leads to self-gratification and to another category of shoppers it gives a sense of emotional fulfillment (Tauber, 1972). Involvement has also been described as leisure behavior (Bloch and Bruce, 1984). The service industry, and in particular the retail sector, has faced tough competition following the recent economic crisis, therefore it is essential for retailers to use the strategies which focus on satisfying the current customers.

New retail formats are growing at a rapid pace in India. There remains a need among Indian businesses to understand the changing behavior of customers towards shopping in organized retail outlets. The paradigm shift in consumer socioeconomic, demographic and geographical proportions are driving what was once a traditional small-scale retail outlets into an organized retail format aimed at catering to the

evolving needs and tastes of discerning consumers. But the ever changing consumer's psychographic variables like values, activities, interests, opinions, motives and lifestyles have contributed immensely to the growth of store format typologies such as convenience stores, discount stores, super markets and hypermarkets.

People's motives for shopping are a function of numerous variables, many of which are unrelated to the actual buying of products. Shopping experience is a utilitarian effort aimed at obtaining needed goods and services as well as hedonic rewards. Literature in marketing and related behavioral sciences suggests a breadth of consumer motives for shopping. The idea that consumers are motivated by more than simply the utilitarian motive to obtain desired items has been acknowledged at least as far back as the 1960s by Howard and Sheth (1968). Their consumer behavior model, in addition to considering traditional explanatory variables such as needs, brand attitudes, and the impact of shopping behavior on promotions, also examined less explicitly utilitarian consumer motives such as arousal seeking and symbolic communication.

Retail has changed and expanded in all lines of business, be it apparel, jewellery, footwear, groceries, etc. In today's competitive world, with increasing number of retail stores, the retailers need to be more customer-oriented. The modern consumer is more aware, confident and much more demanding, and is posing a challenging task for the Indian retailers. Therefore, the retailers are looking for ways to deliver better consumer value to increase consumer purchase intention.

The study aimed to determine the key drivers which influence the shopping behavior of the customers in the retail store. A survey (store intercept) method was employed to elicit primary information from 300 shoppers in different retail stores of Lucknow. A questionnaire based on a five-item Likert scale as well as random sampling was employed for data collection. As such, a survey of retail store customers' attitude towards reduced price, sales promotion, quality of the products, proximity to home, customer service, store atmospherics was done to identify the key drivers influencing shopping behavior in retail store.

The paper findings show shopping experience, store image and value for money as the three important variables, out of which shopping experience emerged as a dominant factor that influences the consumer's shopping behavior in the retail



store. As the findings reveal the factors that play a greater role in influencing the shopping behavior of customers in the retail store, the study serves as a foundation for a deeper probe into the shopping behavior of the customers in the retail store research domain in the Indian context.

Ms. Charu Gupta, Faculty, DIAS
(For full text, please refer to The IUP
Journal of Marketing Management,
August 2015, Vol 14, No.3, Pg. No. 7-36)

BASEL III FRAMEWORK ON LIQUIDITY STANDARDS: THE CHALLENGES BEFORE THE INDIAN BANKS ON LIQUIDITY RISK MANAGEMENT

K. Subramoniam

A bank is said to have adequate liquidity when it can raise sufficient funds both by increasing liabilities by way of deposits or by converting assets, promptly and at a cheaper cost. Bank's liquidity management, therefore, is the process of generating funds to meet contractual obligations like new loan demand, existing loan commitment and deposit withdrawals at reasonable prices at all times. Liquidity exposure can arise from both external and internal factors.

At the beginning of the financial market crisis in 2007, many banks had adequate capital levels but they were experiencing serious difficulties in liquidity risk management. Many of them failed mainly due to their exposure to liquidity risk.

In February 2008, the Basel Committee noted that many banks had failed to follow some basic principles of liquidity management during the time of abundant liquidity. It is not surprising that under these conditions the question of 'what is liquidity risk management' actually and 'how should it be managed', is increasingly asked as regulators hone in on this particular risk.

Based on the documents, "Principles for Sound Liquidity Risk Management and Supervision" and "Basel III: International Framework for Liquidity Risk Measurement, Standards and Monitoring", published by the Basel Committee on Banking Supervision (BCBS) in September 2008 and December 2010, respectively, the Reserve Bank of India (RBI) had finalized the guidelines on liquidity risk management. They include enhanced guidance on liquidity risk governance, measurement, monitoring and reporting to the RBI on liquidity positions. This paper tries to bring out the procedure

given by RBI and the challenges the banks may face in implementing the guidelines.

Ms. Balwinder Kaur, Faculty, DIAS
(For full text, please refer to The IUP
Journal of Bank Management,
Vol. XIV, No. 3, August 2015)

E-GOVERNANCE AND DIGITAL INDIA

Shri K.P. Shashidharan

"Focused execution using innovative partnership models will expedite the realization of the Digital India vision. Best of breed localized solutions with focus on total cost of ownership will build on the great start and deliver viable business models", says Santosh Anoo, Senior Director, Deloitte in India.

Digital India stands at the core of the government's plan of India and it intends to transform India into a digitally empowered society and knowledge economy for economic revival and inclusive growth. It is believed that the use of digital intervention will transform the lives of citizens by connecting them to services and social initiatives that they were earlier deprived of.

Technology is the key vision of Digital India by providing e-governance and services on demand. It digitally empowers citizens and supports the social inclusion plan being launched by the government. Once it is implemented, the Infrastructure as Utility to every citizen will be enabled through a number of initiatives led jointly by the public and private sector.

E-governance & Digital India provides a comprehensive review of the various initiatives including e-industry, e-innovation, e-security, e-inclusion etc. This has significantly enhanced India's role in Global Platforms. The study also outlines leanings from successful global platforms for internet governance and emphasizes on innovative partnership models, focuses on skill enhancement, and grass-root involvement that is essential for India to realize its full potential. This is possible only by using the right technology & infrastructure for integrating governance, performance, internal control and compliance management. In order to set the objectives of a good governance factors stakeholders' expectations and incorporates the feedback received from internal & external risks stakeholders for formulating right policies and strategic planning. A corporate or nation may not



be able to reduce uncontrollable external risks such as political, economic etc. but other risks like credit risk, ethical risk, security risk & eroding of value of assets etc. can to quite an extent be controlled.

As demands of the stakeholders are increasing, there is no way but to change the traditional mindset and 'siloed' approach of the problem resolution compartmentally based on the piecemeal poor information flow. ICT (Information and communication Technology) and GRC (Governance, Risk and Compliance) tools helps in bringing better stakeholder confidence with enhanced transparency, visibility, efficiency, accuracy, reliability, responsiveness, accountability, predictability, and prompt action and on the other hand by providing controls ICT solutions and products can help, in prevention, detection and reduction of uncertainty, make operations cost effective, enhance quality management, resource management, legal compliance, support informed database decision-making process, better business or governance reporting, credibility, branding and image building.

Dr. Urvashi Ghai Khosla

(For full text, please refer to The Journal of Chartered Accountant (ICAI), Vol. 64 No. 2, August 2015, Pg. No. 103-107)

THE PURSUIT OF EXCELLENCE AT WORK AND IN LIFE

Revathi Turaga

At one point in time, organizations used to look for the will to succeed and compete in their potential employees, moving on to more sensitive areas such as emotional intelligence and collaboration. In today's corporate and business world, one key area of strength that every organization is looking for in their potential leaders, managers and employees is—'the desire for excellence' which could be individual, managerial or a leadership excellence. The basic parameters of excellence are focus, efficiency and project management which include task management, people management, self-management and role management. The various tasks where managerial excellence comes into play are scheduling work, motivating staff, ensuring predictability, coordinating resources and efforts, giving orders and instructions, checking task completion, following systems and procedures, building teams and monitoring budgets, progress, tasks etc.

The crucial elements of exhibiting leadership excellence are awareness and effectiveness. The excellence cannot be

pursued and retained by anyone till the time is guided by the value of integrity which should be financial, personal, communication and task integrity. Integrity is the glue that holds excellence together at all times. Inculcating this value is an essential, in fact, irreplaceable part of pursuing, achieving and sustaining excellence.

Excellence cannot be designated as that only required at the workplace. Rather it has to become a part and parcel of one's life in every activity they do, personal or professional. From taking care of quality and productivity in every task, from being aware while staying focused, from creating a combination of efficiency and effectiveness together—excellence needs to be practiced through one's values, thoughts, words and actions.

Ms. Shilki Bhatia, Faculty, DIAS

(For full text, please refer to The IUP Journal of Soft Skills, September 2015, Vol. IX, No.3, Pg. No. 34-53)

INFORMATION TECHNOLOGY

AN ANALYSIS OF XBRL ADOPTION IN INDIA USING TECHNOLOGY ACCEPTANCE MODEL

Vineet Chouhan and Shubham Goswami

Extensible Business Reporting Language (XBRL) reporting is gaining momentum as a medium of digital financial reporting. It is a metalanguage, based on Extensible Markup Language (XML) and used as electronic communication of business information. The primary purpose of XBRL is to facilitate the preparation, publishing, exchange, and analysis of financial statements. It enhances the efficiency of financial reporting and accuracy, timeliness and reliability of financial data. But many Indian companies are still resisting implementing it internally. The present study analyzed the financial expert perception in respect of acceptance of XBRL as reporting method by using Technology Acceptance Model (TAM). The result uncovered that using XBRL increases work productivity but technological complexities make it difficult to accept. The study has implications for Indian firm reporters, auditors, government and also for other stakeholders to better understand the XBRL implementation and adoption.

This study further examined the effect of perceived usefulness and ease of use on attitude of Indian financial professionals towards XBRL reporting. The research findings also outline some broad reasons for slow adoption of XBRL in the Indian context. The end users confirm that using XBRL will improve the job performance and quality of their job, but technological



complexities and lengthy process for matching financial data with the given set of taxonomies are making the system less interesting to accept. A potential area of future research in this direction is to analyze the impact of demographic factors and user experience on XBRL adoption among reporters.

Mr. Neeraj Juneja, Faculty, DIAS
(For full text, please refer to The IUP
Journal of Information Technology, September, 2015)

A ROADMAP OF SENTIMENT ANALYSIS AND ITS RESEARCH DIRECTIONS

Sukhnandan Kaur, Rajni Mohana

The exponential growth of data on the websphere accelerated the need of extracting meaningful information from it. This information can be used for better decision making. The automatic generation of sentiments from the text is called as sentiment analysis (SA). It is a collaborative process of natural language processing and data mining. This paper tries to deeply analyse the existing research work in the area of SA. It presents work done till date and segregates it in terms of level of granularity. An ideal sentiment analyser should have the intellectual capability similar to a human being. This paper mentions a roadmap of the research directions to achieve the goal of ideal sentiment analyser. These research directions include SA based on temporal summarisation, multi-linguality, etc. This paper also mentions various research aspects to work on these research directions.

Ms. Anita Yadav, Faculty, DIAS
(For full text, please refer to Int.
Journal of Knowledge and Learning,
Vol. 10, No.3, 2015, Pg. No. 296-323)

A COMPARATIVE ASSESSMENT OF THE PERT VS MONTE CARLO SIMULATION FOR SCHEDULE RISK ASSESSMENT

Tracey M. Richardson, Bill Carswell and James W. Marion

The PERT and Monte Carlo analyses of schedule information are known to diverge under certain circumstances, however the reasons behind such divergence has been unclear. This study examines a project schedule using both the PERT and Monte Carlo simulation. The results indicate that the Monte Carlo simulation and PERT analysis converge only in the case of a dominant, insensitive critical path.

The critical path may appear to be different when comparing

the two methods due to the fact that the PERT uses weighted average task durations. When the schedule has parallel paths of nearly equal duration, such that the critical path is very sensitive to activity durations, the PERT method results begin to diverge from the Monte Carlo simulation results.

This piece of work suggests the finding of the PERT and the Monte Carlo simulations as schedule risk assessment techniques. We look at current practice and use two cases to illustrate the results of each approach using the same data. The first case uses a simple project with an insensitive critical path. The second case, which better represents a real world project, is more complex with a sensitive path. The results indicate that the Monte Carlo simulation and the PERT analysis converge only in the case of a dominant, insensitive critical path.

The critical path may appear to be different when comparing the two methods due to the fact that the PERT uses weighted average task durations. When the schedule has parallel paths of nearly equal duration, such that the critical path is very sensitive to activity durations. The PERT method results begin to diverge from the Monte Carlo simulation results.

Mr. Kamal Upreti, Faculty, DIAS
(For full text, please refer to International Journal of Data
Analysis and Information System,
September 2015, Volume 7, No.1, Pg. No. 2-10)

SECURITY IN BUSINESS INTELLIGENCE REPORTING SYSTEMS

KVN Rajesh and K. V. N. Ramesh

Since the advent and usage of information and Communication technologies, the world that we live in has converted into a knowledge Economy. Countries, and organizations that are able to generate knowledge and effectively use information are the world leaders in terms of wealth, development and growth. Information is wealth and knowledge is power in this age.

Data Warehouses are the central repository of the data derived from various sources and operational databases across the organizations. Operational data stores and Data marts too store and aggregate data for various purposes. Business Intelligence (BI in short) Reporting Tools are the tools used to access and derive meaningful information out of the data stored in the Data Warehouses Operational Data Stores and Data Marts.



The end users range from the Chairman and CEOs at the top end of the organizational hierarchy to the operational users at the lower end of the organizational hierarchy. The access may be in the form of canned and standard BI reports/ dashboards developed and maintained by the Information Technology (IT) team of the organization.

Warehouse brings along with it the risks related to its security. The risks could be related to inadvertent leakage or deliberate theft of data. Any mistake or lax in design and implementation of security in the BI Reporting Systems through which the data in these Data warehouses are accessed, could lead to big losses. Access to financial and other restricted data in a Data Warehouse through a BI Reporting System (with badly or inadequately designed and implemented security) to an criminal insider would make the organizational information as easy and as vulnerable to theft as a bank vault with door left open.

Another risk is related to leakage of sensitive and personally identifiable data.

The compliance and Data Privacy norms related to personal information are very strict in developed countries. Any theft or lax in adherence to these norms, will lead to huge penalties and fines by the government or related agencies which monitor the compliance to the Data Privacy norms.

In USA, the governmental regulatory acts and legislations like Sarbanes- Oxley (SOX), Gramm- Leach Bliley Act (GLBA) financial sector and Health Insurance Portability and Accountability Act (HIPAA) in Healthcare sector, lay down strict norms related to data access privacy and integrity. In India certain sections of the Information Technology Act 2000 and IT Amendment Act, 2008 deal with and Data Privacy.

Authentication and Authorization

Just like for any other IT system Authentication of the process by which a user logon to the BI reporting system is validated based on username and password. Different BI products support multiple types of authentication.

The more the time effort and thought spent in designing the security model for the BI Reporting System, the lesser the chance of data breaches and non - compliance to Data Privacy norms at a later date in context of the BI Reporting system.

BI Reporting tools like OBIEE and Business Objects have a metadata layer between the data source and the reporting

layer. The metadata layer holds the definitions related to connection to the data sources like Data Warehouses. They also have the data model information of various database objects like tables and columns and join relationships between them.

Based on the role performed by a BI user or group, the respective BI users need to be able to see only a certain subset of the data. This is implemented by the way of Row - Level Security which is used to filter and retrieve only the data that the users are supposed to see as per their security restrictions.

Properly designed and implemented security in BI Reporting Systems help to avert these risks to a large extent.

Ms. Tripti Mishra, Faculty, DIAS
(For full text, please refer to CSI Communications, Vol. 39, Issue 4, July 2015, Pg. No. 23-26)

BER PERFORMANCE ANALYSIS OF DATA NEGATION CODES

N. Shribala, P. Sri Hari, 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 article, 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).

Ms. Neha Rajan, Faculty, DIAS
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A MODIFIED IMAGE STEGANOGRAPHY METHOD BASED ON LSB TECHNIQUE

Marwa M. Emam, Abdelmgeid A. Aly, Fatma A. Omara

Data hiding techniques are considered very important roles with the rapid growth of intensive transfer of multimedia contents and secret communications. On the other hand, steganography is one of the most important information hiding techniques. By using steganography, information is hidden in carriers such as images, audio files, text files, and video files.

Steganography is a technique used to transport information from one place to another place through public channel in a covert way. The word steganography in Greek means "covered writing" (Greek words "stegos" meaning "cover" and "grafia" means "writing"). In general, steganography is the art of hiding a message signal in a host signal without any perceptual distortion of the host signal. It hides the secret

message within other innocuous looking cover files, called carriers, (i.e. images, text, audio, or video files) so that it can't be observed. The most frequently used carriers are digital images. The using of digital images for steganography makes use of the weaknesses in the human visual system, which has a low sensitivity in random pattern changes and luminance.

In this article, a modified steganography method based on the spatial domain is proposed. The proposed method has been implemented and evaluated by comparing it with SLDIP and ESLDIP, DWT methods, as well as, the method in using different messages with different lengths and hiding them in some cover images (i.e., standard images). The proposed and SLDIP methods are implemented using MATLAB 11.1.0. The proposed method represents the message by six binary bits by using LSB Braille method (Braille method of reading and writing for blind people) instead of using the ASCII encoding format. In this method, three bits of the message are hidden in a single pixel, and a true image is composed of three layers (Red, Green, and Blue) layer. Two bits are embedded in the Blue layer, and one bit is embedded in the green layer of the same pixel. In the Blue layer, the message is not only embedded in the least significant bit (LSB), but also the second and the third LSB may be changed. However, during each process of embedding, only one bit of the Blue layer is changed. The performance measurements for image distortion due to the embedding are the Mean Squared Error (MSE) and the Peak Signal-to-Noise Ratio (PSNR) between the cover image and the stego image.

Ms. Dimple Chawla, Faculty, DIAS
(For full text, please refer to International Journal of
Computer Applications,
Volume 125, No.5, September 2015, Pg. No. 0975 - 8887)

STUDENTS' SECTION

CASE STUDY ON "SHREYA SINGHAL V/S UNION OF INDIA"

INTRODUCTION

On October 27, 2009, the UPA government introduced

Ms. Ritika Sharma, Student - MBA, DIAS

Section 66A after making amendments in the Information Technology Act, 2000.



Section 66A

(Punishment for sending offensive messages through communication service, etc.)

Any person who sends, by means of a computer resource or a communication device,—

- (a) any information that is grossly offensive or has menacing character; or
- (b) any information which he knows to be false, but for the purpose of causing annoyance, inconvenience, danger, obstruction, insult, injury, criminal intimidation, enmity, hatred or ill will, persistently by making use of such computer resource or a communication device,
- (c) any electronic mail or electronic mail message for the purpose of causing annoyance or inconvenience or to deceive or to mislead the addressee or recipient about the origin of such messages, shall be punishable with imprisonment for a term which may extend to three years and with fine.

IMPORTANCE OF CYBER SECURITY

Cyber space is that domain which is generated from the interconnection between computers and telecommunication networks for the purpose of storing, modifying, and exchanging data via networked systems and associated physical infrastructures without any regard to physical geography. Therefore, its security largely depends on the data and the ICTs' security. With information flowing through boundaries of different legal systems connected to different networks around the globe, there is a growing need to protect personal information, funds and assets, as well as national security.

Thus, cyber security issues are gaining interest by both the public as well as the private sectors. All around the globe too cyber security proves to be a great challenge as safeguarding the interest of both common man as well as national security is a daunting task.

CYBER HARASSMENT LAWS IN OTHER COUNTRIES

United States

Due to federal nature of the US, states have enacted different 'cyberstalking' and 'cyberharassment' laws.

CYBERS TALKING

- Defined as using Internet or electronic communications to propagate a pattern of threatening or malicious behaviours.

Sanctions range from misdemeanours to felonies.

Each US state differs in its approach to cyberstalking.

CYBER HARASSMENT

Differs from cyberstalking and does not involve a credible threat.

Pertains to threatening or harassing emails, instant messages, or comments to blog entries or websites tormenting an individual.

United Kingdom

Anti-cyber-stalking law codified in Communications Act 2003 criminalises sending indecent, offensive or threatening electronic communications to another person, including via social media. The crime is aggravated if messages are related to race, sexuality or threaten hate crime. If found guilty, the person is liable for imprisonment up to six months, or a fine, or both.

Australia

Section 359B of the Criminal Code Stalking Amendment Act 1999 defines online stalking as contacting a person through "email or through the use of technology". To attract a penalty, stalker must instil in 'stalked' a reasonable apprehension of violence to themselves or their property. Convicted stalker can get up to 5 years in prison.

SHREYA SINGHAL V/S UNION OF INDIA

In the light of a series of arrests under Section 66A of the Information Technology Act, 2000, this writ petition was filed in public interest under Article 32 of the Constitution of India, seeking to strike down Section 66A as unconstitutional.

Some of the prominent arrests under Section 66A of the Information Technology Act, 2000 were:

Ravi Srinivasan, businessman from Puducherry, who was arrested for posting an offensive message on Twitter against Karti Chidambaram, son of former finance minister P Chidambaram.



S Skariah, editor from Kerala had around 22 cases lodged against him for publishing 'offensive' content against politicians, bishops and even film stars on the online Malayalam portal 'Marunadan Malayalee'

Aseem Trivedi, cartoonist from Mumbai was arrested for allegedly poking fun at the constitution and the national emblem by drawing cartoons that were circulated at Anna Hazare's anti-corruption rally in Mumbai in 2011.

Added to the IT Act, 2000, by an amendment in 2008, the provision had gained infamy not just for its blatant misuse but also for the 'Chilling Effect' it had on freedom of speech and expression, particularly on the internet. The verdict was important for more than one reason:

1. First, it has come like a breath of fresh air at a time when there is a general atmosphere of despair following recent state actions that give the impression of intolerance towards dissent.
2. Secondly, it instils confidence among citizens that they have the judiciary to safeguard their fundamental rights.
3. Third, the law was too vague to survive a Constitutional challenge.

By holding that free speech guaranteed to citizens under Article 19(1)(a) can be restricted only on the grounds mentioned in Article 19(2) of the Constitution, the Supreme Court has once again asserted its power of judicial review by finally striking down the controversial Section 66A of the Information Technology Act, often misused by the police against citizens exercising free speech on social media and reminded the legislature and the executive of their limits in making and enforcing laws that can potentially violate fundamental rights.

WEB OF FREEDOM: HOW IT COMMENCED?

The arrest of two Mumbai girls- Shaheen Dhada and Renu Shrinivasan on November 19th, 2012 for an innocuous post on Facebook left astro-physics graduate Shreya Singhal outraged. Shreya, the granddaughter of late justice Sunanda Bhandare and former Governor of Odisha, Murlidhar C Bhandare and a fifth generation lawyer, could not stop herself from condemning the arrests.

The two girls were arrested in Thane's Palghar after one of them posted a comment against the shutdown in Mumbai following Shiv Sena leader Bal Thackeray's death and the

other 'liked' it. When Shreya got to know about this she questioned her mother, Supreme Court lawyer Manali Singhal, that she could have been the girl who posted her thoughts and the other who liked the comment could have been her friends.

A question that alarmed her was how could one be arrested for questioning a shutdown of the city and also for liking the post. To this Shreya's mother Manali Singhal, challenged her to move the court. A determined Shreya, a Twenty-four-year old Delhi University's law faculty student, took her mother's challenge seriously, consulted her lawyer friend Ninad Laud and filed the petition seeking an amendment in the section 66A of IT Act, 2000 on November 29th, 2012.

She claimed that this section gives unbridled powers to the police to arrest anyone who disagrees with a view and expresses the same through a social website. In her three years of struggle she was saddened by the police who continued to arrest people despite the matter being pending before the Supreme Court. But at the same time it was heartening that the arrests did not deter people from posting comments. Some of them being that of UP boy arrested for allegedly posting on Facebook objectionable comments against Samajwadi Party leader Azam Khan on March 18th, 2015 and subsequently the court sought explanation from UP police on the circumstances that lead to the arrest of the boy.

Finally, after a long three year wait on March 24th, 2015 the court finally struck down Section 66A of the IT Act, 2000 that made posting 'offensive' comments online a crime punishable by jail, after a long campaign by defenders of free speech.

REALITY CHECK: GOVERNMENT CAN STILL BLOCK ONLINE INFORMATION

Even after the withdrawal of Section 66A of the Information Technology Act, 2000, the government can still black-out websites as the Supreme Court on March 24, 2015 upheld the constitutional validity of Section 69A which allows blocking of online information.

A bench of Justice Chelameswar and Justice Rohinton F Nariman (the youngest Supreme court judges) said that Section 66A had several safeguards minimizing any possibility of misuse. Unlike Section 69A, which was abused by the police to arrest alleged offenders at will, Section 69A authorizes only the centre to block information under the exceptions (reasonable restrictions) mentioned in Article 19(2) of the Constitution. The government is bound to give



reasons for its decision in writing.

The Supreme Court noted that the rules under the IT Act mandated a hearing before a committee set up to examine if it was necessary to block such information and any blocking would be possible only when the committee approved it after hearing the social media platform posting the information. The intermediary (social media platform such as Facebook, Twitter), which has been facing criminal cases in India for user-generated objectionable content, has to be provided with a certified copy of the order and then only can it be acted against for non-compliance.

The Supreme Court, however, gave a breather to intermediaries by watering down Section 79 of the Act which deals with exemption from liability of such platforms in certain cases. The court said an intermediary can be expected to act only after receiving actual knowledge from a court order or from the appropriate government or its agency that unlawful acts are going to be committed. After the verdict, an intermediary will no longer be directly liable for user-generated objectionable content until and unless it is brought to its notice by a court or the appropriate authority/ agency of the government.

It's rightly said that 'All is well that ends well'. Finally, Freedom of Speech was upheld.

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THE ADVENT OF 4G AND LTE IN INDIA AND A CASE STUDY OF BHARTI AIRTEL

Akansha Aggarwal¹, Saurabh Sharma², Charru Hasti³

^{1,2} MCA Students, DIAS

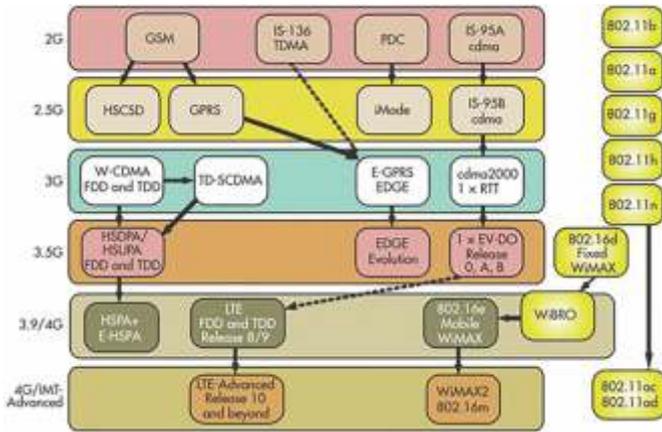
³ Assistant Professor, DIAS

To meet the increasing hunger of every day mobile users for data speeds, the electronics and communications engineers and the telecommunication industry have been spawning and refining mobile technologies. The result is numerous high end services including streaming huge amount of content across the internet, and catering to every hour needs of users for knowledge, entertainment and social networking. 4G and Long Term Evolution Advanced technologies are now the latest requirements to make our phones smarter for communication.

Long Term Evolution, LTE is a 4G wireless communications standard developed by the 3rd Generation Partnership Project (3GPP) that's designed to provide up to 10 times faster the speeds provided by 3G networks for mobile devices such as smartphones, tablets, netbooks, notebooks and wireless hotspots. 4G technologies are designed to provide voice, data and multimedia streaming at speeds ranging from 100mbps to 1gbps. 4G LTE is one of the several 4G standards along with Ultra Mobile Broadband (UMB) and WiMax (IEEE 802.16). LTE-Advanced (LTE-A) is an emerging and a more advanced set of standards and technologies that will be able to deliver bigger and speedier wireless-data payloads. LTE-A can be expected to deliver two to three times faster speed than today's LTE.

EVOLUTION/HISTORY OF 4G

The first generation of mobile communications started with the Advanced Mobile Phone Systems (AMPS), which can be thought of as equivalent to 1G. Next came GSM and CDMA-1 (almost equivalent to 2G) and then we switched to UMTS and EV-DO, which are 3G technologies. The two technologies variants of 4G are LTE and 802.16m. The latest release of LTE that qualifies as being 4G is release 10, often called LTE-Advanced. The ITU issued a press release on October 21, 2010, that qualified LTE-Advanced and WiMAX2 as meeting the requirements for 4G.



Capabilities of LTE

LTE brings amazing new capabilities to the cellular business. It expands carrier capacity, meaning more subscribers can be added to existing network. It provides the high data rates as needed by applications, mainly for video downloads to smart phones and other Internet access. It makes cellular connectivity more reliable. All of these needs are important to maintaining growth and profitability in the wireless business.

3G VS. 4G

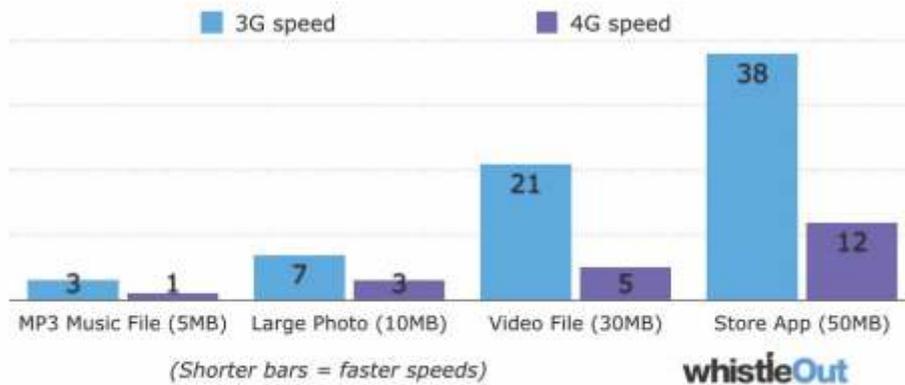
4G is often up to 10 times faster than 3G when used — with

4G IN INDIA (PREDICTIONS)

With escalation of 4G services in India, an estimated 50 million subscribers will move to the next generation services in the next 12-18 months, a report said. About 100 carriers worldwide will be offering at least one packet-based voice service at the end of 2016, double the amount year-on-year,

3G vs 4G: downloads

Example download times for popular types of files (in seconds)



speeds ranging between 20Mbps and 30Mbps.

WHY IS 4G SO FAST?

4G's faster speed is all because of OFDM (Orthogonal Frequency Division Multiplexing), a transmission technology used by the likes of ADSL, Wi-Fi, DVB-T, DVB-H and DAB. Not only does it reduce latency, it also minimizes interference and is able to fill large amounts of data into the same slice of radio bandwidth. Further increases in speed could be easily achieved with MIMO (Multiple Input Multiple Output) technology, which uses multiple antennas on transmitters and receivers like 802.11n Wi-Fi equipment.

and six times higher than at the beginning of 2015. It further said that India, currently the third-largest market for smartphones with estimated annual sales of about 143 million units in FY 2016, is estimated to generate about \$1.7 billion for its owners at an average value of about \$90 in FY 2016, with sale of about 20 million smartphones. Growing at a growth rate of about 32 per cent till 2020, the used smartphone market is forecasted to grow to about 46 million units generating an estimated \$4 billion for its owners. Besides, in 2016, 26 per cent of smartphone users in developed markets will not make any traditional phone calls in a given week.

BHARTI AIRTEL: THE FIRST TELCO IN INDIA TO LAUNCH 4G

Bharti Airtel Limited is a leading global telecommunications company with operations in 20 countries across Asia and Africa. Headquartered in New Delhi, the company ranks amongst the top 4 mobile service providers globally in terms of subscribers. Besides, it operates in 20 countries across South Asia, Africa, and the Channel Islands. Airtel provides GSM, 3G and 4G LTE mobile services, fixed line broadband and voice services depending upon the country of operation.



It is the largest mobile network operator in India and the third largest in the world with 325 million subscribers. Airtel was named India's second most valuable brand in the first ever Brandz ranking by Millward Brown and WPP plc.

Bharti Airtel has more than 65 million customers (July 2008). It is the largest cellular provider in India, and also supplies broadband and telephone services and many other telecommunications services to both domestic and corporate customers as well.

Bharti Airtel include stakeholders like Sony-Ericsson, Nokia - and Sing Tel, with whom they hold a strategic alliance. This means that the business has access to knowledge and technology from other parts of the telecommunications world.

Its network is spread all across the nation. This has underpinned its large and rising customer base. Until recently Airtel did not own its own towers, which was a particular strength of some of its competitors such as Hutchison Essar. Towers are important if your company wishes to provide wide coverage nationally.

Bharti Airtel Limited's 4G enables superfast internet speeds and allow customers to enjoy capabilities like high definition video streaming with zero buffering, downloading 10 movies in less than 30 minutes, uploading entire photo albums in less than five minutes (i.e. uploading two high resolution photos per second), connecting multiple devices without compromising on the experience, etc.

Commenting on the launch of Airtel 4G trials, Sarang Kanade, Hub CEO – Delhi NCR and Rajasthan, Bharti Airtel (India) said, "As customers in India show an increasing propensity for consuming data services, we at Airtel are excited to take the lead in introducing the market to power of blazing 4G speeds. We have launched Airtel 4G trials exclusively for our existing in India – our customers in the region will be uniquely positioned to experience India's first integrated FD and TD 4G network. This will imply faster 4G speeds and wider network coverage – thus delivering a superior 4G experience for Airtel customers."

Aimed at transitioning more and more customers to superfast 4G experience, Airtel has also announced a go-to-market partnerships with Samsung and Flipkart for 4G devices. Select retail stores of Samsung India will shortly facilitate easy Airtel 4G SIM swap for customers buying 4G smartphones. Airtel 4G double data offers are now available for customers of

Samsung Galaxy S6, Galaxy S6 edge, Galaxy A7 and Galaxy A5 mobile devices. Samsung has recently also launched its all new Core Prime 4G mobile smartphone in Airtel 4G markets. In the weeks to come, Samsung will also offer bundled Airtel 4G SIMs along with select Samsung 4G handsets in the Indian market. Additionally, Flipkart now offers Airtel 4G with double the data benefits for customers buying select 4G handsets. Flipkart-exclusive 4G devices (including brands like Xiaomi, Motorola, Lenovo, Asus and Huawei) will come bundled with an Airtel 4G SIM. While existing Airtel customers will be able to follow a quick SMS registration process to activate 4G, non-Airtel customers buying their 4G device from Flipkart will be guided through a simple process to smoothly transition to the Airtel 4G network.

Earlier in April 2012, Airtel had launched India's first 4G service in Kolkata. Airtel's 4G services are now available across India including Chennai, Bengaluru, Pune, Chandigarh and Amritsar.

The company has 4G spectrum in 14 circles while arch-rival RJI. It is the only player to have these airwaves in all the 22 telecom circles. Airtel paid INR 3314.36 crores for the spectrum in 4circles.

FUTURE OF 4G

The [ITU just recently established a roadmap to reach 5G technology by 2020], named IMT-2020. The first US mobile provider claiming to get there is Verizon, with recent reports of "some level of commercial deployment by 2017". So what speeds the consumers will hit on a 5G network is an important question. According to reports, the goal is 20Gbit/s, although the ITU has not set an official public standard.

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Research Report On Bharti Airtel Limited By Kaustubh Barve

QUESTIONS

What are the downloading and uploading speeds offered

by 4G technology?

What are the two variants of 4G technology?

Is 4G and 4G-LTE same?

What is "faux 4G"?

Alumni Speaks

DIAS is a premier institution which offers its students neat and clean infrastructure, quality staff. I got a chance to encounter many situations where I got to know about my strengths and weaknesses which helped me a lot in my interviews. Moreover, it offers a complete professional environment which benefits a student in the long run. The DIAS experience will always be remembered and cherished by me throughout my life.

Sanchit (2013-15)

It was a great experience studying at DIAS. Learned so many new things, got an opportunity to participate in curricular activities. Faculty is very supportive and encouraging.

Mansi Sharma

To walk safely through the maze of college life, a student needs the light of wisdom and the guidance of virtue.

Right from day one of our time at DIAS, we are continuously guided by our seniors. They are seniors who made us like free birds after the fresher's party. They told us what to do, how and where to find everything we need.

Finding myself so busy in the hectic 2nd year schedule, our alumni and our mentors were a great help for us while making typical projects. They were very charming, supportive, encouraging and care-taking, in short, our true friendly guardians in this college.

College days were indeed the best days of my life.

Pankesh, MBA (2012-2014)

CORPORATE EXECUTIVES' OPINE

**MR. PRABAL CHAKRABORTY,
VICE PRESIDENT & MANAGING DIRECTOR,
BOSTON SCIENTIFIC COMPANY, INDIA**

"A LEADER HAS TO BE TRUSTED BY ALL EMPLOYEES"

Boston Scientific Company, India is an innovator in medical solutions business. Mr. Prabal came on board four years ago and apart from general management his special focus is on leadership and development. He believes that a leader needs to bring in a high level of integrity to be successful. A leader of any organization is expected to anticipate and address the challenges that a business can face in a continuously challenging environment. A leader in today's complex and competitive world should leverage opportunities that can take the organization towards its desired goals. He/she uses insights and experiences to prepare the organization to





realize its full potential.

The three most important traits of a leader are that he/she should possess a clear business vision, strategic focus, and should be trustworthy. A clear vision is the steering force that every organization needs to meet its medium and long term goals. Visionary leaders stay one step ahead of the curve because they are using foresight based on long experience to guide their organizations. Strategic focus is needed to determine business priorities, leverage opportunities, understand complexities in the environment and capitalize on diversity. Finally a leader has to be trusted by all employees because only trust can win the commitment needed to make the entire team deliver.

There is a difference between a leader and a manager. A 'manager' optimizes available resources to deliver the desired objective, whereas a leader envisions the future, inspires the team towards the vision, and drives flawless execution of the strategies. He believes that managers can be groomed and mentored to become leaders if they have a natural ability to learn continuously and develop themselves.

His one-line leadership mantra is “understand the environment, be strategic and build the organization and people accordingly.”



RAJ RANA,
CHIEF EXECUTIVE OFFICER,
SOUTH ASIA, CARLSON REZIDOR HOTEL GROUP

“THE WORST DECISION IS TO TAKE NO DECISION”

Raj Rana has been with the Carlson Rezidor Hotel Group for over 20 years and is responsible for the growth of the group which includes brands such as Quorvus Collection, Radisson and Country Inns & Suites and Park Inn, in South Asia.

He defines a leader as an inspirational role model who can transform a vision into action and values into work culture. He believes that a leader must be a strategic thinker, balancing short term imperatives with long term organizational needs. A good leader understands that the change is the only constant. Therefore the ability to respond to challenges is critical. Effective communication is required to share the vision, inspire the team and move strategy from paper to performance.

Any organization is only as good as its people. Attracting, developing and retaining talent is a key responsibility of the chief executive. Leadership cultivation happens at self-pace as it is an individual journey, all that an organization can do is to foster the right environment.

Leaders are accountable for the performance irrespective of the circumstances being favorable or adverse. As long as the leaders act with integrity and in the best interest of the business the role can be rewarding. Good leaders have their eyes on the horizon and look to the past only as a learning lesson. Taking ownership of one's actions, whether they are right or wrong is essential to be an authentic leader.

The biggest leadership lesson he learnt is to be strategic in approach and decisive in action. Do what is right and do it right. His one-line leadership mantra is that a leader must carry his team along. As the saying goes, “you alone can do it, but you cant do it alone.”

Recent | **Notifications**

CORPORATE AND OTHER LAWS
SEBI RESTRICTS SUSPENDED COS FROM RAISING FURTHER CAPITAL

Taking a firm and strict stance on companies that are not in compliance with the listing requirements the capital markets regulator (SEBI) has barred these companies from raising further capital. A suspended company, its holding and/or



subsidiary, its promoters and directors shall not, issue prospectus, any offer document, or advertisement. SEBI has imposed these strict measures to ensure effective enforcement of listing conditions and improve compliance environment among the listed companies.

INSURANCE

IRDAI TIGHTENS NORMS TO CHECK INSURANCE MIS-SELLING BY BANKS

The Insurance Regulatory and Development Authority of India (IRDAI) is further strengthening the norms against forced selling of insurance policies by banks. IRDAI has decided to seek an undertaking from the CEO and the chief financial officer (CFO) of the corporate agent (including banks) that there is no forced selling of an insurance product to customers at periodic intervals. This would be on the lines of commission/remuneration received by these banks and other corporate agents that are disclosed, usually on a quarterly basis.

During the meeting of IRDAI members, one member pointed out that often banks and financial institutions that act as corporate agents force the customer to buy insurance from a particular insurer. It was suggested the head of the banks (and other corporate agents) should ensure that no product is forcefully sold. This will be part of the regulations on registration of corporate agents. There have been instances of banks trying to persuade customers to buy an insurance product. It could be a life cover or a personal accident cover with low premiums that are pushed with a loan or account opening. Unless a customer wants the product, they should not be made to buy it.

In its latest draft norms, IRDAI has done away with the capping of insurance business from one insurer by a bank. Compared to the previous draft that mandated banks to cap business from one insurer to 50 per cent, IRDAI had removed this cap. This would mean those insurers without a bank partner or promoter would still have to wait longer to get business from bancassurance. The regulator has said an insurer can have tie-ups with up to three insurers in any line of business-life, non-life or health. The regulator has said at the time of seeking registration, a corporate agent has to file a board-approved policy on the manner of soliciting and servicing insurance products.

DIRECT TAX

BLACKMONEY: E-FILING LINK TO DECLARE ILLEGAL ASSETS LAUNCHED

The Income Tax department has launched an e-filing link on its official website (<https://incometaxindiaefiling.gov.in>) for declaring illegal foreign assets and black money using the one-time compliance window notified recently by government. The relevant 'Form 6' can be used to declare undisclosed assets under the compliance window of the new anti-black money law. According to the scheme, such a declaration filed online by an individual or entity will have to mandatorily bear a "digital signature" for validation.

A digital signature authenticates electronic documents in a similar manner as a handwritten signature validates printed or hand-written documents. It cannot be forged and it asserts that a named person wrote or otherwise agreed to the document to which the signature is attached. The new two-page form brought out for this purpose has been categorised as 'Form 6' and has a three-page annexure for the "statement of undisclosed assets located outside India". Those who want to manually file such a declaration, the Central Board of Direct Taxes (CBDT), apex policy making body of the tax department, has already notified Commissioner of I-T in the national capital for the same.

The government had notified the three-month compliance window beginning July 1. The tax and penalty on such declared assets or funds can be paid till December 31. Those availing the one-time 'compliance window' would be required to pay a tax of 30 per cent and a penalty of a similar amount. The compliance window is part of the new anti-black money law that was passed by Parliament in May.

MINIMUM ALTERNATE TAX (MAT) ON FOREIGN INSTITUTIONAL INVESTORS

The AP Shah Panel report on levy of Minimum Alternate Tax (MAT) on foreign institutional investors has not recommended any 'relief' to FIIs.

The government would firm up its view on the stance it should take before the Supreme Court in the Castleton case. Mauritius-based Castleton had approached the Supreme Court against a 2012 ruling by the Authority for Advance Rulings (AAR), which had said the company would have to pay MAT on capital gains arising from sale of shares.



'Legacy issues'

The Secretary also said that there will be “other issues” that will be soon referred to the Shah panel. These are basically the “legacy issues” on taxation. It is widely perceived that the “legacy issues” may relate to Vodafone-type disputes that have made life difficult for the Modi-led Government.

'PROJECT INSIGHT' TO HELP FINANCE MINISTRY NAB TAX EVADERS

Insight is the ministry's flagship project, aimed at widening the tax base by catching tax evaders using technology. The ministry has floated a tender worth over Rs 150 crore to buy data analytics software and the infrastructure that goes along with it, a person with knowledge of the matter said. The ministry has also attached a non-disclosure agreement to the tender to keep exact details on the project from getting leaked. The project is also expected to rank tax evaders based on the amount of tax that could be recovered, so that the authorities could go after the highest value targets first, the person said.

The challenges faced in widening the tax base are proposed to be handled under 'Project Insight' which will leverage data analytics, alert management and case analytics capabilities to prepare case profiles and select appropriate intervention. The project will track the Permanent Account Numbers being quoted on financial transactions and tally them with income tax filings. It is expected to automate a number of processes that took a lot of time in the past and therefore speed up resolution of cases pertaining to tax evasion.

Though a tender calling for bids for the project was floated in June, ET could not access it on the government's procurement site. An advertisement states that representatives of bidders can collect it by submitting a letter of authorisation, a non-disclosure agreement and a pre-bid integrity pact. The revenue secretary did not respond to an email seeking comment.

The Directorate of Income Tax (Systems) has also put out ads for recruiting staff for the project. "The project will integrate enterprise data warehouse, data mining, web mining, predictive modelling, data exchange, master data management, centralised processing, compliance management and case analytics capabilities," the directorate said in a letter seeking candidates for the project.

As per the letter, the project could restrict the interest of

potential bidders. "The interest in the industry on bidding for projects where there is back ended payment is low," said Neel Ratan, leader-government and public sector, PwC India.

BANKING

STARTUPS BALK AT RBI'S 2013 CIRCULAR ON SOFTWARE-EXPORT FORMS

Complying with the RBI's 2013 circular requiring companies to file software-export forms for every transaction is proving to be a nightmare for startups that are now required to submit the form, in four copies, for every transaction. Earlier, the softex forms were required only for invoices exceeding \$25,000. Few startups had a significant level of transactions of that size but when the central bank removed the floor, every software export transaction was targeted.

To file a softex form, a company has to fill in the details of the invoice, along with the contract or statement of work. The form can be downloaded from the RBI website and then four copies have to be made -- one for the Software Technology Parks of India which will certify the transaction, one for RBI, one for the startup's bank that receives the payment and one for the startup. And in some cases the form, in its current avatar, simply can't be filled, as in the case of a startup selling an application on a Google or Apple Store, which has no contracts or invoices.

For startups that want to comply with the rule in its current form, the process is painstaking and adds costs. Just registering with the STPI costs a fee that is based on revenue. Startups are now caught in a Catch-22 situation. They could either comply with the notification, inflating their costs, or they could postpone complying and face flags in the due diligence process when they try to raise funds. Penalties for not complying with rule come under the Foreign Exchange Management Act, which includes the potential for large fines.

SMALL BANK LICENCE: RBI ASKS I-T DEPARTMENT TO VERIFY FIRMS SEEKING LICENCE

RBI Governor Raghuram Rajan has written to the Central Board of Direct Taxes (CBDT), the apex policy making body of the Income Tax department, to get a 'tax angle' verification done for four dozen corporate entities seeking licence to operate small finance and payment banks in the country, to expedite the matter and provide the banking regulator with inputs about individuals at the helm of these entities with



businesses spread across the country and abroad.

CBDT has asked its investigation and regular assessment ranges across the country to "quickly" collect the data and submit them so that RBI can take a final view on the grant of licences to eligible parties. The inputs sought relate to financial and tax history of close to 50 entities, their owners and senior executives who have applied for getting RBI's licence to run small finance and payment banks.

It has been instructed by RBI and CDBT that any adverse record or observation about financial dealings of these entities, found out either by way of an earlier action by the taxman or through regular mechanism of intelligence and data gathering, should be reported. Those entities for which tax clearances have been sought include Intellectash MicroFinance Network Company Private Ltd., SKS MicroFinance Limited, Capital Local Area Bank Limited, Electronica Finance Limited, RepcoMicroFinance Limited, SE Investments Limited, RGVN (North East) Micro Finance Limited, Ujjivan Financial Services Private Limited, and Ashika Global Securities Private Limited.

Vodafone M-Pesa Limited, NSDL, Cholamandalam Distribution Services Limited, Kishore LaxmiNarayan Biyani, RIL, NSE Strategic Investment Corporation, Aditya Birla, Airtel M Commerce Services Limited, Videocon D2H, and Sonata Finance Private Limited are also among the entities about which clearance has been sought from the tax authorities.

The RBI had received 72 applications for small finance bank licences and 41 applications for payment bank licences. The objective of licencing small banks is to promote financial inclusion by offering saving vehicles and credit to small business units and other unorganised sector entities. Small finance banks will primarily undertake basic banking activities of acceptance of deposits and lending to unserved and under-served sections, including small business units, small and marginal farmers, micro and small industries and unorganised sector entities. Payment banks would be allowed payment and remittance services through various channels. However, such lenders cannot issue credit cards or undertake lending activities.

The Men In News



R. SAMPATHAN

Political Leader R. Sampathan, is a known name in the politics of Sri Lanka, the oldest Democracy in Asia. Born to a non-political family, he is related to Members of Parliament from Trincomalle. Graduating as Attorney of Law from Ceylon Law College, he practiced Law in Trincomalle.

He joined the Federal Party of Sri Lanka, Illankai Tamil Arasu Kachchi's (ITAK) in 1956 but declined nominations in 1963 and 1970. Various political parties such as ITAK, All Ceylon Tamil Congress (ACTC), All Ceylon Tamil Conference and Eelath Thamilar Otrumai Munnanti formed the Tamil United Front, which was later renamed Tamil United Liberation Front (TULF) in 1972. Sampathan contested at the parliamentary elections in 1977 and won the same for TULF.

The black July riots, in which the Sri Lankan Tamilians were attacked by Sinhalese resulted in boycott of Parliament of MPs of TULF. Many reasons added to this decision, namely pressure from Sri Lankan Tamil Militants to not to stay in Parliament beyond their normal six-year term and the requirement of Sixth Amendment to the Constitution of Sri Lanka to swear an oath renouncing unconditional support for



a separate state. Sampathan forfeited his seat in 1983 from his duties as Joint Treasurer, Vice President and General Secretary of the party.

A failed alliance and attempt later, Sampathan, following the assassination of A. Thangathuri, reentered Parliament in July 1997. The party failed to win any seat in the district elections of 2000. Tamil National Alliance (TNA) was formed by TULF, ACTC, Tamil Eelam Liberation Organization and Eelam People's Revolutionary Liberation Front in 2001 of which Sampathan became the leader.

A split occurred within the TULF when TNA began to make a pro-Tamil Tiger stance, recognizing the Tigers as sole representative of the Sri Lankan Tamils. Some members of TULF were opposed to the Tigers. The disagreement resulted in resurrection of ITAK in 2004. He consecutively won elections in 2010 and 2015. The Speaker of Parliament of Sri Lanka recognized Sampathan as Leader of the Opposition in September 2015. He became the second first Tamilian to hold this position after a gap of 32 years. Till now, he has served as a Member of Parliament for more than 22 years. It is to be noted that out of the eight times he has contested for a seat, he has won five times.

His attaining the position of Leader of the Opposition has created history and may his political affairs keep on creating new records along with uplifting the society.



KAMALJIT SINGH BAWA

“Education is the most powerful weapon which you can use to change the world.”

— Nelson Mandela

My mother used to say that your wealth and belongings could be stolen or destroyed but no one can take away your education from you. Education stays with you always and gift of education is the best that you can give to someone. There is a quote in Hindi which says “vidhya ka daan maha daan” i.e. Giving Knowledge is the best gift you can give anyone.

Kamaljit Singh Bawa, from India has proved that it is education which takes the determined to great heights and opens number of doors in achievements. A Post Graduate from Panjab University, Chandigarh, he joined College of Forest Resources as a Post Doctoral Research Associate and Instructor at University of Washington, United States. He worked as a Research fellow at Grey Herbarium, Harvard University and also received his Maria Moors Cabot and the Charles Bullard Research Fellowships from the same. He joined the Department of Biology at University of Massachusetts, Boston in 1974, from where he was promoted to Associate Professor in 1977 and Professor in 1981. He became a Distinguished Professor in the same department in 1996.

He is a Conservation biologist and an evolutionary ecologist. Not only this he is a recipient of the highest awards from the two main professional societies in his field, but has received First Gunnerus Sustainability Award. He was elected by the Association for Tropical Biology and Conservation for its highest honor as an Honorary Fellow and was awarded Distinguished Service Award in 2009 by The Society for Conservation Biology.

He has been a Guggenheim Fellow, as well as Pew Scholar in Conservation and the Environment, a Giorgio Ruffolo Visiting Scholar in Sustainability Science Program at Harvard's Center for International Development, an elected fellow for The National Academy of Sciences, India, a Bullard Fellow at the Harvard Forest, the American Association for the Advancement of Sciences (AAAS), American Academy of Arts and Sciences and the Royal Norwegian Society of Letters and Sciences.

He is a member of the Board of Trustees of Institute of Rural Research and Development, the Foundation for Revitalization of Local Health Traditions, and the Committee for Research and Exploration of the National Geographic Society. He has served on NSF Advisory Panel on Conservation and



Restoration Biology and population biology. He has also been a member of the Science Committee, DIVERSITAS – agro diversity Group. He also serves on the advisory boards of Conabio, Naturereserve, TEAM Program of Conservation International, William L. Brown Center of the Missouri Botanical Garden.

Bawa is the President of the Ashoka Trust for Research in Ecology and the Environment (ATREE), a non-governmental organization devoted to research, policy analysis, and education in India. He also held office as Member of the Governing Boards of the Institute of Ayurveda and Integrative Medicine, S.M. Sehgal Foundation, and Village Forward. He has also been elected as a Fellow of the Royal Society (FRS).

He has written more than 180 Academic Papers, is an author / editor of ten books, has monographs to his credit and has

written for special issues of journals including Sahayadris : India's Western Ghats – A Vanishing Heritage. He is a member of the editorial board of Journal of Sustainable Forestry. He has worked as an Associate Editor and been on Editorial board of Conservation Biology, Journal of Arnold Arboretum, Journal of tree Science and Evolutionary Trends in Plants.

His two books Himalaya : Mountains of Life and Sahyadris have been highly acclaimed.

An Indian achieving great heights in the country itself is surely a matter of proud, but when an Indian claims accolades miles away from India, bringing fame to the nation, it gives smiles to millions. And that is what exactly Kamaljit is doing. May he continue with his good work.

Ms. Rita Sharma
Accounts Assistant, DIAS

Feedback

From Employers

Amit Gupta (2010-12) has proved himself as a valuable asset to our company. Also, he has realized the growth opportunities for himself in the organization.

Mr. Sudip Kapoor, HR Manager, American Express

This is to inform your good self that **Jatin Kumar (2009-11)** is a self starter and motivated professional and this trait of his is proving to be very useful in our start-up company.

Mr. Rishabh Mehta, Director, Kyrion Digital Securities

Swati joined us in 2011. Her performance is commensurate to her academic performance. Perhaps she was among the toppers. Swati is alert to anything that requires attention, has

ability to multitask, retains good humour and within two years she has taken upon herself a huge load.

Mr. Ajay Gupta,
Rural Management Consulting Pvt. Ltd.

Rajat (2009-11) is doing pretty well in our organization and has undertaken many projects and closed them efficiently as per desired results. Presently, he is entrusted with the responsibility of Business analysis and MIS for Luxottica India. He has been able to complete the task independently. He is turning out to be a good asset for our organization.

Mr. Pawan Chhatwal , Assistant Manager, Luxotica

Readers'

Views

DIAS Times is an excellent platform for students and teachers to share their views on different topics. It provides a means to the students to harness their writing talent.

Ms. Diksha Mahajan, Analyst, Blackrock

The quarterly newsletter of Delhi Institute of Advanced studies, DIAS Times, is an interesting read. Looking forward to the forthcoming issues as well.

Mr. Kushal Arora, Senior Executive, 99acres.com



Parents' Feedback

Our Ward's (Ms. Ritika Sharma, MBA 2014-16) Academic Performance has improved because of the Quality education imparted by DIAS. DIAS has helped my ward to improve the overall personality by exposing her to new challenging roles.

Mr. Sanjay Sharma
Marketing Manager, Bharti Airtel

DIAS has helped my child (Ms. Prabhdeep Kaur, MBA 2014-16) to gain utter knowledge in all respective fields. DIAS has groomed up my child completely. PDP sessions were outstanding.

Mr. Satpal Singh
Businessman

Academically, my ward's (Ms. Khyati Mathur, MBA 2014-16) performance has been excellent and I have observed her gaining immense knowledge. DIAS has contributed greatly

towards the overall development of my daughter, she is more confident; the plethora of knowledge provided by the institute has helped her and added to her personality due to which she has been placed with a renowned finance company 'Blackrock'.

Ms. Naishrity Mathur
Programmer, Ministry of Defence

DIAS has actually provided plethora of knowledge to my daughter (Ms. Amanjot Kaur, MBA 2014-16) that she grabbed the opportunity and now placed. DIAS has helped in grooming of my daughter via PDP sessions, now she is confident enough and is articulate as well.

Mr. Ravel Singh
Owner, Restaurant, Businessman

Technology Browser

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GENERAL MANAGEMENT

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