

# DIAS TIMMIES

DELHI INSTITUTE OF ADVANCED STUDIES

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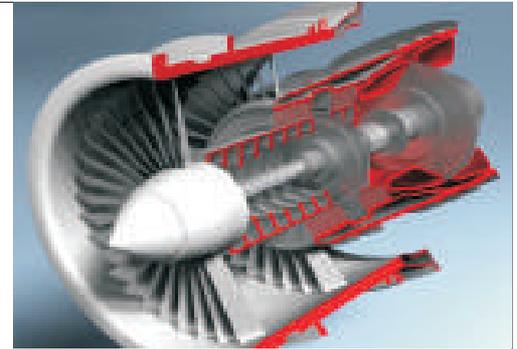
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## Editorial Board

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EDITOR-IN-CHIEF	Dr. S.N. Maheshwari
EDITOR	Ms. Ruchi Gupta
ASST. EDITOR	Ms. Ekta Sachdeva





## From the Editor's desk

There is an old adage "We reap what we sow". Time and again, people have proved this adage without fail. Be it the elected public or self proclaimed leaders. Human beings are blessed with different personalities and traits. In the process of growing up, some emerge as leaders, some as managers while some might become dictators. Certain motives of the people might be common while many being divergent with history being a witness to many such situations.

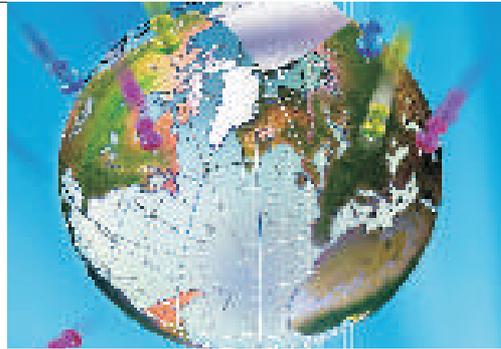
Although, we may have no records to confirm the initiation of dictatorship but we do have many autocrats to name, who changed the image of the world during their rule. The most interesting fact is that it is rulers who turn into dictators, as no one can question their authority. They don't let any other name or figure to flourish in their country as it might affect their power.

History has many glaring instances of the rise and fall of heroes' right from Benito Mussolini, Adolf Hitler, Saddam Hussein to the latest in news, Muammar Gaddafi. It has been observed that wherein democracy fails, individuals rule the roost as people around the globe need someone at the helm of affairs. Though, it has been seen that individuals garner enough support but with the passage of time, their charisma wanes. In the case of democracy, people of a country have a choice and it is the people's voice. So, change is in the hands of the public at large which gives them a sense of power. In the case of dictatorship, the freedom of choice when lost, forces the people to the extent of revolt against the tyrant's rule. In spite of human race being a witness to such gruesome end meted out to the dictators, time and again we have had one more name to add to the list.

The big question is why is that human beings in spite of having noble intentions in the beginning of their rise to popularity end up having a heady feeling due to power and position resulting in their meeting the same kind of treatment at the end. Are power and position to be blamed or is it the human beings who should carry the blame? History has tried to teach us many a lessons but people have hardly paid any heed to them. The reason may be that every person ends up thinking that it would never happen to him and the other was naïve or plain unlucky to have been meted out with the treatment that he received ultimately. But the remaining mortals are a witness to adversities and the same is recorded as history for the next generations. We hope that sooner or later this chain of events would come to an end and people will realize in their follies of under estimating the people power, acknowledge their power along with the responsibility of the electorate and give no room for individual rule.

Ruchi Gupta  
Editor





## DIAS

### A Mission to Excel

Delhi Institute of Advanced Studies is a dynamic growth oriented 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 Director General and Dr. I. B. Singh is the Director.

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

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

## Academic

### Contribution by Faculty

#### Dr. S.N. MAHESHWARI, Director General, DIAS

Dr. S.N. Maheshwari, a prolific author with around 100 books/monographs to his credit, has brought out the following new/revised editions of books/monographs during July – September 2011:

1. **A Manual of Business Laws:** Fourth Edition, for B.Com, BBA, M.Com and MBA examinations of different universities and other professional institutions. (Himalaya Publishing House Pvt. Ltd.).

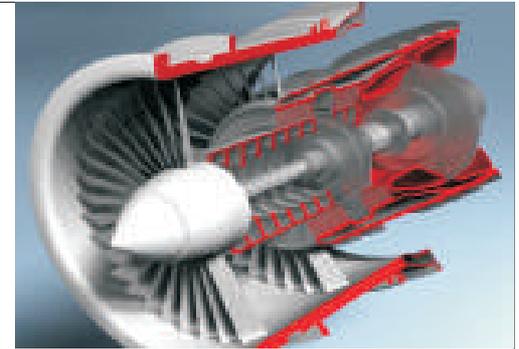
2. **Fundamentals of Accounting-I:** First Edition, for B.Com II Semester students of Sikkim Manipal University. (Vikas Publishing House Pvt. Ltd.).
3. **Advanced Financial Accounting:** First Edition, for B.Com Ist Semester students of Sikkim Manipal University. (Vikas Publishing House Pvt. Ltd.).

## PLACEMENTS

### at DIAS

The placement season for MBA 2011 batch is on the verge of completion. Approximately, 82% of the placements have already been achieved and the process will be continued till it gets 100%. For this batch, various companies like Hindware (HSIL), TCS, Capital IQ, Grail Research, ONICRA, Federal Bank, HDFC Bank, Compare InfoBase, Daffodils Software, I-

Venture Capitals, Naukri.com, Aspiring minds etc. were the major recruiters with the highest package of ₹ 7.69 lac p.a. being offered by Capital IQ. The success of this placement season is a motivating factor for the upcoming MBA batch 2012.



Currently, the institute is focusing on developing healthy relations with the corporate world, providing students with a full-fledged corporate interface and enabling them to have a better understanding of the corporate culture and its current trends. Considering the same, the institute invites eminent personalities from the industries to visit as well as participate in the development of the institute. Placement Committee Members (PCM), represented by students, are all prepared and have pulled up their socks for the challenging time ahead. Everyone is fully keen to enter into the globally competitive corporate village. We are also in the talking terms with Capital IQ for their visit to campus for hiring the MBA students.

Also, the placement session of MCA 2009-2012 batch has started on a very enthusiastic note being highly motivated by the success of their senior batch. The placement committee is all set for the drive to begin. Placement policy has been designed after discussion with the entire class.

Various personality development sessions have been conducted to improve the overall personality of the students. Corporate trainers like Mr. Manish Raj Sharma from Future Minds Consulting conducted sessions on Group Discussion to improve the ability of students to work in teams. Mock Interview with alumni and peer groups along with the written exams and session on "Introduction to Personality Development" have also been conducted by the Institute.

The companies have started approaching and various campus drives are being conducted in the month of August. Students have participated in campus drives of companies like Research Endeavours, IndusValley Partners and GrapeCity India Pvt. Ltd. in the month of August whereas LeewayHertz, NIIT Technologies, TechAhead and many more are scheduled for the pool campus in the month of September. Communication with many more companies is in process.

We are hoping to have a wonderful placement session ahead.

## New Staff

### Members

Ms. Shelly Kochar has joined the institute as stenographer from September 2011. She has graduated in the field of commerce and has also qualified the Stenography Course

from I.T.I. with 1st position and scholarship. She has served in this field for more than 6 years in various sectors.

## Activities

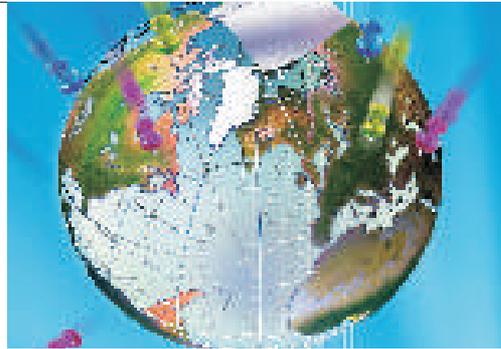
### at DIAS

#### GUEST LECTURE ON "PARALLEL COMPUTING"

A guest lecture on "Parallel Computing" was organized by Delhi Institute of Advanced Studies on 21st July, 2011 for the faculty members of the institute. Dr. S. N. Maheshwari, Director General, DIAS, introduced the speaker for the day, Dr. Amit Jain, Associate Professor, Boise State University to the audience.

Dr. Jain gave an overview of Parallel Computing and its applications in the real world. He talked about the classification and various models of Parallel Computers. The process of using Map-Reduce programming model for large scale data-mining with Hadoop was also discussed. Hadoop is a software platform that lets one easily write and run applications that process vast amounts of data. He explained





the programming model of Map-Reduce that comprises of two main functions – MAP & REDUCE and MapReduce Specification Object, by taking an example of counting the number of occurrences of each word in a large collection of documents.

The guest lecture was very informative and gave the faculty members an insight into solving many data mining problems using Map-Reduce Programming Model, such as Count of URL access frequency, Reverse Web link graph, Distributed sort, capitalization probability etc.

### ORIENTATION DAY

With the commencement of an academic year, young and fresh minds enter the institute's premises. As has been quoted by Hans Magnus Enzensberger, "Every orientation presupposes disorientation", the new batches of students are also expected to move ahead and progress in future leaving behind the past that was.

Though accompanied by fervor and ardor for achievement, anticipation still lingers around. Anxiety and queries of the students with respect to the new environment, batchmates, pedagogy and the uncertain future are evident in the initial days. To dispel the fear of the unknown and with the belief that "Orientation is combined with a notion and expectation of progress, and that nothing is impossible", DIAS conducted an orientation programme on 3rd August 2011.



Dr. S.N. Maheshwari, Director General, DIAS, welcomed the new batches of MBA and MCA students. He emphasized upon the vitality of discipline and discussed about how to climb the ladder of success in life. He also shared his thoughts about the role of DIAS in making the bright future of students.

Dr. I. B. Singh, Director, DIAS, enhanced the student's vision by sharing his experiences. He also discussed about the previous placement records. He emphasized the students to think out of the BOX rather than restrict their thinking. The students were given an insight into the functioning of the placement wing of the institute by both, the MBA and MCA placement co-ordinators. The session concluded with warm wishes from the all faculty members of DIAS and a hope that the new entrants will achieve their objectives and win accolades in all future endeavors.

### GUEST LECTURE ON "MANAGEMENT BY CONSCIOUSNESS"

Professor Saiket Sen, Director, SAFIM (Sri Aurobindo Foundation of Integral Management), delivered a talk on "Management by Consciousness" on 10th August, 2011 at the institute's premises. He focused on the relevance of consciousness in today's business, concept of integral management, present scenario of management education in India, understanding consciousness and self, the power of understanding and power of action.



Management by consciousness, a holistic approach to managing, starts with managing 'yourself' first. He said that only a change in our attitudes, values and consciousness can bring about a lasting solution. The art of management is based primarily on the development of various skills relying mainly on the inner power of consciousness to bring about the outer result. This can be measured in terms of indicators like customer service, social responsibility and creativity.

He also discussed the integral approach by emphasizing on true spirituality without excluding worldly life. Spirituality is an inner path enabling a person to discover the essence of



his/her being, the deepest values and the meaning by which people live. It includes physical, vital (emotional) and mental dimensions.

He concluded with the remark that consciousness is valuable to business and it is imperative to consciously activate the hidden potentialities of consciousness and to manifest them in every activity of corporate life.

#### **GUEST LECTURE ON "INVESTING IN SECURITIES MARKET"**

Mr. Rajesh Roy, Manager, National Stock Exchange, discussed about investing in securities markets with the students of MBA on 18th August, 2011 at the institute's premises. He started with a brief introduction of NSE, its ranking and status. He deliberated upon products dealt into by NSE such as equities, equities derivatives, mutual funds & exchange traded funds [ETF].

He laid out the important steps involved in investing viz,

1. Identification of one's surplus
2. Identification of products to invest in
3. Choice of intermediary
4. Completion of registration formalities and other deciding factors such as what, when & how
5. Monitoring the market movement
6. Decision on the basis of stop loss or profit

He also stressed on the introduction of Gold ETFs which are "investing smartly in gold". Gold ETF is the electronic form of gold which can be bought from NSE broker in smallest quantity such as 1 gram, known as 1 unit. Every ETF unit, backed by a unit of physical gold, offers many benefits to the buyers such as tax efficiency, high quality, no wealth tax or VAT, no impurities, no hidden costs and it leads to the investment in real time.

The students were also made aware of "Investor Safety Measures", relating to procurement of unique client code, KYC, PAN, client code at the time of order entry, price time priority, contract notes, quarterly statement, trade verifications, regular information by SMS & mails and proactive steps for protecting our assets.

It was a great learning experience which sensitized the audience with huge source of information required for dealing with securities in stock exchanges.

#### **GUEST LECTURE ON ENTREPRENEURSHIP**

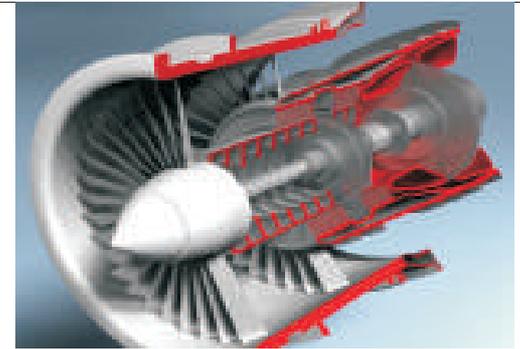
An interactive session on Entrepreneurship was organized by DIAS on 27th August, 2011. Mr J. Wason, Executive Director (Marketing), GAIL India Ltd., introduced the company with the help of an audio-visual presentation. GAIL India Ltd., considered as a leading natural gas utility company in Asia, has successfully evolved into a major integrated gas company with presence across the natural gas value chain and global footprints.



Mr. Wason discussed about the scope and usage of natural gas in business, commerce and entrepreneurship. He talked about the various industries like petrochemical industries, automobile industries, fertilizer industry, rubber and plastic industry, CNG vehicle sector, paint industry, transport industry, etc. where the natural gas could be used as a source of energy in a very cost effective as well as environment friendly manner.

He exposed young budding minds to the various ideas which could be converted into successful business ventures like production of aerosols, CHP applications, gas based chillers, geysers or meters, manufacturing of NGV gas kits for cars, brick kiln, bakeries, etc. He also tried to sensitize students to the environmental call regarding conservation of traditional energy resources, decreasing carbon emission and reducing pollution levels.

He invited students to come forward as initiators and offered a helping hand in guidance and support by himself and his organization. The session ended with a vote of thanks extended by Ms. Anju Batra, Coordinator, Entrepreneurship Development Cell, DIAS.



### VISIT TO NATIONAL STOCK EXCHANGE

In view of the high volatility of stock markets and a growing awareness about the pivotal role of stock exchanges in the growth story of any economy, DIAS organised a visit to National Stock Exchange (NSE), Barakhamba Road, New Delhi on 29th August 2011. The students were accompanied by two faculty members, Ms. Roma Jaitly and Mr. Himanshu Puri.



National Stock Exchange (NSE) is the 9th largest stock exchange in the world by market capitalization and largest in India by daily turnover and number of trades, for both equities and derivative trading. The resource person, Mr. Trilok Singhla, explained with a demonstration of the live trading mechanism in the stock market.

After the live trading session, Mr. Singhla gave a presentation on 'Overview of the Exchange', 'Capital Markets', 'Derivative Markets', 'Instruments traded at the exchange' and 'NSE's Certification in Financial Markets (NCFM)'. In this session, the students learnt about stock exchange structure, its operations and the products traded on it.

In the later part of the discussion, Mr. Singhla talked about how management graduates can pursue a career in the share market. He gave an insight into NSE's NCFM certification programme which provides a platform for better career prospects with a sound knowledge base. It provides an edge to the students over others.

The session ended with a question and answers session that helped in enlightening the knowledge base of the students. The queries of the students meant to correlate theoretical learning with practical realities were effectively answered by the authorities concerned with great interest. The visit was very fruitful as the students got acquainted with the practical aspects of stock market.

### WORKSHOP ON ENTREPRENEURSHIP DEVELOPMENT AT NSIC

On 21st September, 2011, 45 students of Delhi Institute of Advanced Studies accompanied by Ms. Anju Batra and Ms. Sakshi Saxena, Faculty, DIAS visited National Small Industries Corporation Ltd (NSIC), Okhla to attend a workshop on entrepreneurship development. National Small Industries Corporation Ltd. (NSIC) is an ISO 9001-2008 certified

Government of India Enterprise under Ministry of Micro, Small and Medium Enterprises (MSME) which is working with a mission of promoting, aiding and fostering the growth of small & micro industries as well as self-employment amongst youth.

NSIC Incubator is located in the premises of NSIC Technical Services Centre at Okhla Industrial Estate, New Delhi. There were around 28 working models in the incubator which were shown in operation to the

students along with additional information related to their cost, power requisition, manpower required, area required and production capacity for each project. To name few of the projects displayed were: Food processing industrial units, Ketchup & Jam making, Bread & bakery products, Spices making & packaging, Floor mills, Oil Extracting and Packaging, soya milk & soya products, etc.



Mr. Ravi Gupta imparted valuable information regarding setting up of new enterprises all over the country under EDP programme. He emphasized that instead of being job seekers, the management post graduates need to be job providers



today and they should utilize their energy and enthusiasm in their own ventures to get multiple returns in future. He provided information about various government policies with regard to financing, raw material procurement, marketing, technology support, infomediary services (which is a one-stop, one-window bouquet of aids that will provide information on business, technology and finance, and also exhibit the core competence of Indian SMEs), international cooperation, international consultancy services and insurance schemes for exports for small enterprises.

Overall, the workshop was worthy and fruitful for the students who actually want to become self employed after completion of their studies.

### INTER COLLEGE DEBATE COMPETITION-TARK 2011

***"Disagreeing with someone is not easy. Nor is it easy when someone disagrees with you"***

To witness a rollercoaster ride of actions, reactions and emotions, DIAS Technology Grid (DTG) organized an Inter-College Debate Competition 'Tark 2011' on September 24th, 2011. Keeping in mind the tremendous support that the movement 'India Against corruption' has been garnering from the entire nation, especially the youth of the country, the topic for the Debate Competition was circumspectly chosen as 'THE JAN LOK PAL BILL: A Panacea For Corruption'.



The judges for the same were Advocate Om Veer Singh, Delhi High Court, Mr. Jitender Vig, Asst. Professor, IP College for Women, University of Delhi, and Mr. Vivek Sharma, Associate Vice President (PSU Clients), UTI Mutual Fund.



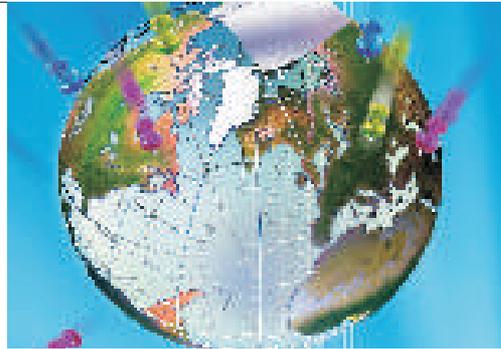
The participating teams were from various colleges of Delhi-NCR like Kirorimal College, Bhaskaracharya College, Gargi College, KIIT, Bharti Vidyapeeth, RDIAS, GIBS, AIT, BPIT and DSPSR to name a few.

First prize was awarded to Kirorimal College, second position was secured by Bharti Vidyapeeth Institute of Computer Applications & Management. Apart from this, student Star Speakers (for & against the motion) were also awarded.

At the end of the competition, the eminent judges briefed the



students about the Jan Lok Pal Bill as well as some other influential traits to be an effective debater were also highlighted. The entire event was very enlightening in which each participating student and audiences gained an insight into Jan Lok Bill realizing its weakness as well as strengths. Dr. I.B. Singh, Director, DIAS concluded this informative and interesting event with a vote of thanks.



## FDP ON "FINANCIAL ECONOMETRICS USING EViews"



Academic work, both theoretical and empirical, in financial econometrics has had a tremendous impact on the form and structure of modern global financial markets. It has promoted both innovation and growth, thus making it imperative to have a thorough understanding of the subject and its techniques, not only for researchers but for academicians and market participants as well.

Econometric techniques have enhanced the ability to develop and estimate sophisticated relative pricing models for a wide array of structured assets. Financial Econometrics is a dynamic field of assimilation of finance, economics, probability, statistics, and applied mathematics. Financial activities generate many new problems, economics provides useful theoretical foundation and guidance, and quantitative methods such as statistics, probability and applied mathematics are essential tools to solve quantitative problems in finance. So, it provides the intersection of statistical techniques and finance and seeks to test models of how financial markets operate and how financial Prices are determined.

For an all-inclusive understanding of financial econometrics techniques, DIAS organized a 2 days Faculty Development Program on Financial Modelling using Eviews on 27th and 28th July 2011 to facilitate the scholar's, academicians, and practitioners for research. The FDP aimed at providing research stimulus to keen learners.

The programme commenced with the lighting of the lamp by Prof. K.N. Badani, Associate Professor, Management Development Institute, Gurgaon and Dr. S.N. Maheshwari, Director General, DIAS, and Dr. I.B. Singh, Director, DIAS.

During the first day, the resource person acquainted the participants with econometrics by introducing the subject in a very lucid manner. Thereafter, simple and multiple regression analysis was discussed. Time Series Analysis using Eviews was

elaborated upon by explaining the basic characteristics of time series data and the concept of stationarity and unit root tests. White Noise Process, Auto regressive Process, Moving Average Process and Random Walk with its characteristics and correlogram were also deliberated upon while discussing univariate analysis.



The second day of the FDP saw detailed discussion on volatility modelling using the ARCH and GARCH models.





The 2-day FDP ended with a valedictory session along with distribution of certificates to the participants. The resource person was presented with a memento as a token of appreciation and gratitude.

The event incharge, Ms. Haritika Chhatwal, thanked the resource person, the participants and the staff of DIAS who helped and supported her in organizing the event with the hope that similar co-operation will be extended in all future endeavours.

## FDP on "ENTERPRISE REPORT DELIVERY ROADMAP THROUGH DATA WAREHOUSING AND DATA MINING"



A 2 day FDP on "Enterprise Report Delivery Roadmap Through Data Warehousing and Data Mining" was organized on 29th -30th July 2011 at Delhi Institute of Advanced Studies. The participants included academicians from various esteemed colleges and researchers. The workshop aimed at highlighting actual implementation of data warehouse and data mining concepts from the real world.

It also explored INFORMATICA, an ETL tool used for extracting source data and loading it into the target after applying the required transformation.

The program commenced with the inaugural session where Dr. S. N. Maheshwari, Director General, DIAS introduced the resource person, Mr. Tarun Choudhary, senior software developer, Xavient Technologies.





The first day of the programme started with an introduction to the Power Center Designer component of INFORMATICA tool by Mr. Tarun Choudhary. He gave a brief introduction about the ETL tool and discussed the various types of transformations one can do on their organization's data. The transformations to join different data sources, like SQL server & Oracle were also discussed.



During the post lunch session, Dr. Anil Rai, Head of Centre for Agricultural Bioinformatics in India, elaborated upon the various concepts of Data Warehousing like: Data Warehouse Architecture, Purpose of ETL, Concept of Multiple Dimensions and concept of STAR & SNOWFLAKE schema. He also discussed about Integrated National Agricultural Resources Information System which has been developed under the collaboration of 13 National Agricultural Institutes.



Dr. Vasudha Bhatnagar, Associate Professor, Department of Computer Science, University of Delhi, the resource person for the second day of the FDP, elucidated the concepts of classification and clustering in Data Mining through Weka.



During the post lunch session, Dr. R. K. Aggarwal, Associate Professor, Jawaharlal Nehru University gave a deep insight into the topics like neural networks and Support Vector Machines (SVM) and their applications in the field of Data Mining.



The 2-day FDP program concluded with the valedictory ceremony along with the distribution of certificates to the participants. The resource team was presented with mementoes as a token of appreciation and gratitude.



Ms. Barkha Bahl, Event Incharge, extended her vote of thanks. The program was very enriching and useful as participants gained in-depth knowledge of the INFORMATICA tool and various applications of concepts of Data Warehousing and Data Mining in various areas of research.



## KUDOS

The institute congratulates the following students for their commendable performance in the semester results.

S. No.	Name of Student	Semester	Marks
1.	Vipra Dhawan	MBA II	89.13
2.	Ruchika	MBA IV	92.33
3.	Deepika	MBA VI (PT)	88.50
4.	Sakshi Tyagi	MCA II	92.81
5.	Sandhya Soman	MCA IV	88.69
6.	Richa Gupta	MCA VI	96.40

## DIAS

### Eco Club

#### TREE PLANTATION DRIVE

*"The trees come up to my window like the yearning voice of the dumb earth"*

- Rabindranath Tagore

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

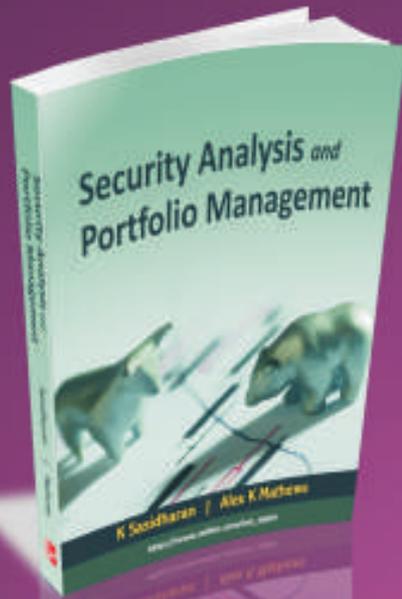


another. However, with the changing times human greed has taken over and now environment is showing its wrath all over the globe manifesting itself in the form of global warming, floods, drought, earthquakes etc.

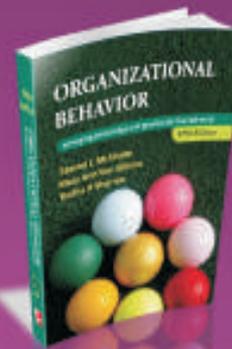
DIAS, in its pursuit to save the environment and ecological balance, has created an ECO-Club which carries out tree plantation every year. This year, special care was taken to choose saplings from among the native species. The air, water, soil and climate of the Delhi region are most suitable for the growth of these native species, and hence their survival rate is quite high. In turn, these support the birds, insects and animals of this ecosystem. These species also are most effective in fighting air and noise pollution. This year tree plantation drive at DIAS was held on 5th August, 2011. This event witnessed an enthusiastic response from the students as well as faculty members. As responsible citizens we owe a duty towards Mother Nature. This drive was for the same.

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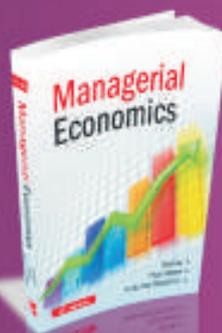
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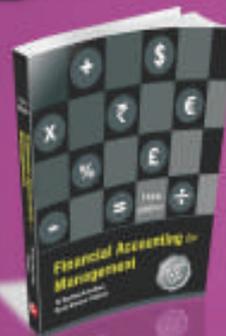
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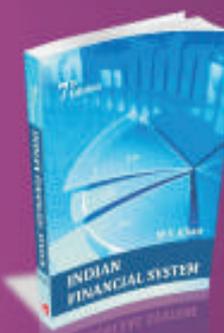
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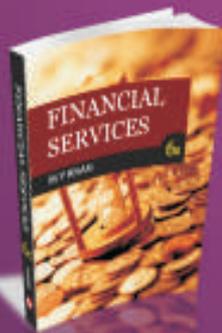
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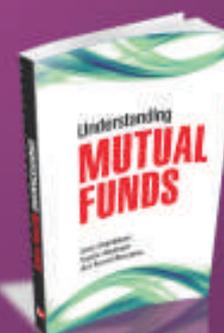
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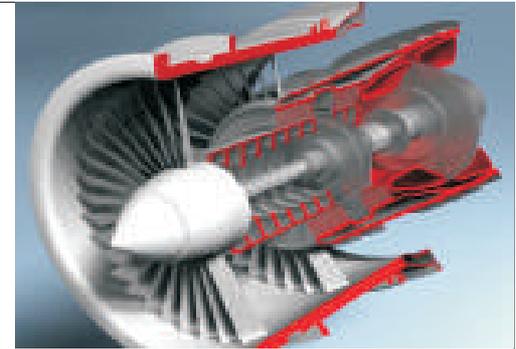
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## Article

### AUDIENCE MEASUREMENT AND EVALUATION - THE ECONOMICS OF TELEVISION RATING POINTS (TRPs) : AN INDIAN CASE STUDY

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#### Abstract

Television programme ratings are key decision variable in media planning for developing media and advertising schedules as part of marketing strategy design. A large part of media planning consists of developing media schedules that meet advertisers' audience delivery goals. Television Rating Points (TRPs) or alternatively Television Viewers Ratings (TVRs) are used to reach desired audience segments, maximise reach and average frequency within set budgetary limits. This paper reviews the existing scenario of calculation of TRPs, manipulations, criticism, attention grabbing twists and plots to ensure maximum TRPs, and attempts of oversighting and regulation of TRP research process by the government agencies, mainly Ministry of Information and Broadcasting. The numbers can give and be made to give a dressed view.

**Keywords :** Audience Research, Television Programme Scheduling, Television Viewers Rating, Portable Peplemeters, Audience Delivery Goals.

#### 1. Introduction

The number game of TRPs is very important in media planning. The essential part of media planning is to communicate efficiently with target consumers and make wise choices in selection of media vehicle, content, scheduling and placement of advertisements. Presently, television is most popular mass communication media. Television Rating Points (TRPs) or Television Viewers Ratings (TVRs) of various programmes aired on various channels are used to optimise the mapping and matching of advertisements with potential buyers and reach out the maximum. Each TRP represents 1% of target market. Higher TRPs translate into more market share.

Maximum TRPs means market leader of the day or week and consistently top TRPs means the most popular television channel, most attractive and lucrative for all stakeholders; broadcasters, advertisers, advertising agencies and the viewers. In India, TRPs are calculated and aired by TAM Media Research and aMap Audience Measurement Analytics Limited, both multinational companies operating in more than 50 countries. TRP is a scientific measurement of viewership trends known as TV viewership measurement science, which reflects market situation in terms of viewing

and consumption patterns considered to be a necessary evil and often a cause of life or death for many a shows. TRP is not just a hotly debated issue but highly contentious as well.

#### 2. Audience Measurement

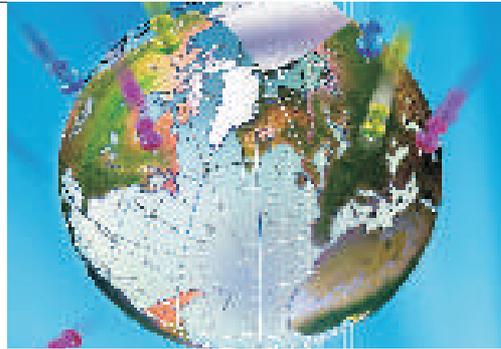
Audience Measurement measures how many people are in an audience in relation to a particular media. Broadcasters and advertisers undertake audience measurement as part of audience research to study how many and who are viewing, reading or listening. Diaries, Set Top Boxes, Arbitron's Portable People Meter with microphone to pick up and record broadcast encoded stations and software to monitor cable TV network, are used by media research agencies to read into audience' TV usage habits.

#### 3. What are TRPs

Television rating points measure the popularity of a TV programme or advertisement by comparing the number of target audience viewers who watched against the total audience available as a whole. One TRP or TVR is equal to 1% of target audience. To calculate TRPs, portable peplemeters are placed in sample or selected households to capture what they are viewing, when and how long in various parts of the day. These data are translated into daily, weekly or monthly TRP reports. Typically a rating point is a share. If there are one lakh households and TRP is 5.5, it means that programme or advertisement has reached 5500 households.

#### 4. How important are TRPs: Literature Review

TRP is a tool provided to judge which programmes are most popular among target audience. TRP is an index of the choice of the people. Television advertising is a big business. Since viewing choice has a substantial impact on the ability to attract and effectively allocate these dollars, it is very important to both the advertising and the television industry that television viewing choice is better understood (Rust and Mark). They have presented a model for prediction and explanation of individual television viewing choice, incorporating considerations of utility, audience flow, and audience segmentation. The model provides a quantifiably explicit theoretical explanation viewing choice; and its validation on large-sample network viewing data provides a baseline degree of accuracy against which the performance of future television viewing models may be compared. The model is of direct



relevance to advertising agencies and the television network for estimating the comparative impact of alternative programmes on the audience size and composition of competing programmes in the immediate and subsequent time slots.

Aggregate television audience is highly predictable. Rating models can be used for choosing optimal programme schedules from the channel's perspective. For heavy TV watchers, positive attitudes are formed towards information in television advertising (Hsu and Shuen). Respondents value information that is entertaining, attractive with strong product image and assist in memory recall (Abe Makato). Household's exposure records for each day part and week, audience accumulation has considerable importance in media planning. The ratings, are more of an opportunity to see (OTS) rather than the actual advertisement exposure or attentive audience delivery (Lastovicka). Research shows prime time exposures have high probability of audience paying attention to linked commercials also. Research also shows high TRPs are positively linked to prime time TV watching.

Wilbur has proposed a two-sided model of television industry. He has estimated viewer demand for programmes on one side and advertiser demand for audience on the other. The primary objective is to understand how each group's programme usage influences the other group. The main conclusions drawn are as follows :-

First, viewers tend to be averse to advertising. When a highly rated network decreases its advertising time by 10%, the model predicts a median gain of about 25 % (assuming no competitive reactions).

Second, Wilbur finds the price elasticity of demand is - 2.9, substantially more elastic than 30 years ago.

Third, estimates of advertiser and viewer preferences for programmes characterises to networks' observed programme choices. The paper has suggested that advertiser preferences influence network choices more strongly than viewer preferences. Viewers' two most preferred programme genres, Action and News, account for just 18% of network programme network hours. Advertisers' two most preferred genres, Reality and Comedy, account for 47% of network programmes hours. The results also suggested that ad avoidance tends to increase equilibrium in advertising quantities and decrease network revenues.

Tellis and Weiss suggested that aggregating data overtime and over households may create a false impression of advertising having a statistically significant effect on sales. Their scanner

data indicated that the estimated effect of TV advertising on households' brand choices was weak and rarely significant.

According to Dennis Gensch, in a time series analysis of prime time network television viewing data, a weekly trigonometric regression model can be used to predict the total network viewing for specific times or specific days of the year. These predictions compare reasonably accurate with expert judgement and predictions based on demographic and program content attributes. Horen's model uses past ratings data and other programmes attributes to predict future programme ratings. The optimal programme scheduling for one network generally decreases the ratings of competing networks.

Hartigan and Kleiner constructed a mosaic of Nielson television ratings, classified by network, time of the day, day of the week, and week of the month, to establish high correlations or dependencies between the variables.

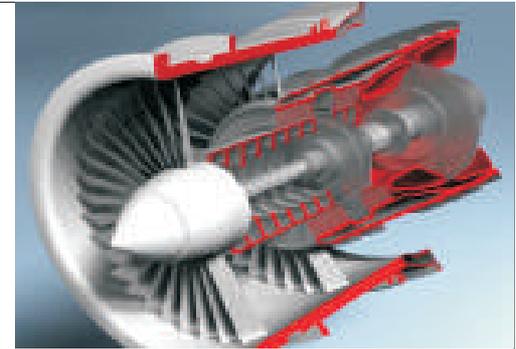
Headen, Klompmaker and Teel felt that the researchers modeling the complete advertising process need a method for accurately predicting the audience exposure pattern that will be generated by a given advertising schedule. They have developed a probabilistic model to relate advertising schedule variables to the attendant audience exposure patterns.

#### **5. Colors Outshine Star Plus in Prime Time TRPs**

Based on viewership and television rating points, Hindi entertainment Channel, Colors has managed to become number one during prime time band (7 P.M. - 11.30 P.M) on weekdays, nudging past Star Plus, the genre leader for several years now. Many shows of colors, "Uttran", "Balika Vadhu", "Na Aana Is Des Lado"... have been running into "Telly-Scope; Top 10" slots since long. However, the highest TRP 7.63% was recorded during world cup Cricket final match at Star Cricket. Number game thus showcase the popularity of channels and their programmes .

#### **6. Changing tracts for visibility**

With TRPs being the key factor in determining a show's shelf life, broadcasters run after producers and scriptwriters who can give twists to the story - line and create sensations to increase TRPs. They do their best to create sensations to increase TRPs, to create attention - grabbing twists and plots to ensure that their show gains maximum numbers and the viewers do not lose interest. However, many a times, in their race for TRPs, the entertainment channels give total disregard to family values and ethics.



## 7. TAM vs. aMAP

In India, television ratings are collected by two main organizations, TAM Media Research and a Map Audience Measurement Analytics Limited. TAM Media Research is jointly owned by Nielsen and Kantar Media Research, the two global independent audience research specialists who operate in more than 50 countries.

TAM Media Research uses Nielsen Rating System to determine size and composition of television programming in India. This system provides TRPs of various channels and also statistics on demographics of viewers, their age, gender, race, economic class and geographical area. In general, number of viewers within the 18-49 age group are considered more important than the total number of viewers. Nielsen Rating Process is based on Electronic Metering Technology. TAM uses two methodologies for calculating TRPs. First is frequency monitoring, in which people meters are installed in sample homes and these electronic gadgets continuously record data about the channels watched by the family members. People meters are costly equipment and are imported from abroad. It reads the frequencies of channels which are decoded and thus national data on weekly basis is generated based on sample household's readings. Cable operators, however, frequently change the frequencies of different channels before sending signals to homes. It may be very misleading to read a channel according to a particular frequency even if downlinking frequency is same all over India. Second techniques are more reliable. That is picture matching technique. People meters continuously record a small portion of the picture that is being watched on that particular television set. Data collected from the sample homes and cable operators are matched to generate TRPs per channel per week.

aMap Audience Measurement and Analytics Limited has an overnight TV audience measurement system that provides daily ratings on multiple scores like viewership, ownership, demographics, of the channels in major cities of India. They use electoral rolls and census figures to generate samples. 20% of sample or panel homes are replaced with new homes every year. Samples rotation is distributed throughout the year. The control parameters are connected to GSM windows to collect data. Their daily bulletin of who watched what and Top-10 rankings of channels in different time slots are very popular. aMap has special technology to undertake audience research in DTH homes.

## 8. Why are TRPs a contentious issue

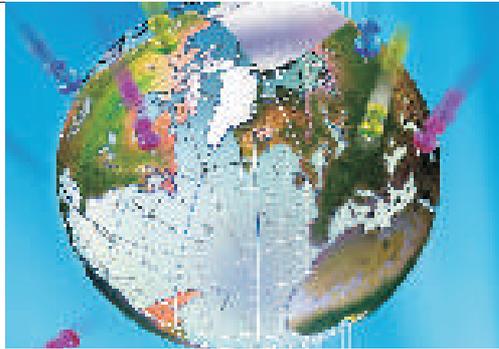
Currently TAM Media Research and aMap Audience

Measurement and Analytics Limited are mainly two agencies mapping and measuring TV programme viewers trends in the country. Their sampling methods are not statistically random. They take a deliberate fraction of the universe and select only those who accept to be part of the research process. Against a universe of 129 million TV households in India, TAM's coverage is 8150 homes in urban India. Rural areas and small towns are totally unrepresented. There is no audience measurement system in environments outside homes, like in colleges, institutions, transport terminals, bars, eateries and other public places where community TV sets are installed. Thus, ratings offered by these research agencies are far from being reliable and valid. Several other lacunae have been reported time and again against the present rating system in India. The system of generation of TRPs has come under the close scrutiny of the Government of India, Ministry of Information and Broadcasting. Since, TRPs have a major impact on the programming content of TV channels, the issues of accountability, transparency and objectivity in TRP research process assumes greater significance. False and misleading ratings can hurt not only broadcasters, advertisers and advertising agencies but more importantly the perceptions of viewing public. Though TRPs are generated only in the domain of private sector, government intervention is needed as TRPs affect programming content also. Some channels engage themselves in mindless chase for TRPs at any cost. The entertainment and media industry are on a vibrant growth path and must grow with right checks and balances. The criticism of present TRP system has resulted into interventions by Ministry of Information and Broadcasting.

There was considerable dissatisfaction even in US in 1990s with the national audience measurement system produced by the A.C.Nielsen Company (Milavsky, 1992). The three major commercial TV networks in US believed that the drop in ratings was artifactually related to the people-meter methodology employed in their audience measurement system. The Committee on Nationwide Television Audience Measurement (CONTAM) in US conducted a study through Statistical Research, Inc.(SRI) on audience measurement system employed by the Nielsen Company. Their report found many faults in their system. Nielsen company cooperated with the study but many parts of the information were withheld and not disclosed.

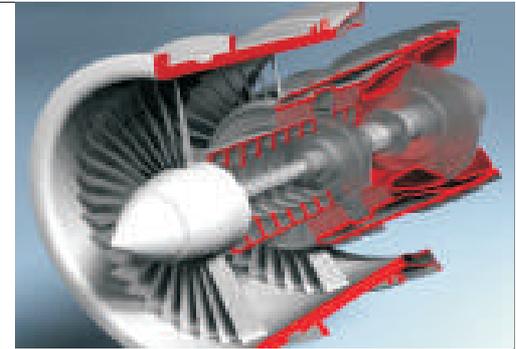
## 9. TRP Committee Report

The Ministry of Information and Broadcasting had requested Telecom Regulatory Authority of India (TRAI) to offer their



recommendations concerning TRPs. TRAI suggested self regulation of TRPs through an industry led body, Broadcast Audience Research Council (BARC). However, media industry was not able to operationalise BARC within the given time frame. Then, Ministry of I & B set up an independent committee on May 05, 2010, under the chairmanship of Dr Amit Mitra, the secretary General of FICCI to review the TRP measurement in India. The committee submitted its report to the Ministry of I & B on January 10, 2011. There are 15 recommendations in the report for robust system of TRPs generation in the country. Aiming to make BARC more inclusive by broadening its constitution, bringing transparency in rating process by making research methodology public and making the system to increase sample size, including rural areas and capturing data across platforms like cable network, DTH, IPTV etc. The recommendations of TRP committee report are:

- (i) The Committee has suggested broadening the constitution of the Board of BARC to make it more inclusive. The company structure of BARC should have representation from broadcasters, advertisers, and advertising agencies, including Public Service Broadcasters. The Committee has recommended that there should be a 12-member Board in BARC, constituting seven members from broadcasters, including the Public Service Broadcaster, three members from advertisers and two members from advertising agencies, including Directorate of Advertising and Visual Publicity (DAVP).
- (ii) The Committee has recommended constitution of a High Powered Committee within BARC to guide BARC in the area of research, design and analysis. The representatives of the committee would be eminent members from different fields. The composition of the High Powered Committee would include a statistician of national repute, measurement technology expert, a renowned individual from Civil Society or Judiciary, a demographer, a sociologist, an economist, a business management expert from one of the IIMs, nominee of an eminent institution, a leading woman of national stature and three special invitees from BARC.
- (iii) The recommendations of the High Powered Committee would be binding on BARC. The committee further recommended that BARC should consider suitable provisions in their Articles of Association and Memorandum of Articles in this regard.
- (iv) The Committee has taken a serious view of the small sample size used by the two existing rating agencies in India. The Committee has also observed that the rural areas have been left out from the current system of TRP measurement. The Committee has recommended an increase in the sample size from 8,000 peoplemeter homes to 15,000 urban and rural households over a period of two years, and then to 30,000 over the next three years, covering urban areas, rural areas and small towns, Jammu and Kashmir, and the North East, thereby providing a complete geographical coverage of the country.
- (v) The Committee has suggested that broadcasters, advertisers and advertising agencies should pay a certain percentage of their relevant turnovers to BARC on an annual basis to fund the expansion of sample size for TRP measurement. The total cost of expansion of TRP measurement system over five years would be around Rs 660 crore, which is approximately 0.32 per cent per year of the total TV industry size in India. The committee feels that this level of expenditure should not be very difficult for the industry to meet.
- (vi) In order to provide a wider coverage of peoplemeters, the Committee has suggested that efforts should be taken by BARC to reduce the manufacturing cost of peoplemeters by exploring innovation and local manufacturing with indigenisation to overcome financial limitations, which are hampering the increase in sample size. The Committee further recommended that BARC should work in close association with the industry and aid the development of an indigenous market for the manufacturers by ensuring that rating agencies define the specifications of people meters and guarantee a certain demand. The Committee has recommended that as a long term measure, rating agencies should consider manufacturing/ assembling peoplemeters in India itself to bring down the cost.
- (vii) The Committee also took note of the fact that peoplemeters attracted 50 per cent import duty, which made them expensive. The Committee suggested that as an immediate short term measure, reduction in the import duty should be considered.
- (viii) The Committee has also expressed concern about the lack of transparency in the methodology of conducting the TRP measurement. The Committee has recommended that the selection process of rating agency as well as the TRP measurement process should be carried out in a credible, transparent and statistically robust manner, which should be subjected to financial



and process audit. The details of these should be disclosed on the website of BARC by making it available in public domain

- (ix) The Committee has recommended that the rating system should be made compatible with emerging technologies to capture data over different platforms corresponding to penetration levels of respective platforms in TV viewing population, to ensure a holistic picture of the viewers' preference.
- (x) The Committee has recommended that there should not be any cross-holding between the rating agencies and the broadcasters, advertisers and the advertising agencies to avoid conflict of interest.
- (xi) The Committee has recommended that the TRP measurement process should consist of four stages in which the first stage should be designing of survey and quality control research, followed by commissioning and establishment survey. The third stage should be data analysis and report generation followed by Audit. Each one of these stages should be separately commissioned to distinct agencies to achieve unbiased and reliable results.
- (xii) The Committee has also felt that at present there is a lot of secrecy exercised by the rating agencies in disclosing the data and methodology used through the process of the entire rating measurement. The Committee has recommended that the guidelines set out in the TRAI Report of 2008 on the key eligibility conditions of rating agencies, general operational, ethical and disclosure norms and standards should be followed.
- (xiii) The Committee has taken cognizance of the fact that TRP announcements at very short intervals may lead to distortion in broadcasting behaviour. The Committee has, therefore, recommended that the TRP generation and announcement by the rating agencies, particularly for the news channels, should be done once a week with the possibility to increase the periodicity to a fortnight.
- (xiv) The Committee has also recommended that BARC should set up a Complaint Redressal Mechanism on lines of the model being followed by the Advertising Standards Council of India (ASCI).
- (xv) The Committee has recommended that BARC should initiate changes within its Board and appoint the High Powered Committee by June 2011.

The Committee has further recommended that if

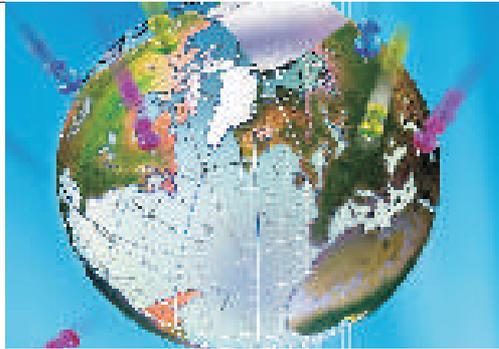
BARC fails to do so, it may invoke Government action through appropriate legislation such as taking over the regulation of TRP measurement either by asking TRAI to step in or by creating other mechanisms.

#### 10. Varied opinions on TRP Committee's recommendations.

All the stakeholders in TRP game, the broadcasters, the programme producers, the advertisers, the advertising agencies, and the viewers have mixed opinions on TRPs regulations by government owned councils. At present in case of TAM Media Research, the ratings are announced bi-weekly for metro markets and weekly for all India markets. However, in case of aMAP, ratings are announced on daily basis. If rating announcement period is increased, it will lessen the burden on broadcasters and will give them more time to strategise. The sample size of TAM and a Map are too little and no where close to actual TV penetration. Compare 8000 people meters installed by TAM against 129 million TV households, 500 million TV viewers and 581 private channels. Hence, increasing sample size will bring reality in TRPs. Advertisers and advertising agencies are however not very positive about committee's reports. They feel that the government is interfering in the research process, the output of which they are not going to use directly. TRPs are not merely a rating, they are decision variables. Fortnight audience research data will not be very useful in daily and weekly advertising schedules. It may be useful in measuring trends but to adjust with topicality of events, smaller data periods are essential in both audience measurement and evaluation. Raviratan Arora, MD, aMAP affirms that less frequent information can make the market inefficient and media buying more error-prone. TAM Media Research, however, has welcomed the recommendations and has already started to achieve the peplemeter sample size proposed by TRP committee. At least, the government has not put an end to TRP evaluations.

#### 11. Conclusion

- (a) The dilemma of audience measurement is that the television set is tuned to the programme with people meter, audimeter or diary recording reach or coverage but no one is actually watching the programme or advertisement OR people are hooked to the television but use remote control to zip-zap at the time of commercials. May be Advertisements are also watched but do these change attitudes and create sale? Thus, advertisers who rely on TRPs to select programmes and time slots may not always be making the right choices.
- (b) TRPs is a fundamental navigational metric. It is a coarse measurement of how you approached



your target audience and spent your budget. By itself, it provides no evaluation of a brand/ product's credibility with the audience.

- (c) There are deficiencies in the research methodology and sampling design of current media research agencies. Various factions believe about the possibility of TV audience measurement being manipulated especially when data is kept completely secret by the rating agencies.
- (d) The major part of report has direct or indirect connection with TAM Media Research. One recommendation is that there should be no crossholding between the rating agencies and the broadcasters, advertisers and advertising agencies shall avoid conflict of interest. TAM Media Research is jointly owned by Nielsen and Kantar of which the latter is WPP Company. Global services are structured like these. How crossholding can be dismantled will require strategic planning. Another recommendation states 'divide and distribute' the research process. This recommendation also impacts TAM as they are handling all the stages of TRP research - designing of survey, quality control, commissioning survey, data analysis and report generation. How the committee will work on new proposed business model shall be interesting to watch.

## 12. Recommendations

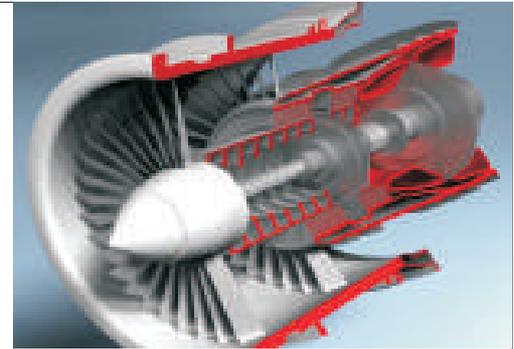
- (a) Broadcast Audience Research Council shall meet the deadline and immediately operationalise the TRP Evaluation process.
- (b) Alongwith regulation of TRP process, Television Content Rating System is also the need of the hour. Content ratings can give viewers an idea of the suitability of a programme for children or adults. Programmes may be rated by producers, broadcasters or legislators. The system of TV Content Rating is already in place in many countries like Japan, France, Finland, Hongkong, Israel etc, depending on their local culture and priorities.
- (c) High TRP is no guarantee of high viewership of advertisements also. Advertisements avoidance tend to increase with increase in advertising quantity. The problem of advertising avoidance can be reduced by synchronization of advertisements in all channels at the same time. This may require agreements between prime time broadcasters to allot same time

slots for commercials.

- (d) Why chase TRPs? TRPs follow good content. If the programme taps into people's desire to know, enjoy and entertain themselves, high TRPs are natural outcome. Thus the stakeholder must take care of big picture.

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## The Latest

### Buzz

#### INFORMATION TECHNOLOGY LOGICA INTRODUCES SOLUTION TO TRACK TRANSPORTATION

Logica has launched a solution, Logica Meg that enables school authorities to gain visibility and control over the school transportation and allows parents to gain access to their children's whereabouts. Successful pilots with a few schools in Bengaluru have already been run. Powered by an on-board GPS, the device transfers real-time location details to the Logica Meg application. It also monitors driver behavior. Logica Meg application processes this information and displays it on a Web interface. The solution is provided on a SaaS model.

Logica Meg not only addresses the needs of the school authorities for enhancing safety in school buses, but also provides visibility and control over transportation. At the same time, it empowers the parents by providing on-demand location and proximity alerts. The same solution can be extended further to address other market opportunities like office transportation and public transportation.

#### MINITAB

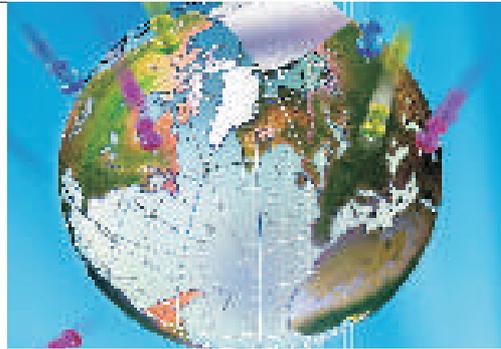
Minitab is a statistical analysis software which can be used for learning about statistics as well as statistical research. Statistical analysis computer applications have the advantage of being accurate, reliable, and generally faster than computing statistics and drawing graphs by hand. Minitab is relatively easy to use once you know a few fundamentals.

Minitab 16, the latest version of the software, is available in 7 languages: English, French, German, Japanese, Korean, Simplified Chinese, & Spanish. Today, Minitab is often used in conjunction with the implementation of Six Sigma, CMMI and other statistics-based process improvement methods.

#### BENCHMARK PROVES PS3 IS THE BEST BLU-RAY PLAYER

The fact that the PS3 is the main force driving the adoption rate of the Blu-ray discs is pretty much common knowledge nowadays. However, one question that has really given a few nights of restless sleep to quite a lot of people faced with the decision of purchasing their first Blu-ray player was whether Sony's gaming console was the best solution for the playback of Blu-ray movies or not. The website took some of the most popular standalone Blu-ray players on the market and benchmarked them, following certain specific criteria. The models in question were the Sony PS3 (40GB and 80 GB), Insignia NS-2BRDVD, LG BD300, Olevia BD100, Panasonic BD35, Panasonic BD5 etc. The tests were carried out on these machines.

The results were a bit surprising. Sony's PS3 was pretty much the best Blu-ray player out there, out-performing each and every one of its competitors in just about all of the tests mentioned above. Add that to the extra functionality it



provides and Sony's claims that the PS3 is all that one needs within one's home entertainment and the price tag of the PS3 is actually lower than those of many of its competitors from the test.

### **IBM BRINGS BRAIN POWER TO EXPERIMENTAL CHIPS**

IBM has created prototype chips that could mimic brain-like functionality.

The prototype chips will give mind-like abilities for computers to make decisions by collating and analyzing immense amounts of data, similar to humans gathering and understanding a series of events. The experimental chips, modeled around neural systems, mimics the brain's structure and operation through silicon circuitry and advanced algorithms. Like the brain, IBM's prototype chips can dynamically rewire to sense, understand and act on information fed via sight, hearing, taste, smell and touch, or through other sources such as weather and water-supply monitors. The chips will help discover patterns based on probabilities and associations, all while rivaling the brain's compact size and low power usage.

The chips could help manage water supplies through real-time data analysis and pattern recognition. Computers could generate tsunami warnings through a network of sensors monitoring temperature, pressure, wave height and ocean tide. The company has built individual "digital neurons" in the chips as low-power processing units, and synapses to establish connections between neurons.

### **TROJAN HITS ANDROID; LOGS PHONE CONVERSATIONS**

A potentially dangerous malware and Trojan named as Golddream.A has managed to penetrate through Android security. After getting into the smartphone, it acquires the ecosystem control and can track all the conversation held on the discussed phone. Later, the conversation is copied into the phone's SD card in an AMR format, and as per the malware configurations, the recordings are uploaded to some anonymous hacker's server.

New Trojan activates by downloading a payload on making any call by the smartphone. Besides logging and recording the private conversations, the Trojan is able to perform more malicious activities. The moment Trojan is injected in to the phone, it acquires kernel access. After getting the mentioned access, hackers are able to get full control of the device. This threat is considered to be more malicious than the DroidDream.

### **PUPPY LINUX 5.2.8 IS FASTER AND FRIENDLIER**

Puppy Linux 5.2.8 has arrived. Dubbed Lucid Puppy, since it is based on Ubuntu, it promises some performance enhancements as well as new packages and features. Puppy Linux 5.2.8 drops support for (really) old computers and uses libraries build for i689 processors and above.

Lucid Puppy 5.2.8 is the fastest, friendliest, and most fun Lucid yet. It is the fastest because it is the first Lucid (and first official Puppy) to use the C and ffmpeg libraries optimized for i686 computers rather than the older i386 computer. Puppy Linux 5.2.8 is the second big update to the lightweight distro this year. The most recent is Puppy Linux 5.2.5, which came in April.

Puppy Linux 5.2.8 also comes with more wallpapers and themes than ever alongwith updated drivers and firmwares for several types of devices.

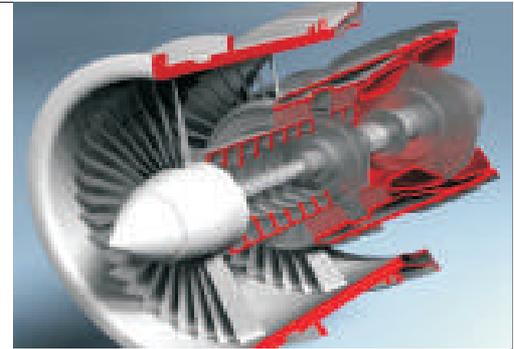
### **COMPUTERS TO TELL SOCIAL TRAITS FROM HUMAN FACES**

Researchers have developed new computational tools that help computers determine whether faces fall into categories like attractive or threatening, according to a recent paper published in the journal PLoS ONE.

Facial characteristics play a central role in our everyday assessments of other people. If the information on which the evaluation of faces is based could be automatically learned, it could be modeled and used as a tool for designing better interactive systems.

The team studied to what extent this information is learnable from the point of view of computer science. Specifically, the task was formulated with the intention of predicting 9 facial trait judgments (attractive, competent, trustworthy, dominant, mean, frightening, extroverted, threatening, and likable) using Machine learning techniques (a branch of artificial intelligence that uses examples to teach a program how to work).

The team trained and tested their algorithm on a set of synthetic facial images generated in a previous study. In that work, people were asked to describe and rate a set of facial images, and these results were used to generate synthetic facial images, each associated with specific traits, such as trustworthiness or dominance.



## MANAGEMENT

### "US DOWNGRADE COULD BOOST INDIA'S CREDIT RATING"

India's credit rating could rise relatively after the recent US sovereign rating downgrade, as India may attract investments if the domestic economy continues to strengthen. Recently, global rating agency Standard and Poor's (S&P) downgraded US sovereign debt rating to 'AA+' from 'AAA', citing political instability and uncertainty over the proposed fiscal consolidation map. It is a bit of a global worry, but even before the ratings event, a lot of it was priced into the market. In the medium term to long term, India's prospects are really unaffected by this incident. If India can strengthen its economy, then it could provide some safe haven which the global capital flow is bound to look for. Finance minister Pranab Mukherjee had pegged a target of Rs 3.43 lakh crore on net borrowing and 4.6 per cent ratio of the fiscal deficit to gross domestic product in Union Budget 2011-12. There may be other changes in many of the aims and objectives, especially depending on global commodity prices. But on three most important targets, the fiscal deficit, revenue deficit and borrowing, the economy is trying best to keep the consolidation on track. Gross government borrowing will be as planned, without crowding out the market for private sector borrowers. So far, the government has completed 41 per cent of its gross borrowing target of Rs 4.17 lakh crore.

### LA NOW TOPS IN GREEN JOBS

Los Angeles has surpassed the Bay Area as home to more "green" jobs than any other region in the nation, and those jobs will more than double in the next 30 years, according to a study by the Californians for Clean Energy and Jobs (CCEJ) Network.

Among the key findings are:

- The Los Angeles (LA) region is already home to the largest cluster of green employment in California and the United States.
- Green jobs account for about 178,500 of roughly 4.5 million employed in the LA region in 2010, or about 3.9 percent of total employment.
- Green jobs already employ far more than 10 times as many workers in the LA region as does petroleum and coal products production (4,400 in 2009, according to the Employment Development Department).
- These occupations have substantial skill requirements, allowing workers to command wages 50 percent to 100 percent over the average job.

### SERVICE TAX COMING ON HEALTHCARE AND RAIL TICKETS

Another blow to Delihites after a rise in electricity bill is that they could soon be paying service tax on hospital bill, rail tickets, several government services, capitation fee and hiring a marriage hall from the municipal agency.

As per the concept note floated by the finance ministry only a handful of services has been proposed to be excluded- education, funeral and farming activities from the tax net.

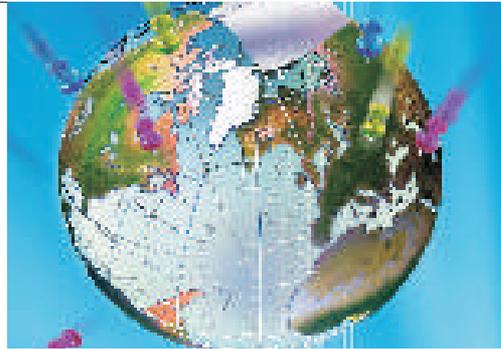
In case of health, the finance ministry has given two options. One option is to exclude all services provided by clinical establishments with turnover under Rs 4 crore from the tax net. The second option is to keep hospitals, medical care, diagnostic and para-medical services out of the tax net. The only exception will be in case of health check-up and cosmetic or plastic surgery.

The move is part of the preparation being made for implementing a comprehensive Goods and Service Tax (GST) regime, which will shift the entire indirect tax levy to 16%. At present, the Centre levies 10% service tax but under the new dispensation the states will levy 8% tax, and the Union government will match it.

Over the years the government has been trying to bring more services under the tax net as this segment, including construction, accounts for 63% of India's economy. The services economy is estimated at nearly Rs 50 lakh crore, but service tax is expected to generate Rs 82,000 crore this fiscal - 8.8% of the budgeted tax receipts for 2011-12.

### THE EARLY MARKETING SKINNY ON GOOGLE+

Google+ is the new kid on the social block. As it is offered on all Google products (Gmail, Google.com, Google Docs, etc.), its adoption may spread quickly-once its limited field trial completes and anyone can play. Google+ enables real-time updates (like Twitter) and lets the user keep in touch with "circles" of friends (like Facebook, but with simpler options for privacy/content visibility). Although Google+ is still young, we can take a few guesses about its marketing talents. For one, more people will add Google's "+1" feature to content pages and e-newsletter templates. That means more user engagement for publishers. There are also implications for Search, Scaling to coveted audiences. Influencer marketing. This kid has potential. Google+ is just a baby, but its scope and ease of use make its implications for marketers worth consideration.



### SOCIAL AUDIT-GENESIS AND EVOLUTION

The concept of social audit originated in the European and American Countries in the middle of the 20th centuries as a process of monitoring, appraising and measuring the social performance of the business organizations. In the 1970s, Abt associates (the American consultancy firm) conducted a series of social audits which are incorporated into its annual reports. The term social was proposed by Howard R. Bowen in 1953, in his article on "Social Responsibilities of a Businessman". Social Audit is a process by which an

organization accounts for its social performance to its stakeholders and seeks to improve its future social performance. Social auditing is a way to document and hold a company accountable for its social and ethical business practices. Social audit is a process of evaluation and reporting which is similar, in some respects to a financial audit but focuses on social performance rather than financial performance. It is a tool for evaluating how satisfactorily an organization has discharged its social responsibility.

## BOOK

### Reviews

### MANAGERIAL ECONOMICS - ANALYSIS, PROBLEMS AND CASES

Author : P.L.Mehta  
Publisher : Sultan Chand & Sons  
Edition : 2011  
Pages : 837  
Price : ₹ 405/-  
Reviewed by : Ms. Anju Batra

An ever-growing rapport between economy, economic theories, production and management decisions in modern times has made 'economics' the 'talk of the day'. Being an inevitable & integral part of complex business decision-making, economic theories have been crystallized into a separate branch of management studies called 'Managerial Economics' that serves as a link between abstract theory and day to day practice in business, trade & commerce. The present book "MANAGERIAL ECONOMICS- ANALYSIS, PROBLEMS AND CASES" is an extensive discourse on interdisciplinary approach of mundane economic laws & principles for a good understanding of the students of management.

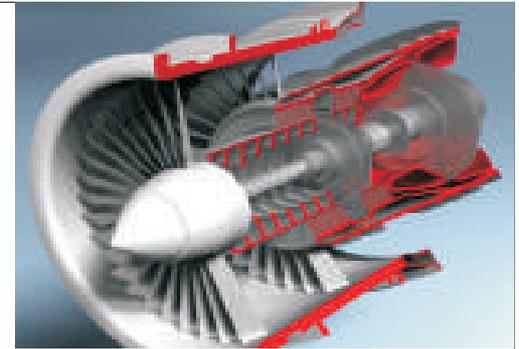
The bandwidth of the book ranges right from the meaning & scope of managerial economics to fundamental concepts, models & methods related to micro economics, macro economics, capital budgeting & cost of capital, decision analysis, international trade & international finance as well as Linear programming and Game theory.

The book consists of thirty four chapters. Huge amount of economic information has been packed in a simple & lucid

language supported with diagrams, latest facts and numericals. Chapters 1 to 3 advance with the concept of managerial economics, its characteristics & scope in this dynamic & competitive business environment. They also discuss the fundamental concepts related to incremental reasoning, incremental cost, marginal analysis, opportunity cost and discounting principle in time perspective and under risks and uncertainties. Chapters 4 to 6 highlight the consumer behavior, demand analysis through cardinal as well as ordinal approach and elasticity of demand which works behind the market demand. Chapters 7 and 8 tackle the issue of demand forecasting and various statistical methods of making demand forecasting, which is one of the major activities of business managers.

The objective of sales maximization of the firm is directly related to production and supply decisions which are guided by cost of production and techniques of production. Chapters 9 to 12 substantiate the topics related to production technologies and cost management. The pricing decisions and strategies under perfect competition, monopoly, monopolistic competition, duopoly and oligopoly have found an expression in chapters 13 to 16. Factor market and factor pricing issues have been discussed in detail in chapters 17 to 20 which further help in capital budgeting decisions.

Along with various decisions related to cost of capital, location decisions and risk and investment proposals made by a firm at micro level, many macro-economic issues have also been analyzed in this book. National income and business cycles, role of government in market economy, public decisions, government's policies such as monetary policy and



fiscal policy and the theories related to international trade and international finance have been included in chapters 26 to 30. The firm's actions in the presence of strong competition from dynamic environment, competition from inside and outside the economy have been guided by the approaches of linear programming, input/output technique analysis and game theory along with Nash Equilibrium. The last chapters of the book highlight these practical situations of business with the support of mathematical and analytical tools.

In the book, a lot of emphasis has been placed on application aspect of the theoretical constructs which indicate the relevance of text material for managerial applications. Various case problems related to topics, theoretical questions and short questions for testing the reader's understanding have also been added at the end each chapter. Numerical illustrations and examples on utility theory, oligopoly and gain theory have been included in the mathematical treatment section of the book which has further helped in enhancing the skill of decision making. The language of the book is very simple and lucid, making the subject matter easy to comprehend. Along with it, the latest examination questions from MBA course of various universities have been added to the question bank which proves to be a big resource for the students' drill and practice.

In a nutshell, the book is quite effective and useful for the students of managerial economics

### HAND BOOK OF INDUSTRIAL LAW

Author	:	N.D.Kapoor
Publisher	:	Sultan Chand & Sons
Edition	:	14th revised & enlarged edition
Pages	:	658
Price	:	₹ 300/-
Reviewed by	:	Ms. N.Malati

Economic progress of a country is dependent on the industrial peace. With changing scenario the actors to industrial relatives have also been extended to the community and customers. A quest for industrial harmony is indispensable when a country is marching ahead into 21st century. Today's employee is much aware of his rights and also is confident of getting them fulfilled through his employer and if need be does not hesitate to take the legal route.

Any organization which is not resourceful and does not possess the information regarding the legislative and preventive machinery and mechanism cannot march into the future and contribute successfully to the economy.

This book titled "Hand Book of Industrial Law" has been divided into five parts, each, dealing with various aspects of labor laws.

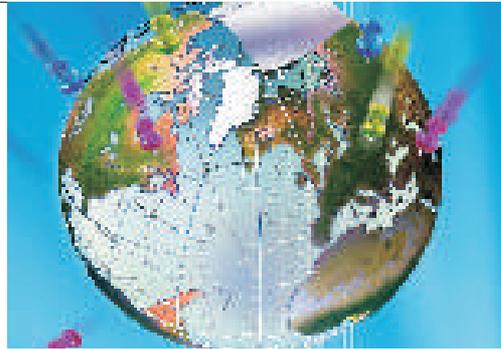
Part one deals with the working conditions through the "Factories Act, 1948". The act makes a detailed provision regarding health, safety and welfare of workers, working hours of adults, employment of young persons which include children and adolescents, annual leave with wages & so on.

Part two discusses social security, the objective of which is to compensate, restore and prevent risks the workers are exposed to during their work. Chapter 2 deals with "Employee Compensation Act, 1923" providing for payment of compensation to employees and their families in case of industrial accidents and of certain occupational diseases arising out of and in the course of employment, resulting in death or disablement. Chapter 3 discusses the "Employee State Insurance Act, 1948" dealing with social security legislation. Chapter 4 "The Employees' Provident Fund and Miscellaneous Provisions Act, 1952" gives a detailed account of long term financial security measures available to employees and their families too.

Chapter 5 -delineates "The Payment of Gratuities Act, 1972" which helps the employees lead a comfortable life after their separation from the organization. Chapter 6 "The Maternity Benefit Act, 1961" provides for payment of maternity benefits to women workers as special consideration ought to be provided to them during their pregnancy.

Part three describes the wages and bonus received by employees. Wages are the main source of employee's livelihood. Employees have to be protected against the evils of exploitation which is rampant in the absence of any laws. The acts discussed in this part give us a clear picture of the manner in which government intends to protect the employee's interests. Chapter 7 titled "Payment of Wages Act, 1936" ensures that the tenets of regularity of payment, prevention of arbitrary deductions, restrictions of fines etc are well taken care of by the employer. Chapter 8- "The Minimum Wages Act, 1948, formulated to prevent exploitation of labor and payment of unduly low wages in especially least organized industries has been addressed in detail. Chapter 9 viz the payment of "Bonus Act, 1965" wherein the workers are provided a share in the prosperity of the organization provided to bridge the gap between actual wage and the need based wages. This chapter has covered the complexity of the act in a lucid manner.

Part 4 of the book discusses the industrial relations wherein the acts given discuss at length the relationships that exist between two parties in employment-labor and management.



Conflicts are inevitable part of an industry but proper settlement machinery would assist in the promotion and maintenance of good industrial relations. Chapter 10 provides a detailed outline of the “Industrial Disputes Act, 1947”. The conditions of employment go a long way in minimizing friction between the management and workers in industrial undertakings, Chapter 11 gives a complete overview of the “Industrial Employment (standing orders) Act, 1946”. Trade unions are the integral part of the contemporary system of production and distribution of goods and services. They showcase both the positive and negative results. Nevertheless, their role cannot be discounted. Chapter 12 - The “Trade Union Act, 1926” provides a detailed summary of their powers, rules rights and privileges of registered trade unions.

Part 5 contains all the miscellaneous acts viz the “Apprentices Act, 1961, The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959”; “The Collection of Statistics Act, 1953”, “The contract Labour (Regulation and Abolition) Act, 1970” and the “Equal Remuneration Act, 1976”.

The book features latest amendments to help both the students and practitioners acquaint with the changes incorporated in the act. The book provides a comprehensive understanding on the subject. The style adopted by the author is simple and lucid. The book would prove to be an asset to the PG students and practitioners alike.

The book has additional features in the form of test questions at the end of each chapter and practical problems on select topics. This is in addition to the previous year's question papers of various institutes and universities. The theoretical part provides a through understanding to the student while the questions help them focus on issues and acts important from the examination point of view.

## ORGANIZATIONAL BEHAVIOUR

Author	:	Dr. A. Mustafa
Publisher	:	AITBS Publishers, India
Edition	:	First Edition, 2011
Pages	:	592
Price	:	₹ 425/-
Reviewed by	:	Ms. Neetu Chadha

The book tries to highlight the time tested principles of human behaviour in a simple and easy to understand style. Wherever necessary, practical aspects of organizational life have been highlighted. Live corporate examples have been

inserted to enrich the contents. The ethical and moral issues, surrounding human behaviour have been critically examined. Besides traditional topics like OB, Group dynamics, cohesiveness, Group Development, Decision making, Motivation, Morale, personality, Perception, Learning, Hawthorne Studies, Attitude, Leadership, Organisational culture, Work teams, Organisational change and Development, Current topics like Current Indian Political Scenario, Business Ethics, Cognitive Dissonance and Creating Customer response culture are explained elaborately with multi-dimensional and multi-facet approaches. This book contains 25 chapters with research based text that covers the latest syllabus of different universities.

Chapter 1 explains the systematic study and careful application of knowledge about how people- as individuals and as groups act within organizations i.e meaning, nature, scope and approaches of Organizational Behaviour. Meaning, nature, theories of group formation, factors affecting group cohesiveness, measures for increasing group cohesiveness, stages in group development, nature, types and process of group decision making are discussed in the next few chapters.

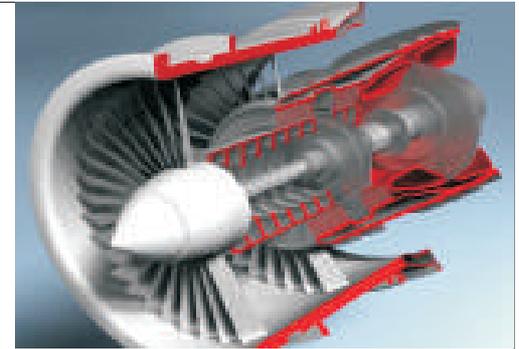
Motivation and morale, both being dominant intrinsic urges in an individual, increase the productivity at work place despite, favourable working environment provided to him. All these concepts are very appropriately discussed by the author along with the concept of individual attitude and its measurement tools.

The book gives a comprehensive overview of stress, change and human reactions to change. It also elucidates the concept of Organizational development, techniques of O.D. and measures to overcome employee's resistance. Chapter 11 illustrates Hawthorne experiment conducted by Elton Mayo.

Author also illuminates the individual determinants of behavior, personality, perception, learning, leadership and communication. Along with this, a significant contribution in explaining the components of group behaviour like conflict, power, politics & group dynamics has been made.

The book also covers few modern and current topics like Organizational Culture, Globalization and MNC, few tips for Team Building, different approaches of Negotiation and also elucidates Organizational ethics, Social Responsibility and Social Audit of Business, Group Development and Cognitive Dissonance.

In this book, unlike other texts, there is a conscious attempt to crack the theoretical mystery surrounding complex topics through contemporary examples. Study aids such as figures,



charts, tables, boxes have been used in abundant measure in order to present the contents in a capsule form. This book presents a balanced and integrated view of the subject-reflecting various themes and viewpoints that have gained currency in recent times in a dispassionate way.

### FINANCIAL MANAGEMENT: TEXT, PROBLEMS AND CASES

Author : MY Khan and PK Jain  
 Publisher : McGraw Hill  
 Edition : 6th, 2011  
 Pages : 1404  
 Price : ₹ 575/-  
 Reviewed by : Mr. Himanshu Puri

The book titled "Financial Management: Text, Problems and Cases" is very useful for all the finance students, academicians & practitioners. Financial management being the most significant area under management makes this book of ultimate value for all the accounting, management and commerce graduates and other practitioners in this field.

Financial management is planning, organizing, directing and controlling the monetary resources of the organization. To be an expert in this domain one requires the profound knowledge of this subject and that knowledge one can get

from reading a book like this. The thrust of the book is on the fundamentals of finance discipline in lucid and simple style. It's a modest attempt by the authors to come out with an easy and reader friendly book on a crucial area of management.

The theme of the financial management is structured around the decision making in the three inter related financial areas: investment, financing and dividend policy. The main discussion is divided into six parts comprising twenty chapters. Part one of the book introduces the reader with the basics of financial management and discounting-compounding technique.

Part two is devoted to the tools of analysis in financial management. Part three focuses on the first and the most important aspect, namely, the long term investment decision or capital budgeting. This part also includes the concept of cost of capital. The second important decision involved in financial management, i.e. financing decision, is covered in the part four. Part five and six are devoted to the relevant dimensions of dividend policy decisions and working capital management respectively.

The book also uses certain pedagogical features like exhaustive illustrations, Excel application, MCQ's, mini cases and practice exercises which make a strong and long lasting impact on the readers. This book has an analytical approach with up to date comprehensive coverage and it will prove an asset for the future finance managers and financial experts.

## Scholastic Impressions

### INFORMATION TECHNOLOGY

#### FIVE LINUX DISTROS FOR YOUR AGEING COMPUTER

*Kshitij Sobti*

The immense modularity of Linux makes it possible for one to run on hardware that has long been out of date. Often a computer even a few years old will be able to run the latest Linux distro without problems and Linux is usually a breath of fresh life for such computers. Amongst many other distros that are available the major ones are:

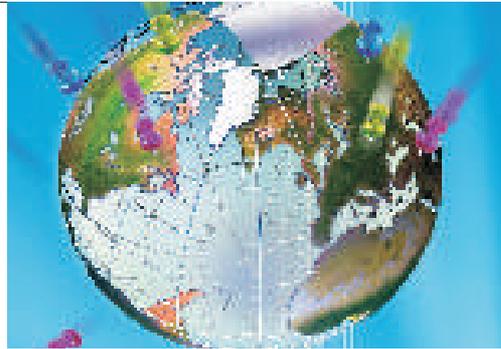
**Xubuntu and Lubuntu:** Xubuntu is an official Ubuntu Version that uses the XFCE desktop environment instead of the GNOME/Unity used by Ubuntu. Lubuntu like Xubuntu is

a derivative of Ubuntu which uses the LXDE environment. CrunchBang is a debian based Linux OS that emphasizes simplicity and speed. It uses a very minimalistic window manager called Openbox.

Zenwalk Linux tries to cater to a wide range of users and hence offers multiple versions all of which are lightweight.

Zenix is a modern distro that is lightweight yet quite beautiful in its simplicity. The distro is based on and fully compatible with debian 6. Zenix uses as little as 60 MR RAM making it fast.

Ms. Neha Goel, Faculty, DIAS  
 (For full text, please refer to "Digit", Volume 11, Issue-7,  
 July 2011, Pg. No. 52-53)



## DEVELOPMENT OF CELLULAR LAYOUT FOR A PUMP MANUFACTURING INDUSTRY

*P S S Prasad and G Aravinthan*

The development of optimal layout and its alternatives is a critical step in the facilities planning process. A good layout reduces accidents, labor costs, minimizes the movement between work centers, facilitates uninterrupted flow of the materials and helps to carry production activities within the predetermined time period with effectiveness.

In this article, a small-scale pump manufacturing industry is analyzed for its existing layout. The existing layout in the article is found to be a process layout, and an attempt by the author is made to study the possible benefits from the implementation of a cellular layout.

The case specifically deals with the layout analysis of the production line of two different models of submersible pump. Multiple identical machines are involved in this process. An algorithm, involving operation allocation to machines rather than part allocation to cells, proposed by Xambre and Vilarinho (2003) is used to obtain the starting solution. Further betterment of the solution is achieved using the heuristic approach by the authors.

The whole manufacturing process, for both existing and modified layouts, is simulated using the simulation software WITNESS, and the improvement in various parameters like material handling, Work-in-Process (WIP), waiting time, etc. is observed and presented in the article.

A suitable cellular layout is designed for the industry using the technique of allocating operations to machines rather than parts to cells.

It has been observed by the authors from the results of the simulation that the following improvements in the performance measures like machine utilization, material handling distance, average WIP, etc. would be achieved by adopting the cellular layout.

The following are the other salient improvements achieved by the authors through layout redesign.

- The number of machines in the production line had been reduced.
- The number of final components increased by 20.7% for Model 1 and 42.4% for Model 2, which implies that the average throughput time has been reduced.
- Machine utilization on the whole, increased by 12.3%. For certain workstations like L5, QC1, QC2, the percentage increase has been as high as 355.3, 95.6, and 105.5, respectively.

- Average WIP has reduced by 77.3% for Model 1 pump and 89.3% for Model 2 pump. For most of the components, the percentage reduction was around 100%.
- The reduction in material handling had been observed to be 64.3%.

Ms. Pratiksha Tiwari, Faculty, DIAS  
(For full text, please refer to "The IUP Journal of Operations Management", Volume 10, No. 2, May 2011, Pg. No. 32-46)

## PROCESS BASED ROLE ANALYSIS AND DESIGN: APPLICATION IN INFORMATION TECHNOLOGY INDUSTRY

*Avinash Kumar Srivastav*

The present era is characterized by the liberalization of economy and globalization of industries. Lack of clarity of job requirements has always been a major problem for job holders. As a result, most job descriptions remain as mere documents on record and do not get operationalized.

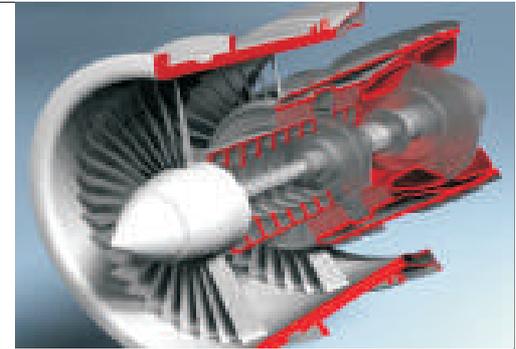
**PROCESS BASED ROLE ANALYSIS AND DESIGN (PROBRAD)** has been developed as a practical and user-friendly intervention with a well defined methodology for enhancing performance in organizational roles, considering the requirements of business processes served. It comprises a detailed analysis of the focal role and its systematic design/redesign to meet the following objectives.

- Maximizing role effectiveness.
- Maximizing the effectiveness of related business processes.
- Maximizing alignment with organizational components.

### PROBRAD APPLICATION

**PROBRAD** was applied for enhancing organizational effectiveness in information technology sector. Steps followed in PROBRAD exercise, and major elements of role design finalized through the application of PROBRAD are:

- 1) **The Organization:** SDI Technologies, an IT solutions company was facing a peculiar problem. Its profit was declining inspite of increasing sales.
- 2) **The Focal Role:** The first PROBRAD exercise in SDIT was conducted for Country Manager as the focal role.
- 3) **The Role Set:** Discussions with SDIT Management revealed that the country manager needs to play his/her



role for contributing to (a) The image building process, (b) The Contracting process and (c) The Solution Delivery Process.

The newly defined role for the country manager made him/her responsible not only for bagging contracts from customers in his/her country but also for making country operations effective to deliver higher profits with higher customer satisfaction.

**PROBRAD** shows itself as a comprehensive and structural OD intervention. It can be gainfully employed for any type of organization for enhancing the effectiveness of roles, processes and organization as a whole, realizing a process based organizational design.

Ms. Kanwalpreet Kaur, Faculty, DIAS

((For full text, please refer to "DIAS Technology Review- The International Journal for Business & IT", Issue 13, Volume 7, Number 1, April-September 2010, Pg. no. 15-21)

### COUCHDB: THE ESSENTIALS

*Hrishikesh Dewan*

CouchDB, is an open source document-oriented database written in the Erlang programming language. It borrows from NoSQL and is designed for local replication and to scale horizontally across a wide range of devices. In this article, the author discusses concepts like B+ tree & Multi-version Concurrency Control - which are essential ingredients of CouchDB and cloud storage platforms.

The two basic differences between B+ tree & B tree provide a lot of flexibilities when we look for nodes for a specific key in a specific range. This is known as range query in database systems. CouchDB uses B+ trees to store documents, each document is provided an ID and also uses B+ tree to store views.

In CouchDB views are created using MapReduce type of programming patterns and they are incremental. MapReduce creates key value pairs and each of these key-values is stored in the CouchDB as B+ tree.

The ID of every document in CouchDB is generated by the system itself. Another field associated with CouchDB documents is Revision\_ID which has lot to do on concurrent management of request and a technique called Multi-Version Concurrency Control (MVCC).

In MVCC during update operations, instead of overwriting, all operations executed on a variable are retained. In CouchDB documents are based on such a technique, so whenever we update an existing document, a snapshot of the old document is created. By virtue of this, CouchDB increases the throughput of read and write operations executing

concurrently without using the costly lock primitives. CouchDB uses MVCC to support a concurrency control technique called Optimistic Concurrency.

The usage of B+ tree and MVCC techniques in CouchDB has a great benefit and they are proven to be a very effective solution for achieving concurrent operations.

In fact, most of the cloud vendors and storage solutions have adopted this solution of solving concurrent operations.

Ms. Shuchi Vasisht, Faculty, DIAS

(For full text, please refer to "PC Quest", August 2011, Pg. No. 68 - 72)

### SOFTWARE TESTING: NEW METHODOLOGIES

*Shumpy Saini*

With a growth rate of 47%, software testing industry is adopting different methodologies which are constantly evolving, to give desired result in limited frame of time. Since software testing becomes a part of business model, testing methodology is changing accordingly.

#### Agile Methodology

The main focus of agile testing is to save time and to get the visibility of the product to be tested. Once the end-user is ready with requirements, the vendor or in-house team, analyze the requirements.

After analysis, designing team analyzes the issues that can occur. Simultaneously, the testing team and the end- user interaction are done to maintain consistency in the development. Designing team design the code, while testing team works on test cases and checks the code for errors. During the process, the user requirement and usability of product may change.

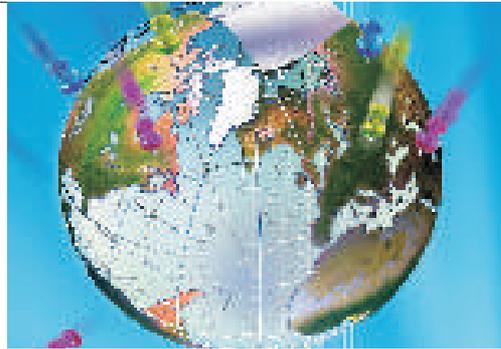
#### Context Driven Testing

This kind of testing is considered to be like agile testing. It is implemented when the end-users have different preference and needs. It works for the applications which suffice the need of one end-user but not the other.

This methodology works better in stable applications where conditions seldom change and also where test scenarios are not known.

#### Mobile Application Testing

There are many challenges the mobile application testing is facing. Millions of mobile handsets are available in the market with different handsets, operating system and service providers.



This diversity in the mobile market - both the hardware and application, proves to be a challenge for developers and testers to develop and test any application.

Ms. Somya Khanna, Faculty, DIAS  
(For full text, please refer to "PC Quest", July 2011,  
Pg. No. 73-74)

### **DISTRIBUTED COMPUTING MEETS GAME THEORY: COMBINING INSIGHTS FROM TWO FIELDS**

*Ittai Abraham, Lorenzo Alvisi, Joseph Y. Halpern*

In game theory, there are only rational players who will make moves in their own self-interest. There are various solution concepts in game theory- predictions regarding the outcome of a game with rational players. They all essentially involve players making best responses to their beliefs, but differ in what players are assumed to know about what the other players are doing.

Both the game theory approach and the distributed computing approach have something to recommend. In fact, for many applications, it is important to take both fault tolerance and strategic behavior into account i.e. we are interested in solution concepts that consider strategic behavior while maintaining a level of fault tolerance.

This paper briefly reviews the approaches to combine these concerns. Thinking in terms of rational agents opens the door to a wider class of algorithms. It would be well worth trying to understand how specific fault-tolerant algorithms can be modified to deal with rational agents.

Other broad classes of utility functions that represent behaviors observed in real-life scenarios can be considered, and then strategies can be developed to deal with such behaviors.

Ms. Surbhi Jain, Faculty, DIAS  
(For full text, please refer to "SIGACT News", Volume 42,  
No.2, June 2011, Pg. No. 69-76)

### **OPEN SOURCE SOFTWARE ADOPTION: MOTIVATIONS OF ADOPTERS AND AMOTIVATIONS OF NON-ADOPTERS**

*Yan Li, Chuan-Hoo Tan, Heng Xu, Hock-Hai Teo*

Adoption of an information system could be reflected in two ways: through the adoption intentions of the nonadopters and the extent of adoption for the adopters.

This study seeks to identify the motivational factors influencing individuals' adoption intentions and the extent of a system adoption within the context of Open Source Software (OSS).

Building on the theoretical underpinnings of the Self-Determination Theory, there is a proposed and empirically

assessed two conceptual models to examine OSS adopters' extent of adoption (based on intrinsic and extrinsic motivation) and OSS non-adopters' intentions for adoption (based on amotivation).

Results from the survey collected from 264 OSS adopters and 212 OSS non-adopters reveal that strategy belief amotivation is the major factor for not using OSS (i.e., non-adopters) while identified regulation is the major extrinsic motivation affecting the extent of adoption (i.e., adopters). Interestingly, intrinsic motivation to accomplish and capacity beliefs amotivation do not significantly affect adoption extent and adoption intention respectively. Theoretical and practical implications are also discussed.

Ms. Manpreet Kaur, Faculty, DIAS  
(For full text, please refer to "SIGMIS: The Database for  
Advances in Information Systems", Vol. 42, No.2, May  
2011, Pg. 76-94)

### **FAST REMOTE USER AUTHENTICATION SCHEME WITH SMART CARD BASED ON QUADRATIC RESIDUE**

*Tzong Sun Wu, Han-yu Lin, Ming-Lun Lee, Won-Yi Chen*

There are many kinds of online services in our daily life like e-mail and messenger. When the user links to a remote host, he is required to login first, supply user name and corresponding password, and then obtain the required resource or have services.

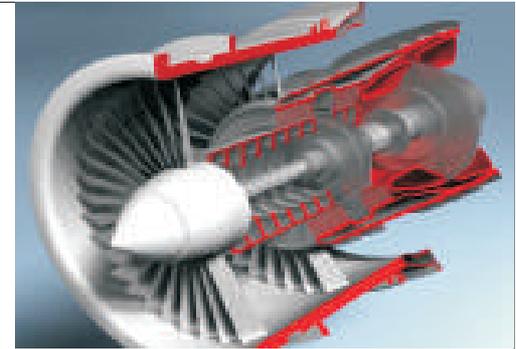
Most commonly the user might use a smart card to login a remote site. It was proposed in year 1981, a login authentication scheme for communication through insecure channels.

Further, an efficient scheme was proposed by Lu Cao based on quadratic residue. In this scheme, it was unnecessary for the server to store the verification table. However, there were some obvious drawbacks: not being able to choose their own passwords and inefficiency due to complex computations.

The authors have made amendments in previous schemes and proposed an improved scheme which allows a user to choose freely his own password and is more efficient and secure.

The scheme is divided into four phases: initial phase, registration phase, login phase and authentication phase. In initial phase, the remote server publishes various parameters like two large prime numbers, a composite number, and a one way hash mapping.

In registration phase, user submits his password for registration. Login phase requires inserting his smart card



into card reader and typing his user id and password. Authentication phase allows the server to begin the authentication of the information provided in registration phase.

A security analysis has shown that the proposed scheme is much secure against various attacks like Impersonation Attack, Eavesdropping Attack, Replay Attack etc. The greatest advantage of this scheme is ease of use for the user as they can select their own password.

Ms. Tripti Mishra, Faculty , DIAS  
(For full text, please refer to Journal of Digital Information Management, Vol. 9 , No. 2, April 2011 , Pg. No. 51-54)

## MANAGEMENT

### TRAINING NEED & GAP ANALYSIS WITH REGARD TO NGO'S IN MANGALORE

G.Bharathi Kamath

Training involves a process of continuous learning, unlearning & relearning for the purpose of enhancing job performance. The article titled "Training Need and Gap Analysis with Regard to NGO in Mangalore" is aimed at assessing the training needs analysis of employees of NGO's.

The major objectives of the study were to assess the extent of training provided for the employees of NGO's in Mangalore and to analyse the training needs of these NGO's.

The sample comprised of 51 NGO's. The results of the study reveal that:

- (i) Majority of NGO's (31.4%) were operating for the last 10-20 years, 56% were operating at district level only. 70% of the NGO's covered a wide area of issues.
- (ii) It was observed that majority of NGO's had few full time employees. 56% NGO's had less than 10 employees.
- (iii) The annual budget of majority of these organizations was less than 10 lakh per annum. The training expenditure of 41.25% NGO's was nil, with 39.29 spending between 1-3% of their budget. In addition 54.9% of employees were imparted with less than 15 hours of training.
- (iv) It was opined that training in the field of community involvement was ranked first by 58% of NGO's, followed by training in usage of technology (51%).
- (v) The organizations are keen to depute their employee for

training. It was observed that 37.35% organizations were actually willing to send 10-15 staff members for training. The acceptable fee for training by 54.9% was Rs. 500.

Hence, it has been concluded that training is imperative to people but the limitations for NGO's for not conducting them on a regular basis are lack of financial resources.

If this constraint is taken care of, the NGO's can aim at reducing the gap in training and also ensure that they have employees who are more adept at handling the issues confronted by them at workplace.

Ms. N.Malati, Faculty, DIAS  
(For full text, please refer to the "The IUP Journal of Organizational Behavior," Vol. 10, No.2, April 2011, Pg. No. 55-65)

### DO INDIAN MUTUAL FUND MANAGERS SELECT THE STOCK AND TIME THE MARKET CORRECTLY?

Manju Punia Chopra

Performance evaluation of mutual funds is an important area for financial economists. The assessment of fund managers' performance influences the investors to allocate their money into different mutual funds. It may directly or indirectly influence the compensation of fund managers.

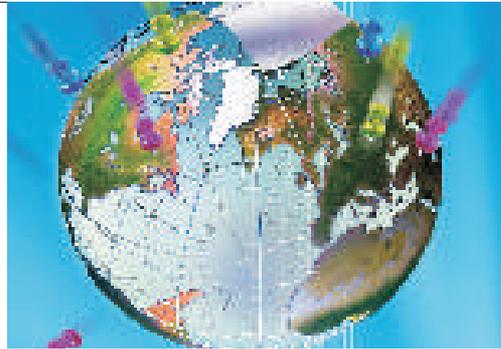
Evaluating funds' performance also helps in giving a concluding remark on the validation of strong form of efficient market hypothesis. Hence, the topic catches the interest of many finance professionals.

Mutual funds are primarily vehicles for channelizing savings of small investors into financial markets. Given the vast size of the industry and its implications for financial markets, it is important to comprehensively evaluate the schemes offered by these mutual funds.

The performance evaluation will bring to light whether mutual fund managers possess better security selection skills and positive market timing skills. From an academic perspective, the existence (and persistence) of mutual fund managerial ability will imply a rejection of the efficient market hypothesis.

This study contributes to the literature by providing evidence on stock selection ability and market timing ability with regard to mutual funds performance in India.

The article measures the performance, on the parameters of 'Stock Selection' and 'Market-Timing' ability, of mutual fund managers, using Jensen's alpha and, Merton-Henriksson



model, on a sample of 36 Indian mutual fund schemes, for the period January 2001 to September 2009, with S&P CNX Nifty as a benchmark.

Evidences provided in this article suggest that Indian mutual funds, in general, have not demonstrated any stock-picking or market-timing abilities during the study period. Funds earned an average return of 0.015% per month, which is marginally higher than the average market return of 0.013%, and average risk-free rate of return per month was 0.005%. In terms of Jensen alpha, only 7 funds out of 36 outperformed benchmark, while 11 funds in case of Merton-Henriksson alphas outperformed the relevant benchmark.

Though, a few funds showed some net selectivity skills when seen in conjunction, it appears that the Indian fund managers do not appear to possess stock selection skills. The timing ability of the Indian fund managers is even worse with none of the fund managers depicting perfect market timing according to Merton-Henriksson model. Findings suggest that, on an average, fund managers are not able to predict security prices well enough to outperform a buy-the-market-and-hold policy. There was very little evidence of any individual fund being able to do significantly better than expected from random chance. No evidence of curvature of the characteristic lines, indicating superior timing skill, is found for any of the funds. Thus, there is no conclusive evidence, which suggests that the performance of the mutual funds is superior to the market during the study period of the author, though a few funds are performing better than the market.

Ms. Haritika Chhatwal, Faculty, DIAS

(For full text, please refer to "The IUP Journal of Applied Finance", April 2011, Pg. No. 77- 84)

### **EMPOWERMENT AND GENDER DIFFERENCE IN EDUCATION STATUS**

*Rumki Gupta*

Empowerment is the process of increasing the capacity of individuals or groups to make choices and to transform those choices into desired actions and outcomes. Empowerment is mainly used for development, more specifically women's development.

The present study talks about the gender inequality in Madhyamik results of West Bengal. Madhyamik examination is conducted by West Bengal Board of Secondary Education (WBBSE) as the exam is to evaluate attainment level of students as the initial door to enter the higher Secondary course will be followed by various graduation/post graduation/technical/vocational/specialized courses at the

higher level. The aim of the present study is to see the level of educational status with respect to gender.

Multistage stratified clustered sampling was adopted in this study. Total 7 districts in 4 strata are divided as Kolkata district, Jalpaiguri & Malda district, Howrah & Hoogly district, Medinipur & Bankura district. 197 schools comprising of 15 boys' school and 10 girls' school from the districts were selected for the study.

Medinipur & Kolkata were excluded as from these two districts 24 boys' school and 12 girls' school were selected. Detailed mark sheet of total number of students sampled i.e. 1530 who appeared in the examination were collected for the analysis.

The analysis showed that the proportion of girls was significantly less than the proportion of boys. The academic achievement in the examination in terms of pass and fail does not appear to be associated with gender.

The study showed that the association of gender with academic achievement is significant in terms of 1st division, 2nd division, etc. and not in terms of pass and fail. It also showed that average total marks for the boy group was higher in comparison to the girls group.

The study also revealed that process of development for boys and girls in India do not appear to be equal. There is need to draw appropriate action plan for encouraging higher enrollment of girls students.

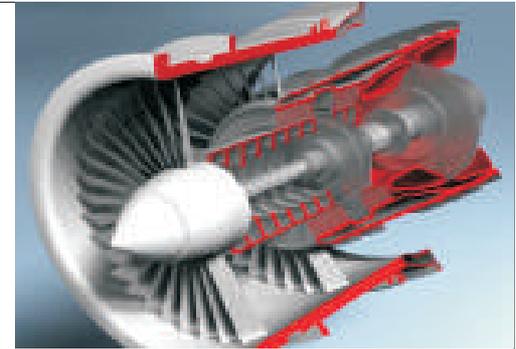
Ms. Sakshi Saxena, Faculty, DIAS

(For full text, please refer to Delhi Business Review, Vol.11, No.1, Jan-June 2010, Pg. No. 55-60)

### **ACHIEVING ORGANIZATIONAL EFFECTIVENESS THROUGH HEALTH MANAGEMENT AND ERGONOMICS**

*T Munirathnam Naidu, G Ramesh*

Today, organizations are striving for the effectiveness in every sphere of business and which can be achieved not only through the effectual utilization of knowledge and man power but also by designing jobs by integrating the socio technical factors of the jobs and characteristics of a job holder. Extracting the effectiveness of employees is not the question of just providing them with the training and developmental programs but it is also about to develop the health programs and improved working conditions, in the absence of which the employees feel the workplace to be dehumanized and result in alienation and frustration. Today arranging health management programs and adopting ergonomic changes are



considered vital for enhancing the productivity and satisfaction among the employees. They have important implications for the ability of organizations to achieve competitive advantage and sustainable development. Realizing this many organization have started health improvement programs which ensures physical, mental and emotional wellbeing, thus contributing towards the overall effectiveness of the organization.

Ms. Taru Baswan, Faculty, DIAS  
(For full text, please refer to "HRM Review", January 2011, Pg. No. 43-45)

### IMPACT OF GLOBALIZATION ON STOCK MARKET DEVELOPMENT IN INDIA

*Kavita Goel & Rakesh Gupta*

The paper examines the impact of globalization on stock market development in India using commonly recognized indicators. The indicators used in the study are good proxies for the test of market development and deepening. The three stock market indicators, viz., size, liquidity and volatility were considered and tested to see if these indicators will exhibit any trend over time in response to various stock market regulations. The data has been collected from hand book of statistics on Indian economy by SEBI, annual reports and publication of RBI, economic surveys and reports of government organization. BSE 100 has been used as proxy for market for calculating volatility.

The study pertains to a period of 17 years i.e., 1990-91 to 2006-07. Various ratios, viz., capitalization ratio, value traded ratio, turnover ratio and volatility ratio, have been used to analyze the movement over the period by SPSS. Results of the study show that the stock markets in India have experienced exponential growth over the study period. All the selected indicators show significant improvement in stock market of India. After liberalization market capitalization ratio, value traded ratio and turnover ratio increases and volatility ratio has declined. The results demonstrate the overall development and operational efficiency in stock market of India.

Mr. Himanshu Puri, Faculty, DIAS  
(For full text, please refer to "Delhi Business Review", Vol. 12, No.1, January-June 2011, Pg. No. 69-84)

### IMPACT OF INTERNET BANKING ON CUSTOMER SERVICES: AN EMPIRICAL STUDY

*Virender Singh Solanki*

Internet banking is one of the latest technological wonders in the recent past involving use of Internet for delivery of banking products and services. Internet banking is changing

the banking industry and is having the major effects on banking relationships.

Banking is now no longer confined to the branches where one has to approach the branch in person. The customer services have been impacted in more ways than one due to the emergence of this newer means of delivery of banking services. The bank has a centralized database that is web enabled. All the services that the bank has permitted on the internet are displayed in a menu. Any service can be selected and further interaction is dictated by the nature of service.

Government of India has enacted The Information Technology Act, 2000, in order to provide legal recognition for transactions carried out by means of electronic data interchange and other means of electronic communication, commonly referred to as 'electronic commerce'.

The paper identifies the various parameters of customer services in internet banking which includes ATMs, fund transfer, debit cards, credit cards, bill payment, balance check, statement check, standing instruction, tax payment, ticket booking and shopping and tests them so as to know how they have been impacted.

Internet banking is future mode of banking as more and more customers are adapting to the internet banking mode because of the ease, convenience, quickness and its availability around the clock from the comfort of home or office. Though still it's in nascent phase looking at the size of Indian population.

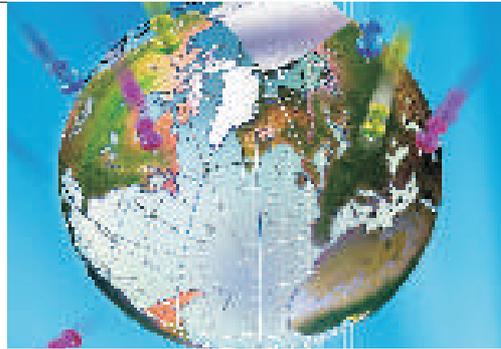
Ms. Ritika Maheshwari, Faculty, DIAS  
(For full text, please refer to "BVIMR Management Edge", Vol.4, Number 1, January-June 2011, Pg. No. 50-56)

### ETHICAL-BASED CURRICULUM FOR EMERGING EDUCATION TOWARDS AN IDEAL SOCIETY

*B Bhargava Teja*

Education is the key for creating and sustaining knowledge which in turn is the key for social and economic development. Education is not about imparting mere knowledge or cultivation of intellect but invariably to inculcate skills that help in the development of wisdom. The world is complex place and issues of absolute right or wrong are rare but ethics can provide the broader disciplinary framework. Ethics are values that distinguish between good and bad and the ethical components enshrined in traditional scriptures are investigated to identify the means for nurturing total personalities through holistic knowledge.

A curriculum with ethics will be able to address and advise various social diversities in a holistic manner and also elevate a society with values to greater heights.



The significance of ethics as a constituent of education is no longer merely persuasive but constitutionally imperative to achieve personal excellence and enable the nation to rise to higher levels. The knowledge and the application of the values based on ethics that provide an opportunity to encourage the student to different value dimensions of personality are evolved.

The faculty must have full appreciation of the values and norms to be achieved as a leader of the course while imparting education. The students have to be made realized that unless the light of wisdom creeps into the body of knowledge through humanities and social sciences, the society is constrained to its full blossom and growth. To implement these concepts, a systematic perspective planning is needed in a routine way for emerging education systems.

Ms. Shilki Bhatia, Faculty, DIAS

(For full text, please refer to Journal of Human Values, Volume 17, No 1, April 2011, Pg. No. 73-86)

### REFORMS IN GOVERNMENT ACCOUNTING AND FINANCIAL REPORTING

K. P. Sasidharan

The public finance reforms in India are reflected in the regulatory framework prescribed for the government accounting and financial reporting reforms. The financial responsibility and budget management act (FRBM) of 2003, combined with General Financial Rules (GFR) of 2005, Government Rules, 1990, Indian government accounting standards (IGAS), and outcome budget, all demonstrate the unflinching commitment of the nation for financial reforms in the government. The rule based financial statements are being replaced by principles and standard based accounting; and cash based to accrual based system of accounting, to maintain India's predominant position as an economic power at the corridors of global economy. This article discusses reforms in government accounting from professional perspective.

Transition to accrual based accounting for all the three tiers of government Union, States, Urban Local Bodies (ULB) and Panchayati Raj Institutions (PRI) over the years is time and resource intensive. The Thirteenth Finance Commission wanted the government to move forward the caution. The commission advocated a 'bubble up' approach to this transition. In this approach, local bodies like large municipal

bodies and PRIs would adopt accrual accounting initially. For this purpose, the national municipal accounting manual incorporating the principles of accrual accounting has already been prepared with an intention to facilitate the 'bubble up' process to percolate to all the three tiers of government. Already, 48 ULBs in 17 states have switched over to accrual based accounting.

Dr. Vibha Dua, Faculty, DIAS

(For full text, please refer to The Chartered Accountant, August 2011, Vol. 60, Pg. No. 274-277)

### TODAY'S CHILD IS INDEED THE FATHER OF MAN!

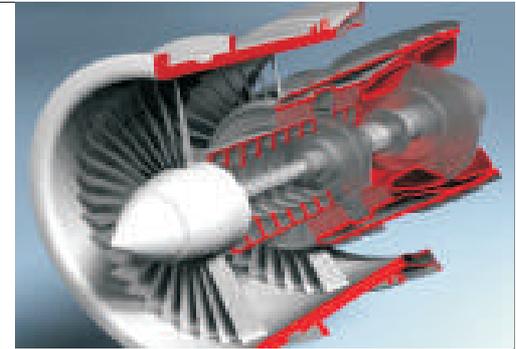
Monojit Lahiri

According to a survey, some 400 million kids (below the age of 15) are new age India's most conspicuous consumers lapping up a range of products and services that include- not just Barbie dolls and toys- hi-end gadgets, phones, clothes etc. Powering an astounding Rs. 4.5 trillion market, this gigantic constituency (who make up 20% of the world's youth space) is on a red hot turbo-charge mode. The internet, TV and mobile, for example, have transformed a hitherto simple, tunnel-viewed, limited focus constituency into a sharp, clued-in, consumers-product-friendly group that constantly raises its hands to be counted and vocal about brand knowledge and preferences based on facts.

Today, kids articulate desires more openly, candidly and innocently than any other segment because they are unburdened by personal memories of a scarcity-plagued yesterday. Hence, in a family unit they play a critical role as navigators. Kids are the arbiters between the older generation and the new and give the rest of us a map on which to plot our new selves. The knowledge-base of children on technology-driven products are far superior to their parents. With the emergence of new phenomenon of KGOY (Kids Growing Older Younger), the market for entrepreneurs has got larger. So the parents are expected to play various roles simultaneously like father, guardian, tutor, moral police, guide, mentor, cheer leader etc., in order to pace up with their children. Overall the child is seen as a performer demanding investment, training and attention.

Ms. Roma Jaitly, Faculty, DIAS

(For full text, please refer to 4P's Business & Marketing, Vol. VI, Issue 12, July 2011, Pg. No. 102-103)



## Alumni Speaks

The experience of studying in DIAS is unforgettable. DIAS has set for itself an inspirational level that is dynamic, purposive, futuristic and capacity enhancing. It is a learning temple that provides a vibrant and conducive environment to produce well groomed and competent global professionals ready to deftly handle multidimensional tasks in this era of cut throat competition. It focuses on networking with other institutes, the industries, centers of art and culture & other universities because it recognizes that India has the potential to provide skilled manpower, not only in India but also abroad. It aims at providing maximum possible exposure to its students so as to increase their skills and employability. As a step towards achieving this goal, workshops and seminars in addition to the group discussions, role plays, case studies and presentations, are held on a regular basis to ensure all round development of the future technocrats. Eminent speakers are invited from time to time to conduct lectures so as to prepare students to face the real industry as entrepreneurs. A proficient placement cell provides linkages for the summer projects, training and final placements for the students of the Institute. DIAS provides well qualified & experienced faculty with globally competitive infrastructure. The institute plays a very vital role in shaping personality of a student. On the behalf of my batch, I can say that we spent pleasurable time in our campus.

**Neetu Gupta**  
Lecturer

**Guru Arjans Dev Institute Of Management & Information Technology  
(MBA 2007-2009)**

DIAS for me was never only an educational institution. It was a place which has built me into an individual capable of achieving my dreams in life. My decision to take admission in DIAS was proven right by Dr. S.N. Maheshwari, a prominent person from the field of education, when during the orientation programme, I realized that with him as the torch bearer of our institution, I surely would go the right way. He was motivating with a fire in the belly and a "go for it" attitude.

Marks never bothered me much but what was most interesting for me was the interaction encouraged in class and opportunity given to students to raise questions, have discussions etc. Also, the compulsory presentations in each semester gave me a lot of confidence. Apart from this, the industrial visit and participation in extracurricular activities were encouraged. The best part of the year was the DIAS Annual Cultural Fest.

We underwent two projects, namely, Summer Internship and Specialisation Report. We were required to visit industries and give a report on how an industry/factory works. It gave us real exposure to the industrial world. Practical experience along with theory helped us a lot.

Last in all, I would thank DIAS for playing an immense role in gearing me up to work in such a big organization like HCL.

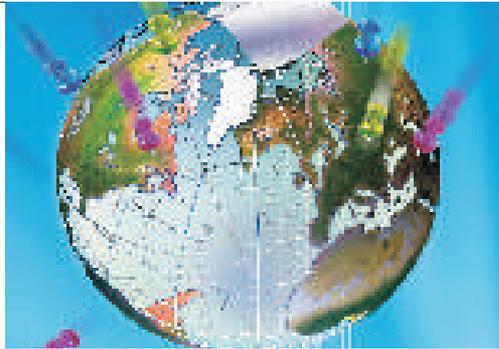
**Gurpreet Singh**  
Marketing Executive, E-Commerce  
Marketing Division  
HCL InfoSystems  
MBA 2007-09

DIAS marks an important entity in my life's journey. After entering into this institution, I faced intense competition while pursuing my academic work with great dedication. By hard work and perseverance to maintain high standards, I earned degree, gold medal and exemplary performance award. That was the moment of pride for me as well as for my teachers, parents and all those who played a part in shaping my life. Learning is a continuous process. We should crave for learning with application of our knowledge in upliftment of down trodden and betterment of society. I am sure that each one of us has different dreams but surely we should never give up our dreams and ambitions, for it is these aspirations that will drive us to higher levels of achievements and make our life purposeful. Here, I would like to quote four lines from former honourable president Dr. Kalam's address:

***"When you wish upon a star,  
Makes no difference who you are,  
Anything your heart desires,  
Will come to you?"***

At DIAS, my teachers prepared me to think big and act in time with conviction. They taught me that students should hold on to their goals even if they stumble here and there, and learn their lessons. DIAS made me learnt that we students are the stewards of this nation and custodian of very rich tradition of antiquity with modernization.

We also learnt that "All technological advancements we have today are the outcomes of scientific exploration of scientists of earlier centuries. At no time, man was beaten by problems. He strives continuously to subjugate impossibility and then succeeds". Therefore, if the targets of eradication of poverty, health for all, education of all, power for all and higher level of life standards are to be achieved in shorter period of next decade or so, it is the power of youth, which must rise to the challenge, and I have full confidence, that each



student of DIAS will strive hard not only to achieve their goals but also make this country a better living place.

I was one of the fortunate persons who had access to educational experience at this renowned institution. This experience will reward me throughout my life. And for the others.....

You are already awakened to the realities of intense competition and acquired capacity to take advantage of competitive environment. While you may use this capacity to create wealth and welfare for yourself and for the organizations you work for, it is also your bounded duty to strive for welfare of society, for reducing disparity therein and to empower those who are disadvantaged.

Also, you should not forget the values that you have learnt from your teachers and the institute. Remember the noble values of caring and sharing, of service and sacrifice has kept our society away from dangers of extinction and made it vibrant at all times. As inheritors of a society which blossomed up great values for life and a deep concern for human development, you should intensely aspire for deepening and broadening your knowledge, learn to experience the power of collective team work, and always be guided by higher values which you believe in.

**Astha Goyal**  
**MCA 2006-09**  
 Lecturer  
 RV College of Engineering, Bangalore

An institution's responsibility is not to feed you with what is written in text books but to point in the right direction, to make a professional out of a student, to prepare one for what one would be dealing with and mostly making us believe in ourselves. This institution has been a guide and mentor for our professional and personal growth for creating the environment where every individual is made self dependent and responsible. The goal here is not to make a sheep herd but individuals who are very competitive and yet hold all the values and ethics.

I hereby take the opportunity to thank this institution for playing a very important part in my life and not to forget the faculty and friends I have earned for life. While my time at DIAS was a stepping stone to where I am now, I deeply miss everything that happened back then. As a child, we prepare for school, in school we can't wait to join college, while in college, we eagerly want to start our professional life and once there we wish to be back to college.

At least that's the case with me.

**Naresh Panchal**  
**MCA 2005-08**  
 Senior Software Engineer  
 Persistent Systems Limited

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*\*Subject to change without prior notice.*

# DELHI INSTITUTE OF ADVANCED STUDIES

is organizing a

National Conference on

## “CONTEMPORARY ISSUES IN MANAGEMENT FOR INDIA INC”

Saturday, 28<sup>th</sup> January 2012

at Conference Hall, DIAS



Modern age is an era of management resolution. In the changing society; management has become vital to all because of its universal application. Our society could neither exist nor improve without a steady stream of good management practices. Renowned management guru, Peter F. Drucker emphasized that effective management is probably the main resource of developed countries and the most needed resource of developing ones'. Contemporary Issues on Management provide the basics on the effectiveness of work-life of individuals and groups who work within different situations in the competitive world environment.

The conference intends to provide a platform to deliberate on the current issues, opportunities and challenges faced by India Inc. in enhancing customer need centric society.

### KEY FOCUS AREAS:

The key focus areas of the conference are:

#### Contemporary Issues in Accounting

- Integrated cost Management
- Environmental Management Accounting
- IFRS and IND-AS
- Lean Accounting
- Social Accounting
- Brand Accounting

#### Contemporary Issues in Finance

- Financial Inclusion
- Derivatives and Financial Stability
- Market Value Added
- Financial Reengineering
- Behavioral Finance

#### Contemporary Issues in Marketing

- Strategic marketing communications
- Services marketing
- Digital marketing
- Cross marketing
- Environmental marketing

#### Contemporary Issues in Human Resource

- People based Business Intelligence
- Demographic Management
- Employer Branding
- Quality of work life
- HRscore card

#### Contemporary Issues in General management

- Public Management
- Management by Consciousness
- Corporate Governance
- Transition Management
- Sustainability Management

#### Contemporary Issues in Information Technology

- Next Generation Networks
- Green Computing
- Information Systems and Services
- E-business databases
- Knowledge Management

### WHO SHOULD ATTEND?

Academicians, Entrepreneurs, Managers, Research Scholars and Students

### REGISTRATION FEE:

Delegate Category	Registration fees	Absentia
Business Executives	₹ 2,000/-	₹ 2500/-
Academicians	₹ 1800/-	₹ 2000/-
Research Scholars	₹ 1500/-	₹ 1800/-
Students	₹ 750/-	₹ 1000/-
Alumni Members	₹ 500/-	₹ 750/-

# DELHI INSTITUTE OF ADVANCED STUDIES

is organising its

## Eighth Annual Cultural Fest

# ECSTASY 2012

on

February 11<sup>th</sup> 2012 (Saturday)

in its premises



*Ecstasy is the driving force that unites and brings together young, creative and talented minds from prestigious colleges across the country. It is a fun-filled extravaganza, which allows the students and teachers to take time off their busy schedule and indulge in some entertaining moments. Living up to its spirit, 'Ecstasy-2012' will be an assortment of various cultural and literary activities honouring the students' interests, competencies and creativity through its theme- 'Rollin' on Retro!'*

### Ecstasy 2012 Events

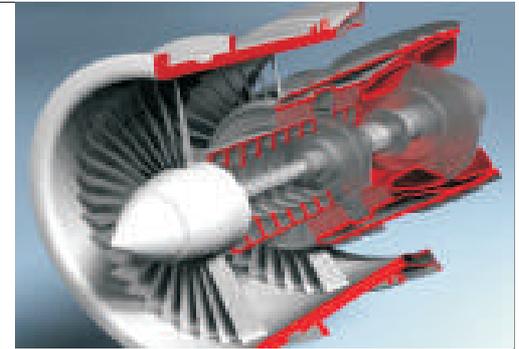
➤ Vaad- Vivaad (Debate Competition)	➤ Rang Barse (The Rangoli Making Competition)
➤ Khel Khel Mein (Management Game)	➤ Chehre Pe Chehra (The Face Painting)
➤ Zindagi Kaise hai Paheli (The Business and IT Quiz)	➤ Rang Bhare Badal Se (Graffiti)
➤ Aane wala Pal Jaane wala hai (Extempore)	➤ Hera Pheri (Software Development)
➤ Dekh Tamaasha Dekh (The Ad-mad Show)	➤ Natya Manch (One Act Play)
➤ e-LAN-e-JUNG (LAN Gaming)	➤ Gaata Rahe Mera Dil (Solo Singing)
➤ Nach Le (The Group Dance Competition)	➤ MR. and MS. ECSTASY 2012

#### ◆ Registration for Events ◆

Registration forms can be downloaded from our website: [www.dias.ac.in](http://www.dias.ac.in) and filled in.  
Registration Forms should reach the institute on or before February 3<sup>rd</sup>, 2012.

#### FOR FURTHER DETAILS, PLEASE CONTACT:

Ms. Roma Jaitly, DTG Coordinator: 9873069572  
Ms. Shuchi Vasisht, DTG Co-coordinator: 9999361225  
Ms. Surbhi Jain, DTG Co-coordinator: 9811251267



## Technology

### Browser

## INFORMATION TECHNOLOGY

### DATA ANALYSIS AND INFORMATION SYSTEMS

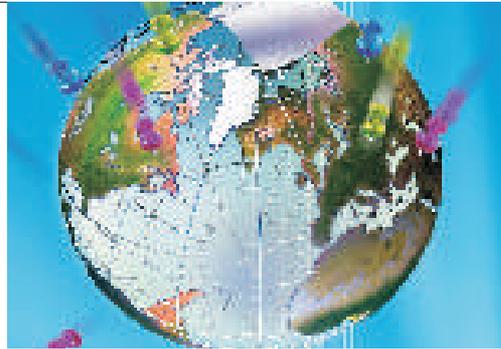
"Incidence Jump Rate Reveals Over/Under Dispersion in Count Data", Ramalingam Shannugam and Ramalingam Radhakrishnan, International Journal of Data Analysis and Information Systems, Volume3, Number 1, January-June 2011.	Pg. 1-8
"Mining Numerical Data for Decision making with the help of MINITAB", Athanasios Vasilopoulos, International Journal of Data Analysis and Information Systems, Volume3, Number 1, January-June 2011.	Pg. 9-22
"Prediction Intervals: A tool for Monitoring Outbreak of Diseases ", K.S. Adekeye and M.A. Lamidi and P.A. Osanaiye, International Journal of Data Analysis and Information Systems, Volume3, Number 1, January-June 2011.	Pg. 23-29
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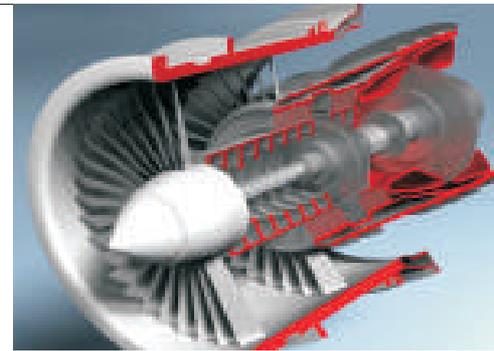
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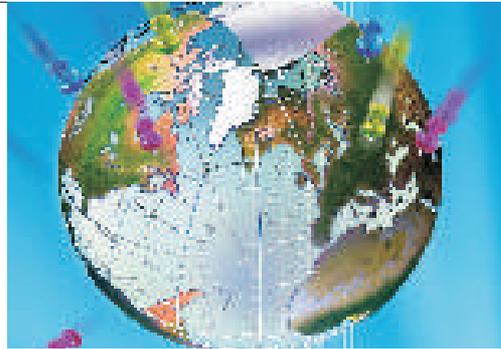
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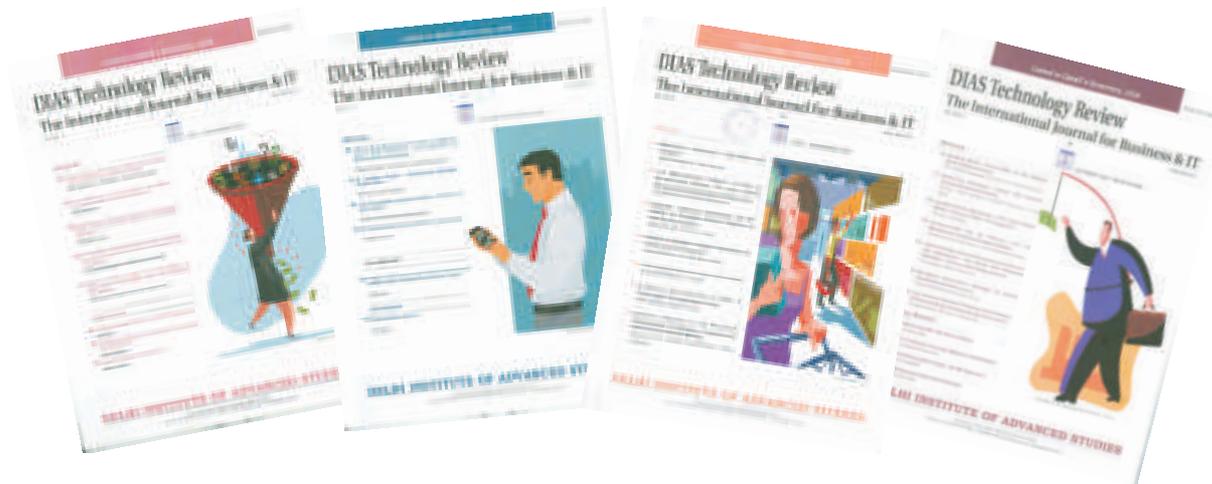
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