

# DIAS TIMIES

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## Editorial Board

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## From the Editor's desk

Dear Readers,

Credible elections, conducted at regular prescribed intervals, are the very soul of any democratic system. India, a democratic republic, has mostly been governed by Indian National Congress post-independence. However, this year the Indian general election of 2014, held to constitute the 16th Lok Sabha turned the tables in favour of the National Democratic Alliance, led by the Bharatiya Janata Party. BJP has proved Mahatma Gandhi's adage "Satisfaction lies in the effort, not in the attainment, full effort is full victory." The vigorous campaigning and the popularization of the slogan "abki baar Modi sarkar" led the party to win a sweeping victory, securing a clear majority through their 336 seats.

Going by the saying "Every election is determined by the people who show up," this year, the General Election, has many firsts to its credit - being the longest and the largest election ever in the history of India, running in nine phases, an increase of 100 million voters since the last general election in 2009 and the highest average election turnout. The astounding fact is that since 1984 elections, this is the first time, BJP won enough seats to govern without the support of other parties and acquired the right to form the largest majority government.

Coming to power, Modi has already displayed his innovativeness, attention to detail and foresight, with major restructuring of ministries to expedite the process of decision making and usher in greater accountability in the system. Downsizing the government by abolishing all existing Group of Ministers (GoMs) & Empowered Group of Ministers (EGoMs) and coming up with a relatively small council of ministers, consisting of ministers of state with independent charge (MoS-IC) of portfolios, corroborates with Modi's policy of "minimum government, maximum governance".

Measures to control inflation, the well acclaimed balanced budget, renewing cordial ties with other countries, sudden surge in foreign investment, bullish markets, buoyant Sensex and recognition of India by the super powers as a nation to reckon with seem to have hit the right chord with the public and has brightened the image of India. Also, to mark the completion of two months in office, Prime minister, Narendra Modi has launched a new online platform, mygov.nic.in, to bring together propositions on governance from citizens, especially the youth, and enable them to volunteer for specific tasks and projects at the grassroots level.

The government is well appreciated as of now, but will it be able to meet the expectations of the common man needs to be gauged. On the wishlist of the aam admi is progress, optimism and happiness. We hope the current government will not disappoint them on this account, the change will usher growth and prosperity to the country in all spheres and the transformation of *achche din* into *bade achche din* will be witnessed soon. Amen!

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 Professor Emeritus and Academic Advisor 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, BhartiTouchtel, Reliance Infocomm, Ranbaxy, Thomas Cook, FICCI, American Express, Tata Tele Services, Jet Airways, Mahindra Finance, Alcatel, Abacus, Synergy, Torrent, Quark, Syntel, Om Logistics, BEC Foods, Hughes, BrickRed Technologies, Escosoft Technologies, Nagarro, Grapecity, Satyam, Wipro, Accenture, Caritor, L and T Infotech, HCL, Tata Infotech, ICICI Prudential Life Insurance, Reliant Infomedia, India Bulls, Tact India, Sapient, J.K Technologies, Mindfire Solutions, Momentum Technologies, ACS Infotech (P) Ltd., Interra Systems, CE Infosystems, Nagarro, Tata Teleservices, Kotak Life Insurance, UTI Bank, Kotak Mahindra Bank, Grail Research, Planman Consultancy and many others. These ambassadors are making the Institute proud in the corporate world.

## Academic

### Contribution by Faculty

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

Dr. S.N. Maheshwari, a prolific author with more than 100 books/monographs to his credit has brought out the following new editions of monographs during Oct.-Dec. 2013

#### **MONOGRAPHS**

1. **Corporate Accounting**, BBA, Third Semester, Core 9,

Mahatma Gandhi University, School of Distance Education, Kerala (Vikas Publishing House Pvt. Ltd.)

2. **Financial Accounting**, B Com (Computer Applications) & (Travel and Tourism), Third Semester, Mahatma Gandhi University, School of Distance Education, Kerala (Vikas Publishing House Pvt. Ltd.)



## Placements at DIAS

Placements offer students the ability to get involved with an organization for a term or academic year. It is the ideal opportunity to “learn by doing” and become familiar with an organization you support. And students of DIAS leave no stone unturned in making full use of those opportunities.

The quarter ending December 2013, witnessed many placement drives, personality development & skill development sessions and eventually a number of companies visiting the campus. 99 Acres, Mirus Solutions, ICICI Securities, Ernst & Young, Harit Dhara, Newgen Softwares, University18 and Capital IQ are to name a few, followed by Grail Research, Federal Bank and Ameriprice Financials lined up for the new year.

The MBA students bagged positions in varied profiles like marketing, sales, consulting, research and human resource by undergoing a rigorous recruitment process initiating with Pre-Placement Talk followed by group discussions and personal interviews, in campus and in the corporate offices as

well.

Guest Lecture on “Emerging Opportunities in the Area of Finance” delivered by Mr. Mukul Kanchan from Ernst & Young and Mr. Praveen Kr. Jain from ICICI Ltd helped the students to gain an insight into the industry.

For MCA students, the quarter saw many successful placement drives by Daffodil softwares, NIIT, Tech Ahead, Naggaro, Spice Lab, Utopia Mobile, Safe Net, OSS Cubes, Aspiring Minds, CFE India, Ajani Info Tech, QA Infotech. The success of this placement season is a motivating factor for the upcoming MCA batch 2015.

The SIIF (Students Industry Interface Forum) team is all the more excited as the upcoming year is expected to offer increased opportunities with fat packages. Efforts have begun for the next season and the forum is striving hard to get even better results with a hope that the 2012-2014 batch would experience maximum placements.

## KUDOS

We congratulate the following students for the accolades they have won in events organized by other colleges.

Event	College	Name of Students	Prize won
Collage Making	BVIMR	Jobin Jose	Second
		Bhavya Gulati	
Camphor De Camphor	IMI	Uzair Khan	First
		Jobin Jose	
		Tushar Chand	



## Activities at DIAS

### COGNITO 2013

**“Training is the essence of transformation.”**

“COGNITO 2013”, an Inter College Summer Training Project Report Competition was organized by DIAS Technology Grid (DTG) of DIAS on 28th September 2013,

Bank), Ms. Anu Malocha (Director, CnC Systems) & Ms. Jasmine Kaur Waswani (Freelance trainer).

Summer Internship is one unique opportunity wherein management students confront the real corporate world and get a taste of it. They commit mistakes and learn from them; they formulate ideas, strategies, bring forth solutions and



with an aim to provide platform to the young minds to showcase their talent, efforts and ideas that have been put in during their summer internship projects. The event was

finally surface out as prepared individuals ready to confront the corporate world. Students of various institutes from GGSIPU and other PGDBM colleges from Delhi/NCR participated in the event.



adjudged by three esteemed judges from the corporate world, Mr. Rahul Aggarwal (Area Credit Manager, HDFC



Winners of the event; Mamta Grover (Finance), Parul Manchanda (Human Resource), Rahul Juneja (Marketing)



were awarded cash prize of Rs.1100 and Runners up Kuldeep Sharma (Human Resource), Pranav Kharbanda (Marketing) and Abhinav Singh (Finance – IBS Gurgaon) were awarded the cash prize of Rs. 500 respectively.

The esteemed judges encouraged the students to indulge in research work and hone their skills to compete in the corporate world. The event ended on a gratifying note with vote of thanks by Ms. Roma Jaitly, Event In-charge.

#### VISIT TO ALLIANCE AUTOMETERS

*“Awarding degrees is fine in and of itself, but everybody does that. To stand out and distinguish ourselves from the rest of the crowd, a pinch of uniqueness is a must.”*



With the aim to help & guide students to bring that difference in them and gain practical exposure, DIAS organized an industrial visit to Autometers Alliance Ltd., Noida on 5<sup>th</sup> October, 2013 for the MBA students. They were

visit. Autometers Alliance Ltd, an ISO 9001 certified company ranks amongst the premier Railway Equipment and UPS Manufacturers in the country. The company has a well organised production setup and state of the art



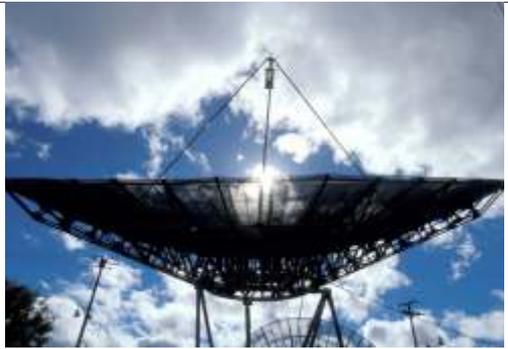
manufacturing capabilities in the field of Switchgear, Power Electronics, Data Acquisition, Display System and Surveillance System having a manufacturing area of 200,000 square feet. The Company has its own in-house R&D Centre recognized by Ministry of Science and Technology, Government of India.

AAL offers products like Passenger Information And Address System (destination

accompanied by Dr. Anju Batra and Ms. Ruchi Gupta, Faculty, DIAS.

The company representatives acquainted the students with the operations and functioning of the company along with its products, the competitors and the division of various departments. The students were then taken for a factory

Display Cum Announcement System) to the Automotive Sector and Techographs, Relays, Energy Cum Speed Monitoring System, Power Conditioning Systems, Vacuum Circuit Breaker, Connectors, Online Tap Changer, Passenger Information & Address System and destination Display Cum Announcement System to the Railways.



The company has several technical collaborations with world leaders and has an excellent track record of technological innovations and growth. In the factory visit, the students gained insight into the working of the production department, facility layout and quality check procedure. Also, they were able to interact with the personnel from the HR and Finance department. The queries of the students were aptly handled.

It was a great experience for all students as they got a chance to understand the practical implementation of the concepts learnt in the classroom.

#### VISIT TO NGO “CHALO GAON KI AOR”

Chalo Gaon Ki Aor is a nonprofit organization to empower the underprivileged children and youth through relevant education, innovative healthcare and market-focused livelihood programmes.

A group of 25 students and Ms. Charu Gupta, faculty, DIAS visited the NGO on 19<sup>th</sup> October, 2013. An event was organized to communicate the benefits of education for children and encourage their parents to send their wards to



school. Activities like card making, diya decoration, singing and dancing for celebration of Diwali festival were also organized.

A tent was set up in the central park along with banners, balloons, music system, chairs and carpets etc. There was a big turnout of children studying in NGO, their parents and other residents of the society. Refreshments were provided to the children. The event concluded with a street play

performed by the students of DIAS Dramatic Society to spread the message of equality amongst children, awareness against child labor and to encourage education. The message was to spread the slogan “Padte Raho” to encourage child education and to inform the parents about the various government schemes for their benefit.

Event was highly appreciated by all, and children enjoyed a lot. The scope of future correspondence was discussed and it was decided to work together in future to help such children and motivate them to study.

#### VISIT TO “ASHARAN” ORPHANAGE

The social responsibility cell of DIAS plays a vital role in imparting social commitment values in the students and helps them to grow as responsible citizens. It has enabled the volunteer students to demonstrate commitment to a cause and experience the joy of helping others. The students are encouraged to contribute their time by making sincere efforts with zeal and participate in the events to accelerate social and economic change in the society.

A group of students accompanied by Ms. Charu Gupta,

faculty, DIAS visited ASHARAN orphanage on 24<sup>th</sup> October 2013 for the celebration of Diwali festival.

There were 5 infants and 5 young children present in the orphanage. The team distributed sweets, toys, stationery items, eatables, etc. to the children and spent quality time with them. The visit was very rewarding as the students got an opportunity to be with people who are different from them and be able to make a difference in someone's life.



### GUEST LECTURE ON EMERGING OPPORTUNITIES IN THE AREA OF FINANCE

Mr. Mukul Kanchan (Associate Manager, Ernst & Young, LLP) and Mr. Praveen Kr. Jha (Team Leader, ICICI Bank Ltd) discussed the various upcoming opportunities in the area of Finance on 16<sup>th</sup> November 2013 with the final year students of MBA.

The session was initiated by Mr. Mukul Khanchan by sharing his experience in the corporate world with the students which was then followed by number of questions & answers. The students were acquainted about the prospective careers in financial sector and how they should prepare themselves to

grab the various opportunities which are offered by the corporate world.

The lecture was carried forward by Mr. Praveen Kr Jha who is having more than 6 years' experience in the banking sector. He explained about banking as a career and how it is a booming industry filled with various opportunities and growth. He gave a detailed explanation of the different profiles under this sector which was followed by numerous queries regarding the preparation for various posts. The queries were aptly handled and the students gained useful insights.



From Left To Right

**Dr. S. N. Maheshwari, Academic Advisor, DIAS and Chen Haiyang, Dean, Marshall University, USA.**

Keeping this goal in view, Dr. S. N. Maheshwari, Professor Emeritus & Academic Advisor, DIAS while on his visit to USA met Chen Haiyang, Dean and Dr. Deanna Mader, Senior Associate Dean, Marshall University, USA.

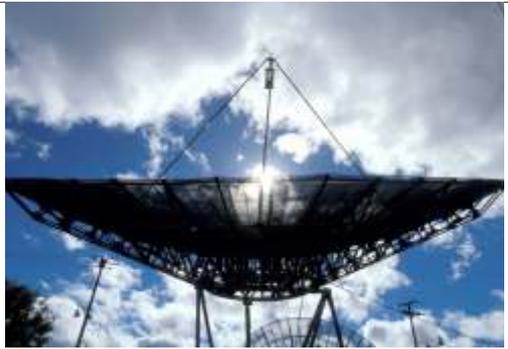
## ACADEMIC COLLABORATION

It has been our endeavor at DIAS to have continuous interaction and strengthen academic collaboration with sister institutions in India and abroad.



From Left To Right

**Dr. Deanna Mader, Senior Associate Dean, Marshall University, USA and Dr. S. N. Maheshwari, Academic Advisor, DIAS**



From Left To Right  
**Col. P. Mahajan, Registrar, K. R. Mangalam University, Prof. Suneel Kumar Maheshwari, Professor, Marshall University, USA, Prof. K. K. Aggarwal, Chancellor, K. R. Mangalam University, Prof. S. N. Maheshwari, Academic Advisor, DIAS, Prof. K.N. Tripathi, Vice Chancellor, K. R. Mangalam University and Dr. Jai Dev Gupta, Vice-Chairman, K. R. Mangalam University.**

In India, Dr. Maheshwari also visited two upcoming universities, namely, K. R. Mangalam University, Gurgaon and GLA University, Mathura to discuss matters of mutual academic interest and promote faculty and students exchange among Delhi Institute of Advanced Studies, K. R. Mangalam University and GLA University.

Dr. Maheshwari's visit is expected to further strengthen the academic collaboration and mutual co-operation between the institutions.



From Left To Right  
**Prof. Suneel Kumar Maheshwari, Professor, Marshall University, USA, Prof. D.S. Chouhan, Vice-Chancellor, GLA University, Prof. Anand Mohan Agarwal, Pro Vice-Chancellor, GLA University and Dr. S. N. Maheshwari, Academic Advisor, DIAS**



## DIAS ECO CLUB

### VISIT TO ARAVALI BIODIVERSITY PARK



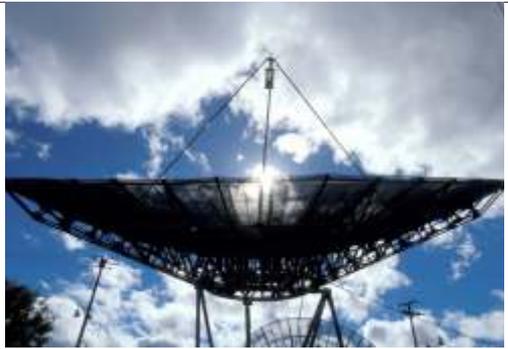
A group of MCA students accompanied by Ms. Manpreet Kaur and Ms. Disha Verma, Faculty DIAS visited the Aravali Biodiversity Park, Vasant Vihar, New Delhi on 12<sup>th</sup> November, 2013. The objective of the visit was to acquaint the students with nature and to understand the variability provided by nature. The basic intention was to bring students close to nature and inculcate a feeling to preserve it.

At Aravali Biodiversity Park, the researchers working for preservation of the park ( Professors of Delhi University, North campus) helped the students to traverse from various units, starting from the butterfly conservatory to orchidemia. The landscape was undulating with gentle slopes and dotted with numerous morrum and clay mined pits of different sizes, depths and shapes. The park is important from the aspect that it is one of the many regions where the native Aravalli vegetation was destroyed by mining as well as the introduction of the Keekar & other acacia species that the British had introduced. There is a long-term plan aimed at

giving a 'high' canopy to the forest, which would not only provide for a better habitat but would also improve its carbon sequestration capacity. It is also a unique example of a civic project made possible through partnership between a municipal body and a citizens group.

On this excursion, the students came across bouncing hares and had a chance to watch red-wattle lapwings and other grassland birds. The exit of the Butterfly Conservatory on the west side leads to Sacred Grove and the Gene Bank of Petro- and Oil-yielding and other plants through the Bamboo Bridge from which one can enjoy a view of the resident ducks' wetland.

The park with its beautiful landscape provides an excellent opportunity to viewers to learn about nature and leaves the forest as you found it. The message was evident "The love you give to nature will come back in the form variability and balance nature will give you in return".



## THE LATEST BUZZ

### MANAGEMENT

#### INDIA EMERGES AS THE MOST ATTRACTIVE INVESTMENT DESTINATION

With relaxation in FDI norms to boost investor sentiments and sharp currency depreciation India, has emerged as the most attractive investment destination followed by Brazil and China at second and third positions, respectively. While Canada has cornered fourth spot, the US is placed at fifth position. Other nations in the top ten are South Africa (6), Vietnam (7), Myanmar (8), Mexico (9) and Indonesia (10).

According to the global consultancy firm, Ernst & Young, due to the present macro-economic pressures and heavy debt pile, several Indian companies are looking to divest non-core businesses which have created a large opportunity for foreign players vying for a greater role in the Indian markets. US, France and Japan have emerged as "top three investors" likely to invest in India. According to the report, Indian companies also reflect a concerted focus on job creation as well as optimizing operations to deliver cost reduction.

#### LOKPAL BILL MAY HURT LUXURY MARKET

The passage of the Lokpal Bill in the Lok Sabha and the expected clampdown on graft may be good news for most individuals and corporates, but there are fears it may slow down sale of luxury products such as watches, wines and expensive holidays. IMRB's recent report, forecasted India's luxury market to grow 17 per cent next year to exceed \$10-billion mark. It is believed that gifting of luxury products is a popular means of bribing. Another factor that has kindled the fear of luxury sales being impacted is that a lot of luxury purchases are cash transactions and much of it is 'black money' or undeclared in tax filings. Authorities such as the customs department are now keeping a close watch on luxury purchases and require PAN to be provided while shopping for expensive items,

The general consensus is that if the drive against graft and black money strengthens, then India may mirror what has

happened in the Chinese luxury market. According to global consultancy, Bain & Co, the luxury market in Mainland China grew only 2 per cent between January and November, partly because the government came down heavily on corruption. The Chinese luxury market had grown at 6 per cent in 2012 and 13 per cent in 2011.

While anti-corruption drive may have some impact on luxury goods sales in the short term, the Indian luxury market is set to boom in the long term, driven by rising disposable incomes and aspirations of young consumers. Already, there are fewer cash transactions in luxury outlets than before.

#### GOOGLE HAS SET UP ELECTION PORTAL IN INDIA

Google has setup an election portal in India, the largest democracy of the world. The portal will provide polls and politics related news to users in India. The launched search engine will also provide information on the political parties.

This portal will help the voters of India to get the answers on elections and voting-related queries to make an informed decision. Initially, the first phase of the launch will cover the videos and information related to state elections in Chhattisgarh, Delhi, Madhya Pradesh, Rajasthan and Mizoram. It will cover news from leading publications and broadcasters both in English and Hindi.

Contents hosted by YouTube partners on elections and links to Hangouts done by political representatives in the recent past, will be available for the users.

#### GROWING RURAL MARKET IN BANGLADESH AND SRI LANKA

Rural population spends more of its income into consumption so it is good opportunity for the companies to look for necessities. As rural market is growing from last many years, it is attracting Big Brands to enter into this market with long term investments. Bangladesh & Sri Lanka are offering huge opportunities owing to the demand base that business entities can not afford to ignore. Rural is not



only restricted to agriculture, it is growing fast & has much more potential. Sri Lanka is providing ready market for brands like Phillips, HDFC Bank, Mahindra & Mahindra, and Unilever etc. while Bangladesh is already equipped with Bata, Unilever, Mahindra & Mahindra. The experience and confidence of these brands shows that these countries have high growth prospects. Due to this, many brands are keen to explore emerging opportunities in these countries.

### **SACHIN TENDULKAR APPOINTED AS UNICEF'S FIRST BRAND AMBASSADOR FOR SOUTH ASIA**

Indian Cricket legend, Sachin Tendulkar was appointed as UNICEF's first brand ambassador for South Asia. He will work for promoting hygiene and sanitation in the South Asian region for two years. He was already involved with the UNICEF campaigns for polio and global hand washing.

According to UNICEF, almost half the population in India defecates in the open and 681 million people practice open defecation in South Asia.

Children under five years of age are the most vulnerable to the effects of poor sanitation and annually more than half a million children in South Asia die of diarrhoea caused by unsafe drinking water, poor hygiene and lack of sanitation.

After sub-Saharan Africa, South Asia is the region with the highest number of under-five deaths, accounting for 2.3 million in 2011.

Around 39 percent of children under five are stunted in this region which is also the worst in terms of lack of toilets; over 680 million people do not use toilets.

### **DEPARTMENT OF POSTS LAUNCHED 'EXPRESS PARCEL' AND 'BUSINESS PARCEL' SERVICES**

Department of Posts, under Union Ministry of Communications & IT, on 2 December 2013 launched an Express Parcel Service and Business Parcel Services for speedy delivery of parcels across the country.

The services were launched by Smt. P. Gopinath, Secretary, Department of Posts, at a function organized at New Delhi G.P.O.

**About the Parcel Services:** Express Parcel is a premium parcel service for retail as well as bulk customers. It offers

time bound, safe and secure home delivery of parcels. To have minimal transit time, these parcels will be given airlift wherever needed.

Bulk customers would also have an economical option of surface transported 'Business Parcel'.

These two new parcel services aim to promote the e-commerce market in India by offering reliable and cost efficient delivery solutions. Whereas 'Express Parcel' is an air mail service providing guaranteed time bound delivery of parcels, 'Business Parcel' will provide fast, secure and cost efficient transmission of parcels through surface. These services will have 'Cash on Delivery' facility which has become a pre-requisite today for e-commerce parcels.

Though 'Business Parcels' will have a nationwide coverage, the 'Express Parcel' service will initially be available between 20 identified cities: Agra, Bangalore, Bhubaneswar, Chennai, Delhi (NCR), Patna, Guwahati, Hyderabad, Indore, Jaipur, Jammu, Kolkata, Lucknow, Ludhiana, Mumbai, Pune, Parwanoo, Shillong, Surat and Thiruvanthapuram. This service will be expanded nationwide in a phased manner.

### **CHANGES IN EMPLOYEE EVALUATION BY CORPORATE**

*"The company looks for people who have the hunger to grow and are willing to challenge their current status quo"* The understanding of the above statement is must for job seekers. Besides evaluating on the basis of standard psychometric and technical requirements, the companies evaluate the candidates on soft skills that are aligned with the values of the organisation. They also offer facilities which help employees to seek any kind of help, or simply unwind and relax and to have a good work life balance. Recognizing the work, addressing the respective career aspirations and showing the growth track has also helped the corporate to keep the motivation levels of the employees high. This helps them reduce the attrition and retain the talent in the organisation.

### **BITCOIN TAXATION**

The US tax authority ruled that Bitcoin will be taxed as property, like stocks or real estate, rather than as a basic currency like the dollar. Issuing the ruling just weeks before the April 15 deadline for paying 2013 taxes, the Internal Revenue Service may have dealt a setback to those wanting



the online money to be officially recognized as a currency, like the dollar. But the ruling benefited investors who end up being taxed at a lower rate on gains they make from trading virtual currencies like Bitcoin.

"In some environments, virtual currency operates like 'real' currency," the IRS said. "But it does not have legal tender status in any jurisdiction." As property, the gains made on Bitcoin and other virtual currencies sold after being held for more than a year would face a tax of 15 percent or 20 percent, depending on the person's level of income. But any gains on Bitcoin traded in less than one year will be treated as income, which can be taxed at a significantly higher rate. The IRS also made clear that anyone paid for services in Bitcoin or other virtual currencies have to report it as income. It said that in reporting, the taxpayer would have to value Bitcoin in dollars based on "fair market value," possibly using the rate on an exchange.

## INFORMATION TECHNOLOGY

### PHONEGAP

PhoneGap is a mobile development framework produced by Nitobi, purchased by Adobe Systems. It enables software programmers to build applications for mobile devices using JavaScript, HTML5, and CSS3, instead of device-specific languages such as Objective-C or Java. The resulting applications are hybrid, meaning that they are neither truly native (because all layout rendering is done via web views instead of the platform's native UI framework) nor purely web-based (because they are not just web apps, but are packaged as apps for distribution and have access to native device APIs). From version 1.9 onward, it is even possible to freely mix native and hybrid code snippets.

The core of PhoneGap applications uses HTML5 and CSS3 for their rendering, and JavaScript for their logic. Although HTML5 now provides access to underlying hardware such as the accelerometer, camera and GPS, browser support for HTML5-based device access is not consistent across mobile browsers, particularly older versions of Android. To overcome these limitations, the PhoneGap framework embeds HTML5 code inside a native WebView on the device, using a Foreign Function Interface to access the native resources of the device.

Phone Gap is also extendable with native plug-ins that allow for developers to add functionality that can be called from JavaScript, providing for direct communication between the native layer, and the HTML5 page. Phone Gap includes basic plugins that allow access to the device's accelerometer, camera, microphone, compass, file system, and more.

However, the use of web-based technologies lead to many PhoneGap applications to run slower than native applications with similar functionality. Adobe Systems warns that applications built using PhoneGap may be rejected by Apple for being too slow or not feeling "native" enough (having appearance and functionality consistent with what users have come to expect on the platform).

### TURKEY BLOCKS GOOGLE DNS TO CUT OFF TWITTER BACKDOOR

Turkey has blocked a Google service that was being used by Turks to circumvent a similar ban on Twitter as Prime Minister Recep Tayyip Erdogan's government tries to stem the spreading of leaks from a corruption probe before local elections.

DNS was created in the 1980s to help computers find websites using words instead of numbers. Turks started using the service to access Twitter after the government blocked the social networking site. Bloomberg's calls to Erdogan's office and the Turkish telecom watchdog went unanswered.

Erdogan's office issued a statement claiming that the ban on Twitter was aimed at preventing "character assassination". "Twitter has been used as a means to carry out systematic character assassinations by circulating illegally acquired recordings, fake and fabricated records of wiretapping," said the statement sent to AFP in English. It also claimed international precedents, including Germany's decision to ban a neo-Nazi Twitter account in October.

Turkey blocked access to Twitter after Erdogan vowed to "wipe out" Twitter. He said his government would stop the leaks that threaten it ahead of March 30 local elections, drawing condemnation from the US and European Union. The prime minister has also said he might ban Facebook and YouTube, where users have shared videos, recordings and transcripts that were first leaked via Twitter. The



government is struggling to block access to almost daily leaks primarily from two anonymous user accounts. The government says the recordings are assembled by montage.

Meanwhile, Google declined the Turkish government's requests to remove YouTube videos alleging government corruption, the Wall Street Journal reported quoting people familiar with the matter. Google refused to comply because it believes the requests to be legally invalid.

Google's refusal to remove videos raises the spectre that Turkey could move to block access to YouTube as well. The videos in question include some with an alleged recording of a conversation in which Erdogan appears to tell his son to hide money from investigators. Erdogan has said the recordings, which have been viewed millions of times on YouTube, have been doctored and are part of a foreign plot to topple his government.

Google often fights against what its executives say are unreasonable requests to remove content from the Web. "We support a free and open internet throughout the world and are concerned whenever and wherever it comes under threat," WSJ quoted a Google spokesman as saying. Opposition politicians decried the ban on Twitter as a dictatorial move. The country's president, Abdullah Gul, who has a largely symbolic role, also came down against the blackout. He wrote on Twitter: "Wholesale shuttering of social media platforms cannot be approved."

**WILL 2014 BE THE YEAR OF THE GOOGLE CHROMEBOOK?**

The new year could be the year that Google's Chromebook platform gains real traction, according to research from Digitimes. That's the upside view of a research note published by Digitimes Research.

"Chromebook shipments may reach as high as eight million units in 2014, accounting for 5% of total notebook shipments," Digitimes Research said.

The note continued. "If Google puts more resources on the device's ecosystem and Microsoft's low price strategy fails

[the above scenario could play out]." The more pessimistic scenario (Digitimes Research is offering two scenarios) is that Chromebooks account for 2.4 percent of global notebook shipments in 2014. But getting back to the upside, there are some signs that Chromebooks could make significant inroads into competing notebook platforms in 2014.

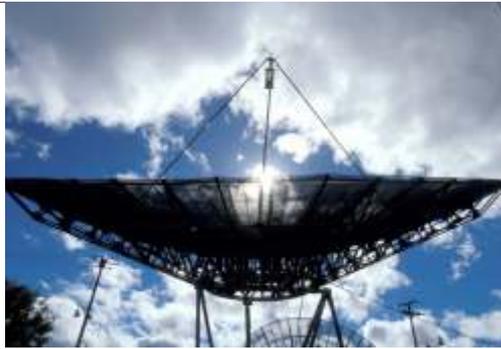
Dell, for instance, will offer its first Chromebook in the coming months for the educational market, where Chromebooks have been particularly popular. And the Samsung Chromebook has been a consistent bestseller on Amazon, as has the Acer C720 Chromebook. The world's largest PC maker, HP, is also putting more emphasis on Google's Chrome OS and Android. It now sells two Chromebooks. In addition to the 11.6-inch model, it introduced the Chromebook 14 earlier this year.

**PIZ DAINT - THE NEW SUPERCOMPUTER**

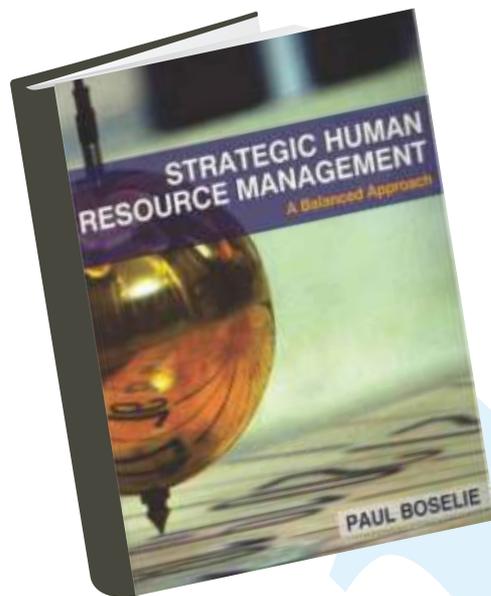
Swiss National Supercomputing Centre(CSCS) has designed a new super computer Piz Daint that will provide functionality of a supercomputer and consume much less power as compared to the current super computers.

Piz Daint uses a novel hybrid computer system which makes use of sophisticated graphics processors (GPUs) as used in the gaming industry.

The supercomputer Piz Daint, which has been in operation at the national supercomputing centre (CSCS) since April, is presently being extended with graphic processing units (GPU) from processor manufacturer NVIDIA. In this extension, one of two conventional processor (CPU) located on a compute node is being replaced by a GPU. Compared to a conventional CPU, the GPU has reduced functionalities that are optimized for numerical calculations. This enables the GPU to compute much faster, while saving energy. Furthermore, the new supercomputer gets much of its overall performance and efficiency from a novel interconnecting network between compute nodes that have been designed by computer manufacturer Cray. It is the first of its kind, and has been designed to help researchers solve more detailed, higher-resolution models — and this all while consuming less power.



## BOOK REVIEWS



### STRATEGIC HUMAN RESOURCE MANAGEMENT: A BALANCED APPROACH

Author : Paul Boselie  
Publisher : Tata McGraw Hill  
Edition : 1st, 2011  
Pages : 499  
Price : ₹340  
Reviewed by : Ms. Charu Gupta, Faculty, DIAS

The book under review “Strategic Human Resource Management: A Balanced Approach” offers an engaging and comprehensive discussion of the factors that shape Human Resource Management (HRM) in organizations.

The target audience for the book are students with some prior knowledge of HRM. This book is positioned between the basic HR textbooks focused on fundamental HR areas and advanced academic SHRM texts.

This book is very useful for the students and addresses several key issues like how can an organization create an agile and sustained competitive environment without violating individual employee well-being? Or how to cope with work

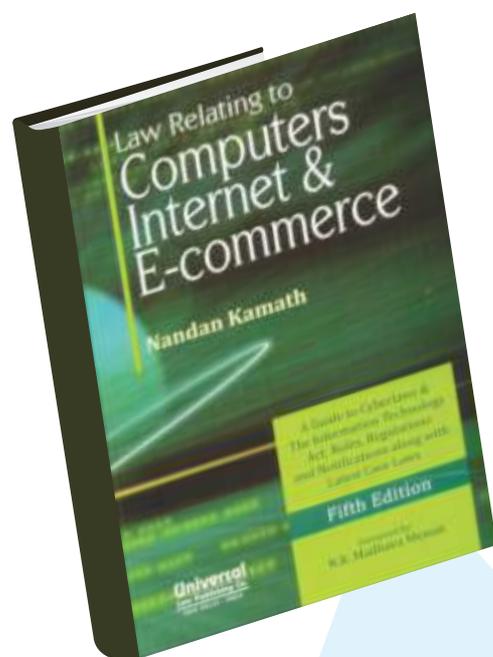
life balance issues and maintain flexibility in firms. It describes how to manage the older worker in an ever aging population and what is the impact of HRM on performance?

The main contents of the book are divided into 14 chapters. Chapter 1 gives an introduction of the strategic human resource management and discusses the concept of competitiveness. Chapter 2 describes how strategic human resource management identifies 4 types of fit in HR. Chapter 3 talks about human resource management & performance: adding value through people. It lays down the concepts of HR practices, HR outcomes and performance. Chapter 4 explains HR metrics & measurement. The author discusses HR Scorecard and different ways of measuring HR input.

The next chapter; Achieving the right balance reviews different types of HRM research using level of analysis dimension and a number of HR practices. Chapter 6 on High performance work systems outlines differences and similarities between best practice approaches in HRM and contemporary HPWs approaches in HRM. Chapter 7; Selective recruitment & selection identifies and reviews different selection techniques. Chapter 8 on Performance management explains the role, key characteristics and purposes of performance management and evaluates goal setting theory. Chapter 9 reviews financial and non-financial compensation. The concepts of development, education and training have been discussed in the next chapter. Chapter 11: Employee participation recognizes Employee participation at different levels. Chapter 12 describes various HR roles. Chapter 13 explains International human resource management while human resource transformation has been explained in the last chapter .

The book offers many additional Key Features like Cases from companies such as Air France-KLM, BMW, ING, and Nokia. They help illustrate the theories presented in this book in both a European and wider global content. There is a strong pedagogy i.e each chapter provides a wealth of interactive exercises, to suit seminar and individual study. These include stop and reflect boxes, questions for study and discussion, experiential exercises and case studies linked to chapter topics.

Overall this is a well- written and helpful book for students.



### LAW RELATING TO COMPUTERS, INTERNET, AND E-COMMERCE

Author(s) : Nandan Kamath  
 Publisher : Universal Law Pub. Co.  
 Edition : Fifth, 2012  
 Pages : 847  
 Price : ₹ 650  
 Reviewed by : Ms. Disha Verma, Faculty, DIAS

E-commerce presents a world of opportunity for doing business, reaching global markets and providing users purchasing power. E-commerce can provide opportunities to improve business processes, just as phones, faxes and mobile communications have in the past. However, just as any new business tool has associated issues and risks so does e-commerce. It is important to understand the legal issues and potential risks to ensure a safe, secure environment for trading with customers and other businesses. Security involving the privacy of a user's data is always one of the main concerns while doing business online.

Defining rules and regulations for the advertisement of the site by placing banners on other known sites is another. It is of

great value when dealing with such complex issues to study the cyberspace and legality involved in it.

The book titled "Law Relating to Computers, Internet, and E-Commerce" authored by Nandan Kamath has presented a comprehensive and inclusive overview of Information and Communication Revolution, problems associated with it and existing laws and practices to deal with it.

The book is divided into 24 chapters followed by case studies and various acts pertinent to cyber communication.

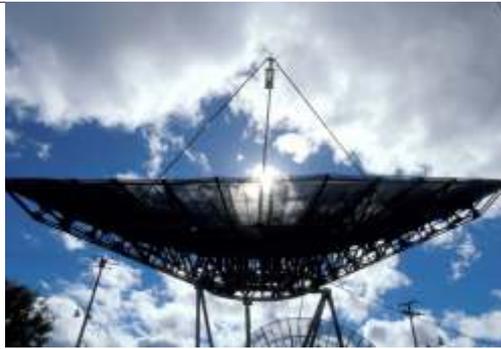
Chapter 1 forms a basic for understanding the security concerns in cyberspace. Basic terminology and security attack are discussed to explicate the problems. Chapter 2 draws some light on E contracts, Jurisdiction and website classification under jurisdiction. Chapter 3 and Chapter 4 focus on tracking and authenticating the presence of user using digital signature. Chapter 4 also describes the detailed functioning of digital signatures and liability & risk allocation.

Chapter 5 not only explains copyrights in detail but will also help students understand the legality involved in a better way. Chapter 6 deals with disputes and legal implications in domain names. Chapters 7 to 10 deal with various concepts like meta tagging, threats on web like stalking etc. and laws related to obscene content on web.

After getting acquainted with the problems involved on web, author discusses the ways to deal with it. Cryptography or secret writing deals with the practice and study of techniques for secure communication in the presence of third parties. The act of converting the data into non readable form also has legal restrictions on it. Chapter 12 explains these restrictions stated under IT Act 2000. Personal privacy on web being another important aspect is being covered in chapter 13.

With e-commerce touching trillion mark in 2013 the payment systems still holds a concern in consumers mind. Consumers used Internet payment systems to pay for most of the goods or services bought. Chapter 14 and 15 present the comprehensive view behind this monetary management and legal regime surrounding these payments systems. Chapter 16 and 17 illustrate tax structure involved in ecommerce.

An important aspect of ecommerce being ubiquity, not only



expands horizon for commerce but also raises need to understand cross border transactions and its implications in detail. Chapters 18 to 20 provide a complete understanding on these in a lucid manner.

Electronic Data Interchange (EDI) is the electronic exchange of business documents in a standard, computer processable, and universally accepted format between-trading partners. In EDI, the computer application of both the sender and the receiver, referred to as Trading Partners (TPs) have to agree upon the format of the business document which is sent as a data file over an electronic messaging service.

Chapter 20 also discusses security issues in EDI and legal fallout in this paperless credit. Chapter 21 analyzes the Microsoft Antitrust Trial and the economics involved in antitrust law. Chapter 22 briefly describes the convergence of technologies and problem involved in regulating this convergence.

In May 2000, both the houses of the Indian Parliament passed the Information Technology Bill. The Bill received the assent of the President in August 2000 and came to be known as the Information Technology Act, 2000. Cyber laws are contained in the IT Act, 2000. This Act aims to provide the legal infrastructure for e-commerce in India. And the cyber laws have a major impact for e-businesses and the new economy in India. So, it is important to understand what are the various perspectives of the IT Act, 2000 and what it offers.

The Information Technology Act, 2000 also aims to provide for the legal framework so that legal sanctity is accorded to all electronic records and other activities carried out by electronic means. Chapter 23 is the comprehensive study of this act. Annexure after the case studies exhibits all the chapters in the act.

The book is written in a logical and lucid manner. The book is based on the laws involved in several disciplines of cyberspace offering a practical perspective to the students of both under graduate and master's level training courses. The cases after 23 chapters help students to learn the concepts presented in the chapters and understand potential application of the material.



### EFFECTIVE BUSINESS COMMUNICATION

Authors : Neera Jain, Shoma Mukherji

Publisher : Tata Mc GrawHill

Edition : 2012

Pages : 372

Price : ₹ 450

Reviewed By : Ms. Shilki Bhatia, Faculty, DIAS

Communication is one of the most important activities, ever present in the cycle of life. In the 21<sup>st</sup> century workplace, effective communication is about developing that appropriate attitude or mindset which allows the sender to understand how the receiver looks at the world. This transforms an ordinary communicator to an effective communicator.

The book titled "Effective Communication" authored by Neera Jain and Shoma Mukherji is an attempt to make the students put on the thinking cap at every outset and become aware of the complexities and challenges in communication in the real world. The seventeen chapters of the book have comprehensively covered almost all important concepts of both verbal and non verbal communication.

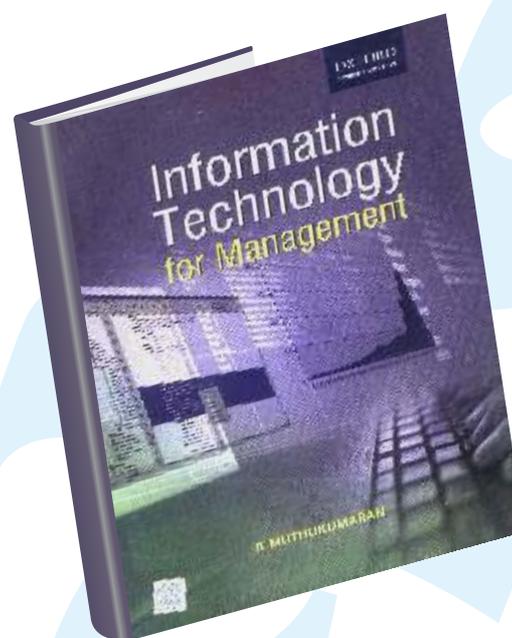


The authors have given a very good insight to the concept of communication, its elements, the process, barriers and the various structures and models of communication in the first two chapters. It is not about speaking but is about listening too. An effective listener makes a communication equally effective as an effective speaker. The hearing and listening skills along with the non verbal aspect of communication are well explained in chapters three and four of the book.

Practicing lot of public speaking in the form of presentations, extempore, speeches help develop and enhance oral skills. Chapters five and six of the book delve with these aspects extensively. Written communication is the backbone of business and adds essence to business correspondence. It authenticates the business decisions and plans. Effective business writing in the form of reports, letters and proposals have been elucidated in chapters eight to ten. In today's competitive and globalised world, understanding cultures across nations has become the need of the hour and the strong interpersonal skills set the premise for such communication. Even teletronically accessing and sharing of information has given the businesses altogether a new dimension. The authors have very well explained the concepts of cross cultural communication, technology in communication and importance of interpersonal skills in chapters eleven and twelve.

Negotiations and Conflicts are the vital part and parcel of any workplace. Effective negotiation skills of a manager can help reduce the same significantly. The understanding of causes of conflict and the constructive ways and strategies to approach and manage conflicts is a must to make a business successful. The penultimate chapter provides detailed insights about business and dining etiquette that is very significant in the corporate environment

The book has been written in a very simple and lucid language. The variety of figures, diagrams, cartoons and pictures add depth and understanding to the concepts learned. Discussion questions, application exercises and concept summaries at the end of every chapter would help students apply key concepts, reinforce learning and stimulate critical thinking. The real life communication challenges have been brought forward by amalgamating the theory and practice in the book.

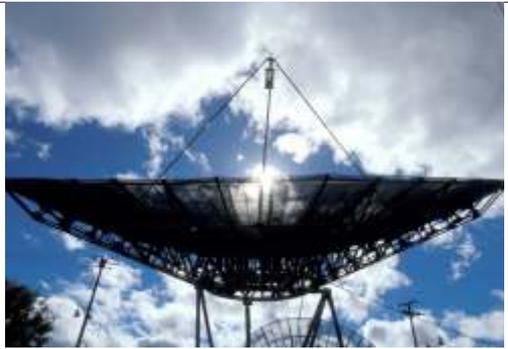


### INFORMATION TECHNOLOGY FOR MANAGEMENT

Author : B. Muthukumaran  
 Publisher : Oxford University Press  
 Edition : Third 2012  
 Pages : 677  
 Price : ₹ 415  
 Reviewed by : Ms. Neha Rajan, Faculty, DIAS

The book under review by B. Muthukumaran is handling the concepts of Information Technology in management in simple and user friendly language.

Information Technology is commonly referred to an entire industry. It is the use of computers and software to manage information. Today, IT involves more than just computer literacy; it also takes into account how computers work and how they can further be used not just for information processing but also for communication and problem solving tasks. Information technology management is concerned with exploring and understanding information technology as a corporate resource that determines both strategic and operational capabilities of the firm in designing and developing products and services.



In the past decade, major industries have seen an operational change in terms of their structure, regulation, technology and services. The growth in technology has not only brought a change in the way businessmen saw IT, but also has helped IT in gaining wide recognition in business management. It is quite evident that many primary business processes would no longer function without the contribution made by information systems. The study of information technology is inevitable in acquiring the knowledge of design, development, installation and implementation of all types of computer information and networks.

The book is divided into five parts: IT Infrastructure, IT Production Tools, Internet and Network Protocols, IT Management, and IT Applications—Business Systems.

The first part of book focuses on IT Infrastructure which demonstrates the basic forms of Information Technology. This part contains eight chapters. Each and every chapter lights on the concept of IT infrastructure which refers to the composite hardware, software, network resources and services required for the existence, operation and management of an enterprise IT environment. It allows an organization to deliver IT solutions and services to its employees, partners and/or customers and is usually internal to an organization and deployed within owned facilities. IT infrastructure consists of all components that somehow play a role in overall IT and IT-enabled operations. It can be used for internal business operations or developing customer IT or business solutions.

The next part of the book explains the tools which are termed as IT production tools. This part contains four chapters. Chapter 8 explains the concept of security infrastructure in IT. The IT Security Office is charged with safeguarding the confidentiality, integrity and availability of all information processed, stored or transmitted in the desired format where all the encryption techniques are being used. The next chapter defines how enhanced office productivity can be achieved by using Microsoft Office Automation. In this chapter student can learn about all the features of MS-Word, MS-PowerPoint, Ms-Excel and further more about Microsoft Office. Chapter 10 draws light on the tools of database.

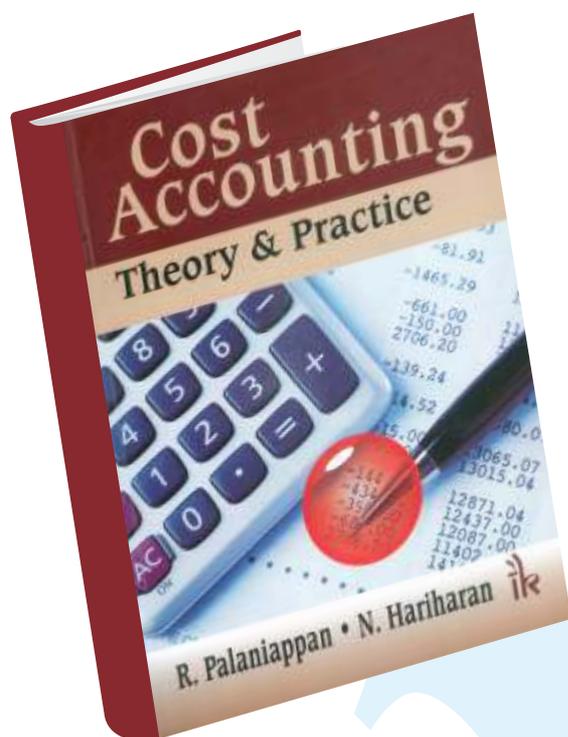
Database management system tools are specially designed software applications that interact with the user, other applications, and the database itself to capture and analyze data. The next chapter defines the features of web tools. Generally, web server, web browser, Internet Explorer and Firefox come under the vision of web tools which impart the knowledge of web sites. Website is a set of related web pages served from a single web domain. A website is hosted on at least one web server, accessible via a network such as the Internet or a private local area network through an Internet address known as a Uniform resource locator. All publicly accessible web sites collectively constitute the World Wide Web.

The third part of book explains the features of internet and network protocol. Chapter 12 and 13 explain the concept of network management tools and protocol for global connectivity. The Network Management toolset of the software monitors network performance, calculates the bandwidth utilization, and scans the traffic for errors through SNMP. The tool also provides asset details such as the OS, installed software, and hardware and informs about the general availability and performance of the network elements.

The fourth and fifth parts of book enlighten the concept of IT Management and IT Applications-Business System. The use of IT in business has created opportunities for more technological advances.

Many business functions are able to operate autonomously with the use of technology. This has led to the need for software development companies and business consultants domestically. It has also created an environment receptive to outsourcing to other countries. With technology running certain business functions constantly with international employees, businesses are able to have customer support at all times as well.

This book is written in simple and logical manner. The book provides the much needed technical and management knowledge and skills to effectively integrate information and communication technologies, and business processes in support of organizational strategic goals.



### COST ACCOUNTING: THEORY AND PRACTICE

Author : R. Palaniappan and N. Hariharan  
 Publisher : I.K. International Publishing House Pvt. Ltd.  
 Edition : 1<sup>st</sup>, 2012  
 Pages : 1200  
 Price : ₹ 595

Reviewed by: Mr. Inderpal Singh, Faculty, DIAS

Cost accounting provides indispensable assistance to management like ascertainment of cost, fixation of selling price, eradication of wastage and reduction in cost. Cost accounting is concerned with recording, classifying and interpretation of cost for planning, determination, controlling and reducing such costs and then furnishing this information to the management for decision making.

The first edition of the book 'Cost Accounting: Theory and Practice' has been brought out by authors as a comprehensive text book with numerous objective type questions, short and long questions. For better understanding, this book is divided into five parts which contain twenty two chapters.

Part-I: **Cost Concepts** covers the evolution of cost accounting, need and importance of cost accounting. There are many types of cost which occur in the normal routine of the business which are discussed under classification of cost along with how different costs are presented in the cost sheet.

Cost has three elements-material, labour and overheads. The job of cost accountant is not only concerned with valuation of material and labour rather it is more about controlling the cost. Part 2 of the book- **Elements of Cost** talks about different methods to reduce the cost. When one cost centre is responsible for overhead expenses and charging entire expense to that cost centre, it is known as allocation and distributing the overhead expenses to many cost centers is called apportionment. Absorption is known as charging the overhead expenses to units or jobs on the basis of overhead rate. This part emphasizes distribution of overhead expenses, determination of overhead rates and calculation of machine hour rate.

Recording of various transactions related to cost in cost accounting books is termed as cost ledger. Maintaining of cost accounting books independently from financial accounts is called as Non- Integrated Accounting and when a single ledger keeps the record of cost accounts and financial accounts it is termed as Integral or Integrated Accounting. Part 3: **Accounting Methods** imparts indepth understanding of cost ledger and integrated accounting.

Part 4 : **Methods of Costing** explains different costing methods to be applied for various industries, like Unit Costing provides assistance to brick making, paper and breweries industries. Job Costing is concerned with finding the cost of a specific job or work order. Contract Costing is applied for infrastructure contracts like construction of building, dam, ship building etc. Process Costing can be implemented where product passes through several processes. Determining of process costs leads to controlling of costs, assessment of performance and efficiency of each process.

Cost accounting widens its roots in rapidly changing environment. It also provides assistance to the service business. For example, bus transport companies ascertain the



cost of per passenger-Km and lodging houses find the cost of providing lodging services to each customer, which is done with the help of operating costing. Part 4 also discusses the meaning, objective and treatment of different costs in Service or Operating Costing.

Every organization is in need to get support for competitive decision making by collecting, processing and communicating information that helps management to plan, control and evaluate business processes and company strategy. Marginal Costing and Cost Volume Profit Analysis help the management accountant analyze the break-even point, margin of safety and effect of change on selling price.

Efficient planning becomes need for all business organizations. Planning for future income and expenses can be done with the help of budgets. Budgetary Control uses the

budgets to control the activities of a firm to achieve the predetermined goals.

The management of a manufacturing concern has to evaluate the operating efficiency and take corrective actions to control cost. To meet the challenges of current business scenario, the manager needs to compare the standard cost with actual for indentifying the variations. The authors have explained the techniques, which are useful for important decision making in Part 5 : **Techniques of Costing.**

The authors have brought out comprehensive text book for the students pursuing the courses of B.Com, B.C.S., B.B.A., M.Com, M.B.A., C.A. and I.C.W.A. Topics of the book are arranged in a logical order and theory is dealt with in a simple style to make it student-friendly and self-understanding.

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## Scholastic | Impressions

### MANAGEMENT

#### “FIRMS' MOTIVATIONS FOR STRATEGIC ALLIANCES”

*Akshay S. Bhat*

Strategic Alliances as new & hybrid forms of organizational structures have become increasingly popular in today's dynamic business environment. It has been observed that cooperative moves contribute more than individual attempts or competitive moves. Along with it, strategic alliances are required due to increasing competition in global markets, changing technologies & decreasing product life cycles. Although, Strategic Alliances have been existing from the early days of human civilization, their progress in the academic understanding and managerial implications have been covered only in isolated packets in theory by various schools of thought.

Dr. Anju Batra, Faculty, DIAS

(For full text, please refer to FIIB Business Review, Vol. 1, Special Issue, Oct.-Dec. 2012)

#### THE IMPORTANCE OF CROSS-CULTURAL COMMUNICATION

*Vitthal Gore*

India is a symbol of unity in diversity where people following different cultures and religions live together. It has been a land of hope for many who came from different parts of the world and become its part and parcel. In the course of time every culture has maintained its identity and protected its interest and uniqueness. The cultural diversity in India and all over the world is quite substantial and detrimental to the process of successful cross cultural communication. It describes the ability to successfully form, foster and improve relationship with members of a culture different from one's own culture.

The knowledge of various cultures has become a necessity today for people working for multi-cultural organizations providing services all over the world. However, it is presumed that people from different cultures face problems

while communicating with one another. To sort out these issues, necessary inputs have to be given to the people involved in the process of communication or in the business affairs of an organisation. Cross Cultural Understanding of the people makes communication all the more difficult. Undoubtedly, modern techniques have brought people together irrespective of barriers, but it fails to convey the message in the right way, leading to miscommunication..

The cultural diversity in India, to some extent, is detrimental to effective communication. So, it is the need of the hour to train the present and future generations for cross cultural communication so that language learning can be an exciting experience and make path for successful cross cultural communication across the countries and cultures in the world.

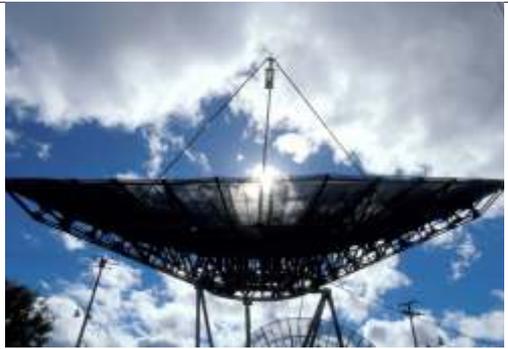
Ms. Shilki Bhatia, Faculty, DIAS

(For full text, please refer to The IUP Journal of Soft Skills, 2013, Vol VII, No.1, Pg 59-65)

#### IMPACT OF CORPORATE SOCIAL RESPONSIBILITY COMMUNICATION ON CORPORATE BRAND PERSONALITY ASSESSMENT

*Manit Mishra and Seba Mohanty*

The article examines the association between CSR and corporate brand personality. The study is based on the basis that CSR communication tends to impact the corporate brand personality or in other words it influences the human personality-like traits associated with a corporate brand. The objectives of the paper are, firstly, to identify unrecognized dimensions in brand personality formation as a result of corporate communication, secondly to obtain relative position of four corporate brands- Tata Tea, Bisleri, Coca-Cola and Café-Coffee Day and thirdly to gauge the impact of Tata Tea's CSR communication on its brand personality assessment by consumers. A questionnaire was filled by 204 respondents comprising of teachers and students of various management institutes.



A perceptual map of four brands of beverages was created using Multidimensional Scaling (MDS). Brand Personality Index (BPI) was created for all the brands to assess the brand personalities. The key findings of the study revealed that Tata Tea is perceived very distinctively from the other brands as it is considered to be extremely concerned towards social problems and highly concerned for the consumers. Tata Tea is also perceived as a highly competent and a very sincere brand.

In times when firms are finding it increasingly difficult to beat the clutter and capture a share of consumer's heart, mind and wallet, the study elucidates on the capability of CSR communication to shape a distinctive and relevant corporate brand personality.

Ms. Charu Gupta, Faculty, DIAS  
(For full text, please refer to The IUP Journal  
of Management Research, Vol XII, No.4, October 2013,  
Pg. No. 26- 38)

#### **SUPPLY CHAIN RISK EVALUATION: UNDERSTANDING THE TECHNICAL RISKS FROM THE PERSPECTIVES OF DUBAI LOGISTICS SUPPLY CHAIN COMPANIES**

*Harsh Purohit and Vijaya Kumar*

Managing logistics supply chains has become a real challenge with the increasing technical threat, which have led to a higher exposure to risks in supply chain. This paper is an eye opener for the managers of logistics supply chain to analyse the probable technical risk that their firm is likely to face in future. LSCC, in general, fall into two groups as pointed by Dempsey (2012): those who have suffered loss due to risk and those who have not. Those who have not suffered substantial loss generally concentrate on insurance risk whereas those who have suffered substantial loss have redoubled their risk management efforts. This is so because the insurance will cover only property and business disruption losses and not legal and advisory expenses. Also, there are other impacts on firms facing repeated risks; the investors, customers, employees and stakeholders will perceive the situation as management's shortcomings.

It is recommended in the paper that insurance cover alone is not sufficient to combat the risks. The management should stress on proper process planning and contingency planning,

as discussed by Kleindorfer and Saad (2005), the process management should be such that the process is continuously audited and should strike a balance between risks and benefits of mitigation. It can be inferred that majority of the LSCC are facing technical threats varying between high and low. It is noted that the majority has indicated the severity, degree and forewarning associated with the risk as medium to low but the speed of the risk has been indicated as high. Very few firms have indicated the technical risk as not applicable. This indicates that out of the six technical risks cited, some of the risks have no impact on the products handled by them. The duration of the technical risks is between 1 and 10 days as indicated by majority of the firms.

The risk management decision is ripe with opportunity, future research and competitive advantage. This research paper is primarily based on large and medium size logistics supply chain. Further research should be done for the threats faced by small size logistics supply chain industries through empirical studies, as the majority of the supply chains in Dubai are of small size and therefore they have a reasonable share of the market.

This paper conducted study only in the geographical area of Dubai. It is suggested that a similar research should be conducted in a wider geographical area, perhaps whole of United Arab Emirates. Finally, the research questions in this study are simply a starting point at each level and hence need further and better development.

Ms. Haritika Chhatwal, Faculty, DIAS  
(For full text, please refer to Asia-Pacific Journal of  
Management Research and Innovation, Vol. 9, No. 3 (2013),  
Pg. 291-303)

#### **STRENGTHENING BOARD ROOMS THROUGH WOMEN: NEEDED RESOURCE FOR EFFECTIVE GOVERNANCE**

*Rekha Handa and Balwinder Singh*

The complex corporate environment and operational challenges have brought the corporate governance issues to the forefront. Corporate governance is the system that deals with the ways in which suppliers of finance to corporations assure themselves of getting a return on their investment (Shleifer and Vishny, 1997).

A good corporate governance system can protect the



shareholders' interest and motivate managers to maximize shareholders' wealth. That is why investors are ready to pay premium for good corporate governance to ensure better return on their investments. Corporate governance also helps in influencing investors' perception during IPO. Here, the board of directors play a crucial role in monitoring the managers' performance, resolving agency conflicts and laying down an internal control mechanism to ensure the effectiveness of corporate governance. But the role of directors has seen complexities in the recent times because of wider variety of stakeholders having complete knowledge and legally vigilant investors. Therefore, the board needs to possess the talent pool which is able to manage diversified issues of the today's corporate world.

The article focuses on the appointment of more women directors who are eligible and qualified to improve the effectiveness of the board and also to give due representation of women in corporate governance.

Further, such a board will provide a holistic view points for better decision making because people from diverse backgrounds can make rational decisions. It also gives a message to the general public that organizations believe in equality in employment. But it is disappointing to note that still some boards of companies are "boys' club" with very low percentage of women in the board of directors. Survey indicates that globally only 5-20% directors of substantial organizations are women.

India is not an exception to this rule. In top 100 Indian companies listed in BSE on an average 5.3% of the directors are women (a report by Standard Chartered Bank, 2010). Despite of breaking the restriction from domestic chores and acquiring equal professional qualification the women are not able to break the glass ceiling completely.

On investigating the women presence on board of directors on the basis of 404 IPOs issued since April 2002 till March 2012 and listed on BSE, it is revealed that out of 3143 directors, only 152 are the women (barely 4.84%) of the total post of directors. Besides, the representation of women on executive and non executive posts on the board of directors is significantly low as indicated in the research.

Now the Companies Act, 2013 has stipulated the

appointment of at least one women director on the board of prescribed classes of companies. This mandatory quota imposed by Companies Act, 2013 is a ray of hope in this regard.

Ms. Tanvi Rana, Faculty, DIAS

(For full text, please refer to Chartered Secretary-The Journal for Corporate Professionals, Vol XLIII, No. 10, October 2013, Pg. 1202-1207)

## INFORMATION TECHNOLOGY

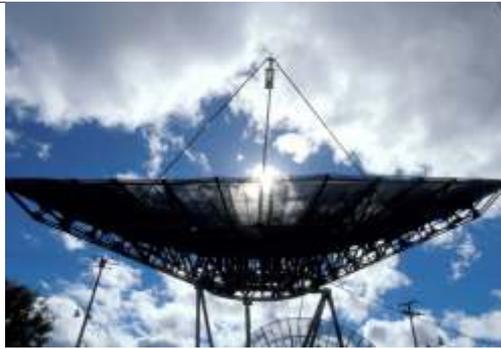
### A CONCEPTUAL FRAMEWORK FOR IMPROVING THE EFFICACY OF E-GOVERNANCE IN RURAL AREAS: AN INDIAN PERSPECTIVE

*Puneet Kumar, Dharminder Kumar and A K Sharma*

E-governance is the implementation and delivery of government services through the Information and Communication Technology to provide transparent, efficient, responsible and accountable governance to the society. Two-thirds of the Indian population lives in villages and in order to achieve the supposed objectives of e-governance, a specialized process for rural areas is required. In this paper, a new framework is devised for improving the efficiency of e-governance in rural areas by enhanced capacity building mechanism, new modus operandi for interest generation towards IT, and inculcation of mobile and cloud technologies. Further, the proposed model also reduces the cost of infrastructure as well as delivered services, and enhances the scalability.

The current population of India is over 1.21 billion with a regular growth rate of 1.41%; and 72.2% of the total population lives in rural areas. In this perplexing and diversified scenario, the implementation of a strategy which is common for all will go in vain. Therefore, there is a need to devise separate policies or strategies for different clientele groups.

As it is evident from the statistics, the majority of the population lives in rural areas and therefore, the policies formulated for them needs more attention for the overall development of the nation. The major dominating challenges in the rural areas are poor literacy rate, low awareness level, electricity, network connectivity, etc. Keeping in mind the



statistics and need of rural areas, the paper proposes a framework for providing e governance services to them. The proposed architecture focuses on formulating a Government Cloud which will behave as ubiquitous source of IT resources as well as e-services. Also the framework proposes an e governance application for smart phones owing to 39.52% mobile subscribers in rural areas. The concept of mobile telecentre can be introduced in areas with inadequate number of mobile users, lacking broadband connectivity. These centers will be equipped with VSAT to provide internet connectivity in remote areas.

The success or failure of e governance project depends on QOS(quality of service), efforts, time, and cost incurred. The concept of G-Cloud along with mobile technology proposed in framework can open new avenues for delivering various e services to rural areas of the country.

Ms. Disha Verma, Faculty, DIAS  
(For full text, please refer to, The IUP Journal of Information Technology, Vol. IX, No.4, December 2013, Pg. 7-22)

### 3-D PASSWORD FOR SECURE AUTHENTICATION

*Aswin Maria Mathews and Jincy Elsa Jose*

Security is the key factor of resolution of computer era and security can be achieved by means of authentication process. Authentication is nothing but the process of validating system against various types of security threats, such as password-cracking tools, brute-force or dictionary attacks, abuse of system access rights, impersonation of authenticated users, and replay attacks. Authentication is one of the most important security service provided to system by the different authentication schemes or algorithms. To protect any system, authentication must be provided, so that only authorized persons can have right to use or handle that system & data related to that system securely The most common approach for authentication is alphanumeric passwords. The textual passwords should be easy to remember at the same time hard to guess. The different approach for security is graphical passwords. This article is emphasized on the comparison study between the different existing authentication schemes and 3-D passwords.

The 3-D password is a multifactor authentication scheme. The 3-D password presents a 3-D virtual environment containing various virtual objects. The user navigates through this environment and interacts with the objects. It is simply the combination and the sequence of user interactions that occur in the 3-D virtual environment. The 3-D password can combine recognition, recall, token and biometrics based systems into one authentication scheme. This can be done by designing a 3-D virtual environment that contains objects that request information to be recalled, information to be recognized, tokens to be presented and biometrical data to be verified.

The design of the 3-D virtual environment the selection of object's type reflects the resulted password space. It is the task of the system administrator to design the environment and to select the appropriate object that reflects the protected system requirements. Designing a simple and easy to use 3-D virtual environment is a factor that leads to a higher user acceptability of a 3-D password system. The choice of what authentication scheme will be part of user's 3D password reflects the user's preferences and requirements.

Ms. Neha Rajan, Faculty, DIAS  
(For full text, please refer to, International Journal of Computing and Applications, Vol 8, No. 2, July-December 2013, Pg.261-267)

### DESIGN OF DEPENDABLE AND TRUSTWORTHINESS OF DATA COMMUNICATION IN WSN

*R. Sathees Kumar, B. Anbuselvan, M. Kasipandi*

A wireless sensor network (WSN) of spatially distributed autonomous sensors to monitor physical or environmental conditions, such as temperature, sound, pressure, etc. and to cooperatively pass their data through the network to a main location. The more modern networks are bi-directional, also enabling control of sensor activity. The development of wireless sensor networks was motivated by military applications such as battlefield surveillance; today such networks are used in many industrial and consumer applications, such as industrial process monitoring and control, machine health monitoring, and so on.



The WSN is built of "nodes" – from a few to several hundreds or even thousands, where each node is connected to one (or sometimes several) sensors. Each such sensor network node has typically several parts: a radio transceiver with an internal antenna or connection to an external antenna, a microcontroller, an electronic circuit for interfacing with the sensors and an energy source, usually a battery or an embedded form of energy harvesting. A sensor node might vary in size from that of a shoebox down to the size of a grain of dust, although functioning "motes" of genuine microscopic dimensions have yet to be created. The cost of sensor nodes is similarly variable, ranging from a few to hundreds of dollars, depending on the complexity of the individual sensor nodes. Size and cost constraints on sensor nodes result in corresponding constraints on resources such as energy, memory, computational speed and communications bandwidth. The topology of the WSNs can vary from a simple star network to an advanced multi-hop wireless mesh network. The propagation technique between the hops of the network can be routing or flooding.

Sensor networks contain hundreds or thousands of nodes, and they may need to be deployed in remote or dangerous environments, allowing users to extract information in ways that would not have been possible otherwise. Many clustering algorithms such as LEACH, EEHC, EC, and HEED can effectively improve network scalability and throughput. Nodes are grouped into clusters, and within each cluster, a node with strong computing power or a node having close proximity to its neighbors and base station (BS) is elected as a cluster head (CH). Usually the nodes closer to the sink will be heavily loaded. An Energy-Efficient Clustering (EC), determines suitable cluster sizes depending on the hop distance to the data sink, while achieving approximate equalization of node lifetimes and reduced energy consumption levels. Trust establishment in a clustered environment is of great importance. Trust is the expectation of one entity about the actions of another. A trust system enables a CH to detect faulty or malicious nodes within a cluster, guides the selection of trusted routing nodes through which a cluster member (CM) can send data to the CH. During inter-cluster communication, a trust system also aids in the selection of trusted routing gateway nodes or other

trusted CHs through which the sender node will forward data to the base station (BS).

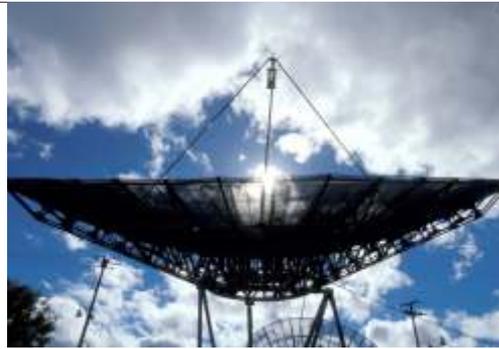
Ms. Dimple Chawla, Faculty, DIAS  
(For full text, please refer to IJANA Record, Volume 5,  
Issue 3, Nov.-Dec. 2013, Pg. 1951-1956)

### **AN EFFECTIVE INTERVAL-VALUED INTUITIONISTIC FUZZY ENTROPY TO EVALUATE ENTREPRENEURSHIP ORIENTATION OF ONLINE P2P LENDING PLATFORMS**

*Xia Ohong Chen, Li Yang, Pei Wang and Wei Yui*

With the enormous popularity of online communities, a new way of loan origination has entered the credit market: online peer-to-peer (P2P) lending. Online P2P lending platforms are financial institutions operating without the participation of traditional financial intermediaries. Although online P2P lending is a relatively young field of research, an increasing amount of scientific contributions has been published in recent years. The online P2P lending platforms are firms, and they need to acquire entrepreneurial competences to survive. The processes of strategy-making and the styles of firms engaging in entrepreneurial activities are together referred to as "entrepreneurship orientation". Several studies have found a positive relationship between EO and firm performance. Consequently, measuring EO of online P2P lending platforms is of special importance for firms and for organizations, such as venture capitalists, business angels, and governments.

Variations in the weights often influence the rankings of the alternatives. The weights can be classified into subjective weights and objective weights depending on the information source. The most well-known method of generating objective weights is the entropy method. Entropy has been the main tool for measuring uncertain information. Fuzziness, a feature of imperfect information, results from the lack of crisp distinction between the elements belonging and not belonging to a set. Entropy has also been concerned as a measure of fuzziness since fuzzy entropy was first mentioned in 1965 by Zadeh. Interval valued fuzzy set theory (IVIFS) extends fuzzy set theory. In the paper, authors proposed a novel formula to calculate the entropy of an IVIFS using cotangent function to overcome limitations of the



existing methods.

The ability to assess the level of entrepreneurship of online P2P lending platforms is an important management tool for the platforms themselves and for other organizations. Some examples are applied to show that some existing entropy measures are not always effective in some cases. The paper later described an approach to measure the entrepreneurship orientation of online P2P lending platforms. Examples show that the proposed entropy measure is more reasonable than some existing entropy measures. Therefore, the proposed entropy measure can provide a useful way for measuring the fuzziness of IVIFs more effectively. Moreover, an evaluation procedure is proposed to measure entrepreneurship orientation of online P2P lending platforms. Finally, a case is used to demonstrate the effectiveness of this method.

Ms. Pratiksha Tiwari, Faculty, DIAS  
(For full text, please refer to *Advances in Mathematical Physics*, Volume 2013, Pg. 1 - 8)

### PRIVACY PRESERVING DATA MINING BASED ON ANT COLONY OPTIMIZATION

*S. Namratha and S. Vijayarani*

Sharing information critical databases over network faces many challenges of security. Specifically, in a scenario in which two parties sharing databases over network try to run data mining algorithm on the merger of their databases, without revealing any unnecessary information. The article is motivated by the need to protect both, the privileged information as well as enable its use for business and other purposes. Many optimization techniques are available that can be used along with data mining to protect databases. A primary necessity of privacy preserving data mining is to defend the input data. One of the available techniques data blocking. The blocking approach replace the actual values of the items with unknown symbols in the transaction. In this research article authors have selected various data sets in categories of sensitive and non-sensitive. Apriori algorithm is used to obtain sensitive data set.

From the set of association rules, approachable association rules are extracted to convert sensitive data into non sensitive. Ant colony optimization algorithm has been

combined with association rule mining algorithm which results in no loss data modification unlike previous algorithms. Also the new algorithm has better time complexity and performance.

Ms. Tripti Mishra, Faculty, DIAS  
(For full text, please refer to *International Journal of Data Warehousing*, Volume 6 Number 2, December 2013, Pg. No. 87 - 96)

### CALCULATING SUPPORT, CONFIDENCE AND LIFT IN MULTI-RELATIONAL XML DATA

*Sikha Bagui, Sean Spratlin and Subhash Bagui*

Association rule mining was introduced by Agrawal et al in 1993. Multi-relational data, when converted to XML, creates repetitive data, hence interestingness measures like support, confidence, and lift cannot be calculated in the same way as they are calculated in regular dataset.

Support determines how often a rule is applicable to a given dataset, while confidence determines how frequently items in Y appear in transactions that contain X. This paper discusses the challenges faced when applying association rule mining to XML data, more specifically, multi-relational XML data and show how the support, confidence, as well as lift, have to be calculated differently in multi-relational XML data. Various tests that are run on the sample databases show that, if the tag counts are not taken into consideration, support numbers are above 100% which is not possible and lift numbers are also unreasonably high. The adjusted confidence also does not calculate above 100% using the adjusted confidence formula. So support, confidence as well as lift measures have to be calculated using the proposed respective tag counts rather than the number of records or entities (or objects).

In future work, other interestingness measures can be used in association rule mining for e.g. cosine, chi-square measure, the Kulczynski measure, etc. would be affected in the same way when multi-relational data is being analyzed.

Ms. Anita Yadav, Faculty, DIAS  
(For full text, please refer to *International Journal of Data Analysis and Information systems*, Vol 5, No. 1, June 2013, Pg 13-27)



## The Men In News



**NARENDRA MODI**

***“In order to succeed, your desire for success should be greater than your fear of failure”***

– Narendra Modi

India, a democracy, is home to various cultures, languages and customs. From years on, it has been praised for the freedom it has provided to its citizens and the way the government is run. Our government has many political parties, prominent of which have been the Congress and Bhartiya Janta Party (BJP). Many politicians have made a mark in the history of politics and the current one in limelight is the contender for position of Prime Minister is Mr. Narendra Modi, fondly addressed as Namo.

The way he has lived his life so far seems true to his saying. Born on 17<sup>th</sup> September 1950 in a family of grocers in Mehsana district of Gujrat, he used to help his father and brother run a tea stall. His keenness in debating and delivering speeches set

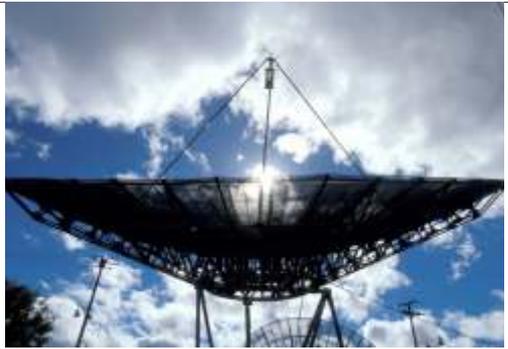
him apart from the rest when he became a full time campaigner of the Rashtriya Swayamsevak Sangh (RSS). He was given charge of Sangh's student wing, Akhil Bharatiya vidyarthi Parishad (ABVP) in Gujrat. He completed his Master's degree in Political Science during this time from Gujarat University.

His electoral strategy was the major support in BJP's victory in the 1995 state elections of Gujrat. This marked his entry in the party after he was seconded by RSS in 1987. His efforts won him the designation of General Secretary and then National Secretary in 1998. A new chapter was added in his victories when he was appointed as the 14<sup>th</sup> Chief Minister of Gujarat in 2001, a position he is still continuing with.

The state has undergone major changes under his guidance and is now being called an attractive investment destination. The real estate investments deals worth Rs.6.6 million made during 2007 Vibrant Gujarat summit are worth mentioning. Modi's insistence to allow states to invoke tougher laws regarding terrorism resulted in Central Government sanctioned construction of 30 high-speed surveillance boats to safeguard the coast line of Gujarat under the aftermath of Mumbai blasts in 2006.

Clean energy sources are being focused upon for development of hydroelectric power, solar energy, biofuels and wind energy. The state saw the agriculture grown rate increase to 9.6% in the period 2001 -07 and recorded a compound annual growth rate of 10.97% in 2001 – 2010 decade, the highest among all Indian states. Modi has visited countries such as China, Singapore and Japan to attract foreign investment in Gujarat. In 2011,

Modi was invited by Karachi Chamber of Commerce & industry to visit Pakistan and address prominent business leaders. Modi wishes to help them out of the power crises



of the nation suggesting they follow the 'Gujrat Model' in form of Gujarat Solar Park and Kalpasar Project.

His journey so far has not been just of roses, he has felt the thorns as well. In the beginning of his career as Chief Minister of Gujarat, he was asked to take responsibility just partially but he clearly stated that either he be given complete control or none. This set the platform for future endeavors. The unforgettable Godhra case is still fresh in people's memory. Modi was also among the prime suspects and was said to have increased the hatred among people with his Hindutva messages but has been cleared off the allegations later on.

His Sardar Sarovar Project for public irrigation measures in central and southern areas of the state was unsuccessful. It is being said that he has concentrated only on developing the urban middle class whereas rural dwellers and lower castes have become increasingly marginalized and that the state has a poor record when it comes to human development, poverty, alleviation, nutrition and education.

He was denied a diplomatic visa to the United States in 2005 stating that under a section of the Immigration and Nationality Act, any foreign government official who was responsible or "directly carried out, at any time, particularly severe violations of religious freedom" ineligible for the visa.

He is a very good speaker, is a workaholic and an introvert. He also writes poems in Gujarati. He is known as controversial, polarizing and divisive figure. He has been felicitated by *Gujarat Ratna* by *Shri Poona Gujarati Bandu Samaj*, *e-Ratna* award by the *Computer Society of India*.

He is contesting from Varanasi for the post of Prime Minister of India. This news has already started making waves in the international market with the Financial analyst Chris Wood, chief strategist of CLSA noting that "the Indian stock market's greatest hope is the emergence of Gujarat Chief Minister Narendra Modi as the BJP's Prime Ministerial candidate" Let's see where the winds blow with the cries of "*abki baar, modi sarkaar*"



### ARVIND KEJRIWAL

**"I understand the common man because I understand me in that regard at least."**

Vince McMahon

In all of us, exists a Common man, an "Aam Aadmi" as pointed out by Arvind Kejriwal. The only thing to be done is waken him up to get the required results or dreams left unfulfilled. These IIT Kharagpur Graduate has paved a life of his choice for himself in many ways, along with giving sacrifices at the same time.

Born in a Middle class family, with an Electrical Engineer father, Kejriwal started getting his independency lessons early in life. After majoring in Mechanical Engineering, IIT Kharagpur, he joined Tata Steel, Jamshedpur in 1989 and resigned from the same in 1992 to prepare for Civil Services Examination.

He joined IRS after clearing the examination from where he was granted a leave of 2years to pursue higher studies but with a condition that he should continue work for 3 years or else refund the pay. Following the commitment, he had to pay out his way from the post of Joint Commissioner of Income Tax in New Delhi after his resignation in 2006.



Kejriwal helped in starting a movement 'Parivartan ' which focused on assisting citizens in navigating income tax, electricity and food ration matters in parts of Delhi and exposed the ration scam in 2008 but started crumbling by 2012. It was his work with Partivartan that got him the Ramon Magsaysay Award for Emergent Leadership in 2006.

Kejriwal with the help of Manish Sisodia and Abhinandan Sekhri established the Public Cause Research Foundation in December 2006, donating the prize money he had received from the Ramon Magsaysay Award as the base amount and this foundation paid the employees of Parivartan.

He used the Right to Information Act against many corruption cases in government departments such as the Income Tax Department, the Municipal Corporation of Delhi, the Public Distribution System and the Delhi Electricity Board.

He has been a supporter of Anna Hazare in the campaign for implementation of Jan Lokpal bill. Both Anna Hazare and Kejriwal had worked for betterment of common man, sat on dharna's together. Have even fasted together but they parted ways when Kejriwal decided to join politics as Anna Hazare made it clear that he will not support any political party.

Kejriwal started an independent party "Aam Aadmi Party" (AAP) in November 2012 as he felt that politics was the next logical step in the fight against corruption. He believes that "Change begins with small things" and started his campaign from small constituencies for upcoming Legislative Assembly Elections of Delhi for 2013. He became the fifth most mentioned Indian politician on social media channels for the same.

With his unique style of working and helping out and meeting people, he became an overnight success with masses especially. People from every class willing supported him as

everyone wanted to give him a a chance, rather give chance to a new party.

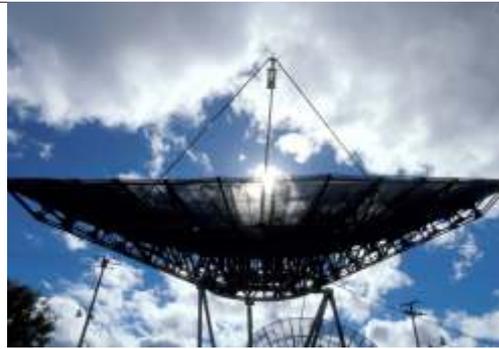
College goers, youngsters, computer savvy volunteered for his campaigning, new agendas were floated and as a result, AAP won 28 seats out of the 70 seats in Delhi . Kejriwal defeated incumbent Chief Minister Sheila Dikshit of the Indian National Congress in her constituency of New Delh by a margin of 25,864 votes.

Gaining support from other parties, Kejriwal took the oath of Chief Minister of Delhi and took charge of Delhi's Home Ministry, Power, Planning, Finance, Vigilance ministries. He has had the shortest record of being a Chief Minister of 46 days following his resignation from the post due to differences with the system. But he has not left hope and plans to contest in the 2014 Lok Sabha Elections. Hope he has better luck this time.

Politics must be a new area for Kejriwal but he is known for winning accolades in for his contributions to various activities such as **Satyendra K. Dubey** Memorial Award, **IIT Kanpur** for his campaign for bringing transparency in Governance in 2005, **NDTV Indian of the Year** along with Anna Hazare in 2011, **CNN-IBN Indian of the Year** 2013- Politics and was featured in *Time's* 2014 **Time 100** list of the most influential people in the world

Change is inevitable and to make a change takes lots of courage and determination and Kejriwal is short of none. Lets see if this Aam Aadmi can bring a better tomorrow for the millions Aam Aadmi of Bharat.

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



## Alumni Speaks

DIAS has been instrumental in giving a kick-start to my career and thereby boosting it to a professional environment of Indian Job Market. The college and the faculty has furnished a full fledged support in whatever way it could and even in all the initiatives taken by us. My tenure at college was one of the most informative periods of my life. I got lot of valuable inputs from the faculty & visiting staff. During my course in DIAS, I was given opportunities to work in various projects which helped me to build self-confidence and taught me how one can excel even in a stressful environment. I really got a deep insight into the corporate world, its processes & mannerism. The faculties are really supportive and helpful in all aspects.

**Anuj Nagpal**  
**MBA-(2010-2012)**

I am very grateful to be a part of Delhi Institute of Advanced Studies (DIAS), the most prestigious & reputed college of GGSIPU. I realize it was an astute decision to invest my precious two years in pursuing MBA from DIAS, as the faculty here is distinguished and co-operative. A proficient placement cell provides linkages for summer internship projects and final placements of the students. DIAS plays a vital role in shaping personality of a student. DIAS has been like an escalator, which takes you from being a person and transform you into a personality as desired by the corporate.

**Vikrant Dalal**  
**MBA (2010-2012)**

My stay in DIAS was truly a roller coaster ride. There were ups of achievement and downs of failures. Discipline was something that DIAS really taught me after school. The cooperative faculty and warm staff always made me feel comfortable. I would definitely not forget my journey at DIAS and specially one of our professors Ms. Sonia Gupta, her lectures were truly fountain of knowledge and her hard work and affection towards us was unforgettable. 3 years just went in a flash but this would definitely be one of the beautiful and important pages in the book of my life.

**Kavya Bhaisora**  
**MCA (2010-2013)**

“College life” is that phase in one's life when one learns the most important lessons of his/her life. It is for the first time in college when an individual is left to himself to make his own decisions. The importance of maintaining good and healthy relations with seniors, batch-mates, friends and faculty is known in this very important phase of life called “College life”. Life at “DIAS” has been more fruitful than I ever expected. The art of making things happen while working in a group or a team by coordinating with each other is well learnt during the college days, that's the best part about “DIAS” and all the faculty members of DIAS.

The teachers at DIAS are like angels, who treat each and every student as their own children. Teachers are always just one step away to help the students whenever students ask for help.

I have learnt very good problem handling skills and stress management just because of the wonderful faculty members and specially our MCA teachers. These teachers have guided me to a certain level which I never expected. Whatever I am, where ever I would be, all the credits of my achievement goes to each and every teacher of MCA programme. I am glad to be a part of “DIAS” which is one of the very few colleges which has the most awesome, most helpful and the best teachers that anyone could ever dream of.

*I AM GLAD THAT I WAS A STUDENT OF DIAS. THANKS TO ALL MY TEACHERS.*

**Rajat Yadav**  
**MCA (2009-2012)**

After completing my course at DIAS, I realized the value of those fun filled years of life spent here. The faculty here is friendly, co-operating and highly intellectual personalities. I just want to thank all of them from the bottom of my heart because they are responsible for what I am today.

I will always cherish & miss these three memorable years of my life spent here.

**Nikita Kishore**  
**MCA (2009-12)**



## Feedback From Employers

### MANAGEMENT

**Megha** joined us in September 2006 and again continued till she got married. After a break of three months, she took employment again with us and now operated from home as her home was far from office. She gave us great support even while working remotely. Her sincerity is the best and she would not hesitate in pointing out wherever improvement is required. I liked her ability to persuade me till she proved her point.

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

**Anjali Sharma (2010-12)** has a good grasping power and has adjusted well in the team. She has good time consciousness and responsibility for the tasks assigned.

**Charu Gupta, Assistant Manager, WNS**

**Pravleen Kaur (2010-12)** has been really doing well, beyond our expectations. She has been a good initiator and feels free to take the task and complete on time. Her assertive bent of mind and commitment towards her assignments help us achieving our schedules

**Rupam Gupta,**  
*Head Market Research , AG Knowledgetech*

**Simran Arora (2009-11)** is a dedicated and committed employee. She takes initiative on her own and is very adaptable that helps everyone in the team.

**Rahul Jaiswal, Assistant Manager, Wipro**

**Bharti (2004-06)** has supported the growth of ruralnaukri very well and has been able to take both functional and administrative responsibilities. She has always taken ownership and gave her 100% to the organisation. I found her sharp in quickly receiving the instructions and then did not require support during execution.

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

**Arti Negi (2010-12)** is diligent, punctual, honest and has well professional attitude which reflect his personality development. She has been a continuous support to our team.

**Charu Gupta, Assistant Manager, WNS**

**Aastha Chatwal (2009-11)** She was placed through Campus placement in our company HSIL Limited as Management Trainee and was assigned to Corporate Finance Department. Within a year, she was absorbed in the company & promoted as Sr. Executive Corporate Finance. She is an energetic member of the team, learns things quickly & possesses excellent ability to apply skills to resolve problems. She has given a new look to Management's Review Presentations through her excellent presentation skills. She also has an ability to work within deadlines and always keen to share new responsibilities.

**Deepak Jain,**  
*Manager MIS -Corporate Finance, HSIL Limited*

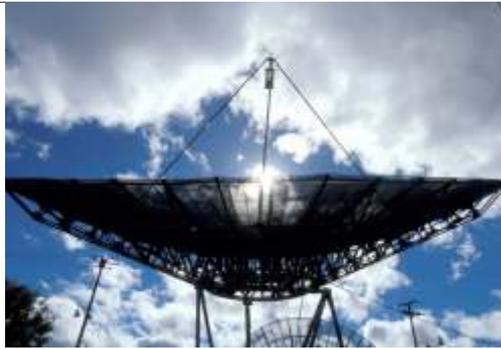
### INFORMATION TECHNOLOGY

We are happy to have **Vikas Sardana** (Batch 2011-2014) as NIIT Tech employee. I found him very strong in technical skills, and also a quick learner. I found that he has already done many projects during his MCA training at DIAS. Thanks to your faculty and course curriculum that make your students quite competent as per current IT industry trend. Looking into his interest and capability, I am planning to put him in core technical competency team of NIIT Tech.

**Rupesh Ch. Poddar, Technology Consultant,**  
*NIIT Technologies Ltd.*

**Yamini Sethi** (Batch 2011-2014) is hard worker and quick learner. In very short duration, she has delivered lots of work .I am happy with her performance.

**Kushalpal Singh, Software Developer, Leeway Hertz**  
*Pvt. Ltd*



## STUDENTS' SECTION

### CASE STUDIES

## EXPERIMENTATION AND ADOPTION OF ASSESSMENT CENTRES AT TRIDENT GROUP : AN EVOLVING TOOL FOR HIRING GRADUATES

*Ms. Seema Panchal, Student, DIAS*

*Ms. Anubhuti Sharma, Student, DIAS*

*Ms. Ruchika, Faculty, DIAS*

Trident group was experiencing a massive conflict between the goals of employees and that of the organization. This resulted in increase in overall turnover of the company. It was observed for a quite considerable time and for the first time was put forth before the top management in the year 2007.

The objective of this case is to gain deeper insight into the various factors that contributed to that situation and how the company managed to recuperate from the traumatic state of affairs with time and relentless initiatives. Also, the challenges that the firm had to face till date during this whole revitalization process are thrown light on.

The company has been dealing with various dynamic consultants over the globe for upgrading and maintaining its H.R.practices, a few include Aon Hewitt, Ernst & Young, Hay Group. It has also bagged several awards and accolades in the same domain like Great Place to Perform (G.P.T.P.) 2011, Best Global HR Practices in Textile Industry 2012 and many similar. With this kind of dynamic interface, the deep insights of vibrant organisation culture and the traits of human resources it actually entails; shall also be discussed henceforth.

### Background

Trident group is one of the Asia's biggest terry towel manufacturing firm, supplying towels to the world's leading retailers including Wal-Mart, IKEA, J.C Penny, Target, Macy's and many more. Apart from manufacturing towels they have other multiple integrations including yarn, chemicals, Energy, Bathrobes and paper manufacturing.

The manufacturing and corporate set-up's both are based in Punjab, India. Being a giant of diversified manufacturing plants, the culture at trident group is quiet dynamic in nature. This can be witnessed by a small fact that even line operators are given the designation of 'Front Line Entrepreneur'. This terminology gets elongated with each escalation but the basic element 'entrepreneur' remains the same. The reason behind this is the equality in delegation of 'Accountability' and 'Decision making' at all levels of the organization.

So for giving this occupation firm entails human resource which can understand the dynamic nature of the firm and possess the ability of changing the game; taking risk and helping the company to achieve its ultimate goals and objectives.

### Different businesses of Trident Group:

TridentGroup is a leading diversified business conglomerate of India. Incorporated in 1990, the company continues to grow under the dynamic leadership of the chairman Mr. Rajinder Gupta, a first generation entrepreneur. With a modest beginning of 17,280 spindles of yarns, the group today exports to over 75 countries and is continuously striving to uphold its position as one of the largest yarn producers in India.

Business interests in Home textile, Yarn, Paper & Chemicals and Energy.

- World's largest manufacturer of terry towels.
- One of the largest manufacturer of wheat straw based paper.



- One of the top 10 yarn manufacturers in India.
- With a CAGR of over 30%, one of the fastest growing group of companies in the country.

**Integrations in different Businesses and the major revenue generator:**

The unique speciality of business diversifications of the organization is the integration of different businesses into one another.

- Business of Chemical Manufacturing is an input for almost all the other businesses
- Energy has been erected as a major co-generation unit supporting the complete in-house reliability of power for all set ups.
- Yarn serves as the input for Home textiles business.

Out of all five businesses, Home Textiles enjoys the largest

**Table 1.1 Capacities of different businesses of Trident**

Yarn	Home Textiles	Paper	Chemicals	Power
365,904 spindles, 3,584 rotors, 8,400 MT cotton & blended yarns per month and 6,825 TPA of processed yarn	388 looms that produce 14.5 million pieces of towels per month	450 MT Per day	100,000 TPA sulphuric acid	50 Mw captive power generation

Source- [https://www.tridentindia.com/pdf/Annual\\_Report\\_2012-2013.pdf](https://www.tridentindia.com/pdf/Annual_Report_2012-2013.pdf)

**Current Scenario of Textile Industry (India)**

The textile industry is the largest industry of modern India. It accounts for over 20 percent of industrial production and is closely linked with the agricultural and rural economy. It is the single largest employer in the industrial sector employing about 38 million people. If employment in allied sectors like ginning, agriculture, pressing, cotton trade, jute, etc. are added then the total employment is estimated at 93 million.

The net foreign exchange earning in this sector is one of the highest and, together with carpet and handicrafts, accounts for over 37 percent of total export earnings at over US \$ 10 billion. Textiles alone, accounts for about 25 percent of India's total forex earnings.

The structure of the textile industry is extremely complex with the modern, sophisticated and highly mechanised mill sector on one hand and the handspinning and handweaving (handloom) sector on the other. Between the two falls the small-scale powerloom sector.

The latter two are together known as the decentralised sector. Over the years, the government has granted a whole range of concessions to the non-mill sector as a result of which the share of the decentralised sector has increased considerably in the total production.

Of the two sub-sectors of the decentralised sector, the powerloom sector has shown the faster rate of growth. In the production of fabrics the decentralised sector accounts for roughly 94 percent while the mill sector has a share of only 6 percent.

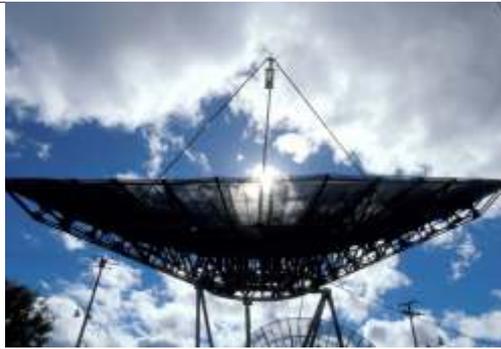
With this kind of a complex structure and vibrant work culture, Textile industry requires much energetic and adaptable people as its workforce and Trident being a giant in Power loom sector, calls for a much more active, lively and brisk workforce committed to maintain and sustain the growth rate of the company.

**Timeline Series of Trident:**

Trident has a Flagship Program of hiring fresh graduates which is named as 'TAKSHSHILA: EARN, LEARN & GROW' followed after the selection process. It's a residential training program of two months that grooms the new recruits for a competitive start at the organization.

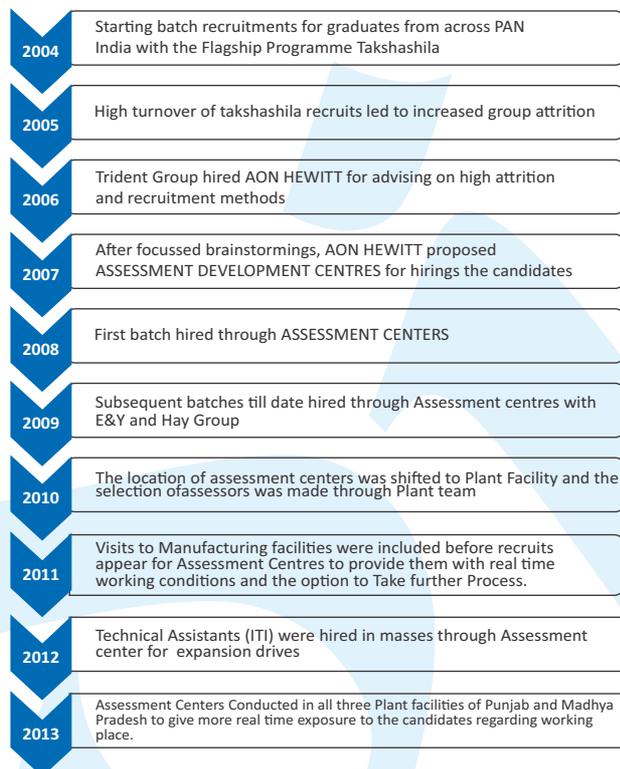
Company hires batches of graduates and diploma holders at regular intervals and no lateral hiring for these executive positions is done generally.

Till 2007, the hiring was done under the Brand name 'Takshashila: Earn, Learn, Grow Programme' which had the normal process of short listing C.V, Aptitude tests & Personal Interview. But it was observed that the quality of candidates was not mapping well with the available profile. The



assumption of candidate after selection and actual job profile offered was not making a sense to both the employee and the employer. Moreover it was also affecting the retention levels of the organization leading to the declining trend of performance.

**Fig 1. The series included the following major episodes:**



The firm decided to sort out the factors which should be taken care while recruiting people for the organization. Trident Group hired Aon Hewitt which helped the firm to figure out the basic initials to be kept in mind while recruiting the candidates.

Aon Hewitt asked the Trident management to select a pool of approx. 40 high performing candidates from their previous batches. One hour rigorous interviews were conducted to develop a knowhow of their behavioural traits as to why they are considered good performers.

These traits were identified and the expectations of their line managers as well as of the higher management were combined to lay down a basis for selection of prospective employee. This process was titled as 'Success profile' of Takshashila hirings. The result of this process delivered seven basic competencies which were agreed upon by the management and other people concerned.

The competencies included:

1. Willingness to learn
2. Analytical bent
3. Striving for results
4. Open to change
5. Quality consciousness
6. Effective communication
7. Relationship building

After the success of this process, the tools for judging these competencies were identified which formed the basis of 'Trident's Customized Assessment Centres'.

This process continued till 2011 but after the hiring of batch of 2012 it was observed that the new recruits began to leave the organization within three or four months.

The identified reasons were: Firstly- the candidates were obsessed with the kind of advertisements of TAKSHASHILA Programme and could not understand the real job profile at manufacturing locations, secondly, the interviews were conducted at corporate offices, leaving the employees unaware of the real working environment.

This led to the pre-assumptions in the minds of new recruits that they all will be posted at corporate set-ups. When the recruits faced the real scenario, they started quitting the job. With this problem at hand, the management again did the brainstorming and included two more competencies in the Assessment Centre procedure.

Before going for the process of Assessment Centres, the recruits were made familiar with actual manufacturing set-ups and also they were being interviewed at these locations so that the recruits will be able to get the real picture of the area where they will be actually working.



These two major changes brought a major turnaround in the quality of people recruited by the firm and their retention level. The success of this event can be judged by their next decision of hiring 'I.T.' candidates through Assessment Centres itself.

During the process of Assessment centres, the top performers are selected after observing the normalised scoring achieved by them. The method involved is weighted average scoring but can also be validated by plotting scores on graph, that is, if the scores of their whole peers' batch plotted in a normal distribution curve as well.

The problem was figured out in year 2007 when the turnover of the group was quite high, core problems identified in the case are:

#### **1. Employees are not exposed to the real Job Descriptions during Interviews:**

The Interviews conducted till year 2007 were based on the 'Advertisement Invite' for Walk-in which was floated PAN India . This Invite didn't carry the profiles for which the recruitment was meant to be conducted. Candidates turned up for the interviews assuming that they will be provided with the job profiles of their qualification and preferences. This assumption was never discussed during the interview and selection process.

One more point to be noted here was the steeply high salary package for fresher candidates also; for which rigorous competition was there among the large number of candidates. This face of coin led to inappropriate selection of employees for various profiles.

#### **2. The strategy of 'Right person for the Right job' was not actually realized:**

Seeing the high CTC being offered by the organization, the candidates got carried away. They agreed to compromise with their actual areas of work and interest. They presented themselves ready to take up the offered profiles irrespective of their capabilities and interest. This process led to the selection of employees with blurred vision. Right Fitment became a burning issue with this setback.

**3. Conflict in the goals of employees and organization.** The employees recruited through this process were highly wealth oriented. They tried to gain expertise in the given domains but their goals could not match those of the organization. Departing from their actual domains made them realize their poor competitiveness down the line. This led to the conflict between their personal and organizational aspirations further leading to dissatisfaction and role conflict.

**4. High executive turnover.** When there was a clash between personal and organizational ambitions, the employees were stressed and ultimately decided to quit. They started looking for the options to realise their actual passions.

This burnout resulted in 10-12% staff turnover and left the management with various troubles of decreasing productivity and increasing abrupt costs.

#### **Key Solutions implemented:**

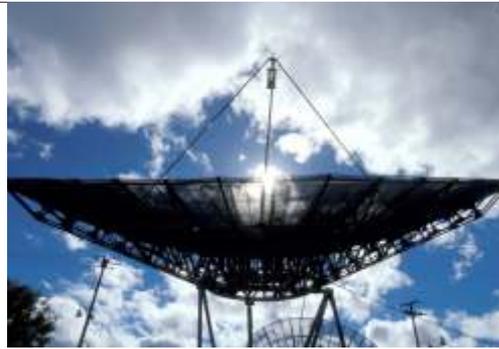
The problems were comprehended one by one successively during the phase of resurgence of this situation, so were the stepwise solutions implemented. Some of the solutions implemented were:

1. Key competencies were framed in a profile called as 'Success Profile-Takshashila' with an aim of mapping the qualities of candidates with that of the job description. (2007 by Aeon Hewitt):

The different traits were identified after long procedure of research by Aon Hewitt and titled as Success Profile in which seven key competencies were laid down for every interviewee.

Every assessee had to undergo the assessment of all these competencies. An individual 'Personality Profile' was made for each recruit. This was matched with the Trident Customised 'Success Profile-Takshashila' and then the further decision of offer and placement was finalised.

2. Assessment centres' adopted for judging the overall traits of the recruits efficiently(2007):



The assessment of seven competencies in an individual in a given point of time was possible only through the most vibrant tool of selection that is Assessment development Centres. After the establishment of 'Success Profile', Assessment Centres were adopted in the year 2007 for hiring the next batch of 'Takshashila' for Trident.

3. Assessment centres were conducted in the Manufacturing set up itself rather than corporate office especially for the vacancies of plant executives.

Also the assessment centres were conducted at corporate offices till 2011 and the candidates had false presumptions of that office as their workplace. It was resolved by conducting the entire process in the Plant facility itself.

4. Industrial Visits' were conducted before the Interviews for providing the real exposure to the Job Descriptions to the recruits. (2012)

In 2012, it was felt that still some improvements can be done for effective selections in assessment centres. Before this phase, the job profiles were discussed with the recruits but the actual scenario was still a bit away.

So, to avoid the incorrect assumptions of prospective candidates, the visits to all manufacturing set ups were incorporated in the selection process so that they can experience the actual working conditions themselves. This helped the candidates to take the decision of joining more effectively.

5. Assistant Technicians recruited after I.T.I course were also selected through Assessment Centres in 2013. In the year 2013, the company required almost 200 technicians for their huge expansion drive and seeing the performance of the quality of people selected through assessment centres, the management decided to conduct the same for other recruitments too.

#### **Other successful incorporations of Assessment centres in top brands include**

1. In early 1970, 'MARS' used this tool for the selection of graduates in UK for the first time in confectionary industry as Trident has done in the textile industry.

2. By 1980, 'Cadbury Schweppes' & 'Rowntree Macintosh', and now 'NESTLE' used assessment centres as a final selection process in the recruitments of graduate level.

3. 'SHELL', 'PHILIPS' and 'SIEMENS' also used this technique successfully during that period.

4. In 1983, the main users of assessment centres were US multinationals including 'IBM' and 'RANK XEROX'

#### **Conclusion:**

The problems in the case study if analysed lie accurate with the Pareto principle of 80-20. 80% of the troubles faced by the company were due to the 20% wrong practices. These meagre wrong practices hampered the productivity of the group to great extent and it took them almost 6 years to reach to a concrete state of resurgence.

Recruitment and selection is a very crucial function of Human Resources management. This directly affects an organization's productivity and turnover, so 'choosing and retaining the Right Person in the Right Job' has become a challenge for almost every the organizations for its continuous growth and sustainability.

In the problems discussed above, the main problem was how to judge that a recruit is 'Trident Fit' or not? Assessment centre is such a tool of hiring that it can expose all aspects of an individual whether they are revealed by oneself or not.

In a dynamic interface like Trident Group utmost care and control is to be observed for hiring middle and lower management. The reason is obvious. Every firm has its own level of dynamism but firms operating in diversified businesses and 'produce to order' businesses need people with a unique mix of 'customer oriented flexibility' and 'result oriented firmness'.

These two objectives can only be fulfilled by following kaizen in each drive of assessment centres. This will result in a high profile organization year after year.

Trident Group has become the fastest growing group with an annual CAGR of 30% in a span of merely 23 years because of its flexibility to incorporate changes for the betterment and



growth of the organization.

#### Questions:

**Ques: 1** How Assessment Centres provided a better way out for hiring graduate/Diploma holders at Trident Group?

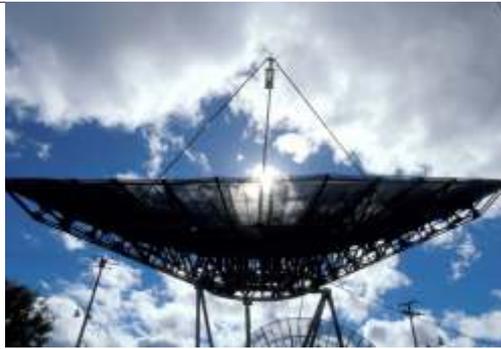
**Ques: 2** What do you think 'Success Profile-Takshashila' supposed to deliver while making the decision of 'Offer' by Trident HR team?

**Ques: 3** What special benefits are generated by Assessment Centres for 'Right Selection' of prospective candidates at Trident?

**Ques: 4** Being an HR manager of a company, what contribution will you make for the successful implementation of Assessment centre method.

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## BATA INDIA: BUILDING ITS BRAND VISIBILITY

*Ms. Charu Gupta, Faculty, DIAS  
Navnica Mishra, Student, DIAS  
Arti Thapa, Student, DIAS*

Bata India is the largest retailer and leading manufacturer of footwear in India and is a part of the Bata Shoe Organization. It is present in India since last 83 years as it was incorporated as Bata Shoe Company Private Limited in 1931 in Konnagar (near Calcutta). The Company went public in 1973 and changed its name to current Bata India Limited. Today it sells over 45 million pairs of footwear every year to almost 1,20,000 people every day through 1,100 Bata Shoe Stores located in over 500 cities across India. Along with footwear it also offers accessories like bags, wallets, belts etc and targets the entire family.

Bata India Limited offers several brands targeted at different market segments. **Marie Claire** offers the latest metallic, patent and ethnic styles in footwear. It also introduced ladies hand bags which got a very good response from the youth. Bata has also invented **Dr. Scholl's** which is positioned as medicated footwear with a trendy look. Bata has designed this product in various models giving it an advantage over the local physiotherapy made standard designs. **Ambassador** offers men collection of shoes, wallets and handbags. **BubbleGummers** is specially designed for kids with a huge range of collection and variety of style. **North Star** provides sports shoes and casual bags. The range of North Star varies from Rs.300- Rs.2000. **Naturalizer** is a brand designed for women footwear.

In 2002, Bata India Ltd. made many efforts to improve the performance. Now the aim is to bring back the customers to the stores by providing better facilities to them. Various initiatives were lined up like importing high-end brands like **Weinbrenner**, a global Bata brand and **Wipe n' Go** shoes that do not require any polishing, created especially for the executives. 80 city stores were opened in metros and semi metros. 190 bazaar stores started operating as clearing houses.

In 2004, Bata India Ltd. introduced the concept of **Flagship Stores** to provide complete and unique shopping experience to the customers. These flagship stores followed international trends, created a relaxed ambience, provided good quality products and trained the staff to be courteous for dealing with their customers. These stores also offered multiple brands like Marie Claire, Weinbrenner, Hush Puppies, Bubble Gummer, Dr Scholl's and Bata Tech shoes. Brands like Nike, Reebok and Adidas were also available. The stores additionally offered trendy accessories like caps, T-shirts and other lifestyle products - making it a complete one-stop shopping experience for the customers.

In 2007, Bata had more than 1100 outlets. 70 all new international look outlets were opened across India. These included **Flagship Stores** in Bangalore and Trivandrum, **City Stores** and **Superstores** in Coimbatore, Hyderabad, Thane, Delhi and Ghaziabad and **Family Stores** in Delhi, Ludhiana and Nasik.

In 2013, a new range of ladies shoes '**Sundrop**' was launched, which was produced internally. A major campaign was launched for popularizing this range of stylish but comfortable shoes. To expand the customer base 189 **Large Format Stores** and **Shop-In-Shop Stores** were opened. Ten '**Footin**' stores were launched to achieve growth in volumes. They were unique in terms of display and ambience and focussed on trendy yet affordable shoes. By now Bata India Ltd. had 1,250 stores in total.

To capture the market segment of online customers Bata tied up with e-commerce websites like **Jabong**, **Snapdeal** etc to sell their products. They also sold the products through their own website [www.bata.in](http://www.bata.in) launched on 1<sup>st</sup> November, 2013.

Bata was always considered as a manufacturing oriented company concentrating only on producing footwear and



selling them in market anyhow. In the current scenario Bata eagerly wants to change this image of production oriented company to affordable, market driven, fashionable and lifestyle brand by repositioning itself. The focus has moved on “products that the customer wants rather than products they manufacture”. Bata India is now in a process to completely change its earlier image. They are focusing on improving brand recall and visibility among the customers by opening big stores in malls etc.

Bata has always seen as affordable and durable brand but in current market scenario design and style matters a lot more. Affordability and durability of a product evokes trust but Bata has not been able to connect with Gen-Z. Bata has realised that the commercial advertisements are necessary and there is a need to focus on the marketing and promotional strategies to connect with the youth.

To achieve these results, Bata launched **“Where Life Meets Style”** as the latest marketing campaign on 11<sup>th</sup> March 2014. It's a unique TV commercial named as **“Waist Down”** to launch its **New Spring Summer'14 Collection** for its entire range of footwear, accessories, bags and glasses for both men and women. The wide range for men's footwear includes boat shoes, loafers, brogues, oxfords, dress boots and derby shoes. The Women's category is a collection of high heels, clogs, mules, pumps, sandals, wedges and peep toes. It also includes a wide selection of accessories like bags, belts, and scarves that adds a dash of style to life, considered important by today's youth.

The unique marketing campaign features a 360-degree multimedia integration of TV commercial, radio, cinema, print, events, promotions and digital platforms. The commercial has a unique shot in which the action from only knee down has been captured. The commercial also showcases all its brands in an aspirational way. This advertisement emphasizes on the fashion and the comfort which are the major appealing characteristics of Bata. It also celebrates the free spiritedness, spontaneity and vibrancy synonymous with today's youth.

To get the attention of the consumers they use different taglines. Some to them are 'Shoes for all', 'Outdoor is yours', 'The world moves on your feet', 'Get comfortable today',

'One world, one Bata'.

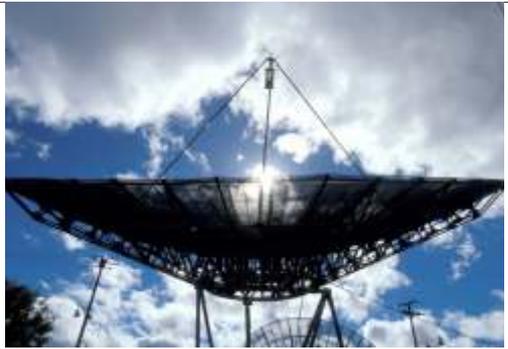
The biggest challenge faced by Bata is to connect to the youth by creating innovative retail formats, providing easy access to its products through online purchases and increase its brand visibility through creative advertising.

### QUESTIONS

1. What were the factors which forced Bata India Ltd. to launch their first TV commercial after 83 years of operation in India?
2. Which innovative marketing strategies would you suggest to increase the popularity and reliability of Bata among youth?
3. Did introduction of new brands help Bata to increase their market share?
4. If you were appointed as a marketing manager in Bata India Ltd what strategies would you opt so that your company can become a market leader?

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## CURIOUS CASE OF CHHOTU.IN

Writer F. Scott Fitzgerald famously wrote about a man suffering from Progeria disease in his highly acclaimed novel *The Curious Case of Benjamin Button*. The book talks about a man named Mr. Benjamin Button who is born aged and eventually grows young and dies off.

Chhotu in *Hindi* means younger one, quite ironically as the name suggested, the company Chhotu.in entered as a logistics company exclusively targeting the online retail sector, betting on the India's e-commerce sector's exponential growth. In India's fast-growing online retail sector, a many startups which provided their key support service has fallen by the wayside.

Several companies like chhotu.in have risen up in the past few years by offering logistics services exclusively to e-commerce firms have now shut their business, stifled by competition from established players, low margins and a lack of funds. Some of the start-ups which have shut down in the past include Parallelway and Dialaservice.net of Bangalore, Earth Movers in Mumbai and Chhotu.in in Delhi.

The genesis of chhotu.in is "Raasa" started by Mr. Aadhar Aggarwal. Raasa is the prologue of chhotu.in. It tried to tap into the need of people wanting to get their things picked up and dropped from their homes to various shops and vice-versa. He already had started developing a good team of delivery boys to deliver fruits and vegetables to people house and this seemed like a natural extension. Though this business model didn't quite take off after that, the name of delivery boy got stuck, Chhotu.

Its old avatar, as a point to point delivery startup, which started off in the starting of 2011 and once they understood that this business model was unsustainable and unviable; it evolved into a logistics service provider for ecommerce companies with a focus on end-mile delivery only.

In July 2011, Navneet Singh joined as CTO for Chhotu.in. It

was a startup which picked up goods or items from warehouses within the city and then delivered them at the house of the end recipient. This area of logistics was chosen because this is where ecommerce companies fundamentally differed from other businesses in their usage of Courier companies. These ecommerce companies had partnered with many Courier companies which plays critical role in their Sale process. The reason for such tie-up between Ecommerce Website and courier services unlike other countries is that, Most of Ecommerce in India is dependent on of Cash on Delivery system. That means, the customer can make the payment after giving their consent on the product they got delivered.

So, any logistic company will charge ecommerce websites for every delivery and if the good is rejected by the customer they would charge 40% or more as they have bring back that good to their warehouses. Hence, rejected goods creates more profit for these logistics firms, the Chhotu understood that this is a real issue for ecommerce companies as end mile delivery is critical to them. Meanwhile Aadhar and Navneet started to attend various Ecommerce forums in the city and started to make connections with other players in the market. They realized that there was a great demand in the market for their service. That means they were in right position.

By the end of 2011, Navneet and Aadhar had realized that their existing model as an end-mile delivery player for ecommerce companies will also had to be tweaked due to the 'high quality yet low price' demands of certain customers. Their focus on using high quality technology was paying them dividends but in the near future this model may loss its sustainability and become unviable. They would also have to start looking at Chhotu's role differently. They would have to stop being a service provider and start behaving like a partner. Or they would bleed money just like the rest of the ecommerce players. They also got support from Super Angles of India and many more people.

*Mr. Vivek Tandon, Student, DIAS*  
*Mr. Abhishek Mishra, Student, DIAS*  
*Ms. Disha Verma, Faculty, DIAS*



After getting their angel funding from Super Angels of India, founded by Rajesh Sawhney, they had been scaling up at a great pace while also ensuring that they don't leave quality behind. It's the kind of vision that has helped many great businesses persevere like Amazon or Apple. They defined themselves as an 'Ecommerce Enabler' – a startup which looks at logistics, payments, and customer support and vendor management for various ecommerce players.

#### **Their mission is to support ecommerce players in doing business in India.**

They were different from other logistics companies like DHL, which gave solutions which were far away from realities of Ecommerce in India. However, Chottu gave ecommerce oriented solutions which were far better than big players. Organization understands that when they go to deliver a product at someone's doorstep it is still a sale in progress.

Chottu delivery boys are trained to 'sell' the product rather than just 'deliver' it. Meanwhile, Chottu developed in-house customer care center and installed high tech software to track all the shipping items. Chottu also has no terms and condition on minimum numbers of orders before making a tie up with them. However, a big name like BlueDart requires ecommerce websites to fulfill a minimum number of orders before agreeing to ship the orders. According to a media report published in October 2012, last year, Chottu was getting monthly revenues of around INR 12 lakh and was even looking to grow into a INR 100 crore company in the coming three years and will expand to more cities. In beginning of 2012, the company was operational in cities including Delhi NCR, Mumbai, Bangalore and many parts of Punjab but later it rolled back its operations in Mumbai and Bangalore.

#### **Problems**

As logistics business is a very capital intensive, funding has always been a problem. "E-commerce logistics companies require capital to set up branches and acquire equipment. They also require funds for working capital," said Nikhil Shah,

senior director, Alvarez & Marsal. These companies are hit by delayed payments from customers, rejected goods from customer - their billing cycle with customers is generally more than 60 days but their payment cycles are 30 days or less - and this puts a lot of funding pressure on them as they grow, he said. E-commerce logistics startup chhotu.in has shut down its operations as it failed to raise funds to scale and operate further. Vijay Shekhar Sharma, an investor and also a board member of the company, confirmed the shutdown to YourStory.com.

Logistics is a deep pocket game and a major chunk (approx 90%) of the market size is dominated by established logistics players like Fed Ex, DTDC, Blue dart, and UPS among several others. And others have started to take care of their logistics on their own like flipkart.com. Chhotu's closure signifies the investment crunch not only for e-commerce players but also supporting services and startups in other domains.

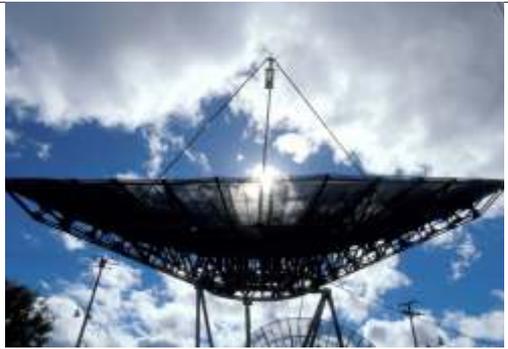
#### **Questions :-**

Q1. What are the factors which lead to shutdown of the firm? Explain.

Q2. What were the unique selling point of chhotu.in ? Explain.

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## CORPORATE EXECUTIVES' OPINE



**"A LEADER MUST BE UNBIASED AND PATIENT"**  
**JYOTSNA SURI, CMD, THE LALIT SURI HOSPITALITY GROUP**

Jyotsna Suri, Chairperson and Managing Director of the Lalit Suri Hospitality Group has been the driving force of the group's operations across India. She has been associated with Bharat Hotels since its inception.

In the year 1987, she became the Group's Joint Managing Director and CMD in the year 2006. She believes that a leader must have a clear vision and the ability to lead his/her team towards achieving it and to overcome the adversities and guide the organization through bad times.

The three most important traits of a leader are that a leader

must be unbiased, patient and should possess good people management skills. A leader should be able to cultivate more leaders by recognizing capabilities and delegating responsibilities accordingly. He/ she should give equal opportunities to all. Leader should recognize and nurture the strengths of team members as well as help overcome their weaknesses.

She believes that a manager can also become a leader. Leadership is inherent and it can be honed over a period of time. The biggest leadership challenge she faced was to give the brand a very strong and distinct identity.

On November 19, 2008, she charted a brand change for the company under which all luxury hotels now fly "The Lalit" flag as a tribute to the company's Founder Chairman Mr Lalit Suri and the mid-segment Hotels are branded as "The Lalit Traveller", under the Lalit Suri Hospitality Group.

She has been determined for promotion of Indian tourism – both nationally and internationally. "Developing Destinations and not just hotels" is her conviction as she believes that economic benefits of tourism will bring peace and prosperity to the region acting as an economic multiplier; giving jobs and livelihood to many.

Some of her unique initiatives to develop destinations are Polo Tournament in Drass, Shikarathon in Srinagar, The Lalit Ice Hockey in Leh, The Lalit Caddies Golf Tournament, The Lalit Chaupal, The Lalit Art Festival and The Lalit Tipaiya-thon in Khajuraho, The Lalit Cycle-on, The Lalit Kabaddi Tournament and The Lalit Utsav in Bekal and Festival of Canacona in Goa.

She has undertaken a lot of social initiatives under the overall CSR policy of Bharat Hotels. Project Disha seeks to assist school students and local youth, to have access to quality "education leading to employment".

She has been working closely with many trusts like The



Subros Education Society, SAVERA (a body doing work for the underprivileged), 24/7 Women's Security (focuses on women safety & training), SEEDS (skills training and educations for the needy), KHUSHI, The Blind School and The Spastic Society.

Her one-line leadership mantra is "Never Give In". A strong and successful leader should be able to take up challenges and guide his team.



**"COPING UP WITH THE VOLATILE ECONOMIC ENVIRONMENT"**

**MS. CHANDA KOCHHAR, MANAGING DIRECTOR AND CEO OF ICICI BANK**

Ms. Chanda Kochhar is the Managing Director and Chief Executive Officer of ICICI Bank Limited, India's second-largest bank and the largest in the private sector. She is widely

recognized for her role in shaping the retail banking sector in India and for her leadership of the ICICI Group, as well as her contributions to various forums in India and globally.

In 2014 she was named among Fortune's 50 most powerful women in business for the fourth consecutive year. She was conferred with the Padma Bhushan, one of India's highest civilian honors in 2011.

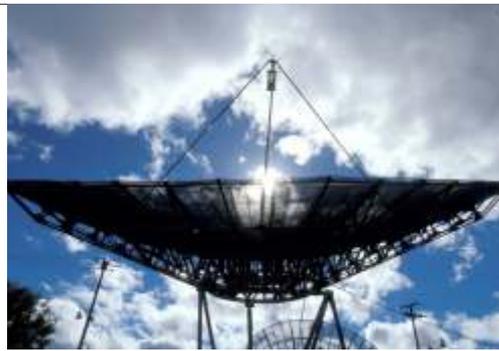
She was instrumental in establishing ICICI Bank during the 1990s and during the 2000s she took on the challenge of building the nascent retail business, with strong focus on technology, innovation, process reengineering and expansion of distribution and scale. Due to her guidance and leadership skills the Bank also achieved a leadership position.

We are currently living in a volatile economic environment. She has been able to successfully guide the company through these turbulent times. Coping with an ever increasing volatile environment is a challenge common to many leaders. At ICICI, a team of people is involved who do scenario planning and stress testing.

She believes that these days change can come very quickly, so there is a need to constantly ask "what if." What will happen when a sudden change occurs? What would be its impact on the customers? What would be its impact on employees of the bank? What are the steps bank would have to take? One needs to be ready to react at any moment.

She keeps a track of the current trends and events in the banking sector and continuously evaluates the changes happening in the environment. In a globalized world, changes occurring anywhere in the world can affect us, directly or indirectly.

She believes that CEOs have to be very close to reality and at the same time keep the big picture in mind. The essence of a CEO's job is to achieve the right mix of thinking strategically and staying close to execution.



## Recent Notifications

### BANKING

#### STRESS TEST NORMS TO TAKE EFFECT IN APRIL

RBI has issued guidelines to banks, making it mandatory for them to carry out stress testing using various shock scenarios involving credit risk, market risk, foreign exchange risk, interest rate risk and equity price risk, that the central bank has prescribed in order to test their resilience.

For instance, under credit risk, the RBI has listed out scenarios and the extent of rise in non-performing assets and restructured assets and the resultant impact on the bank's balance sheet.

Though a bank should assess its resilience to withstand shocks of all levels of severity indicated therein, the bank should be able to survive, at least the baseline shocks.

#### PSU BANKS' BAD LOAN RECOVERY PROCESS STARTING TO BEAR FRUIT

Public sector banks are strengthening their recovery mechanisms in the face of rising bad loans. Banks including SBI, Central Bank of India and Bank of India have already put in place special teams to interact with top defaulters and speed up the recovery process. So far this financial year, recoveries made by Central Bank of India have exceeded Rs 880 crore. Bank of India has made recoveries to the extent of Rs 1,400 crore.

Amid a slowing economy and clearances on projects not coming through (which has resulted in slower cash flows), major PSU banks have been burdened with a high stock of bad loans in sectors ranging from infrastructure and roads to steel.

Impaired assets, including restructured loans, of PSU banks rose from 6.8 per cent of total loans in March 2009 to 12.1 per cent in March 2013. Fitch Ratings expects bad loans to rise to 15 per cent by March 2016. The bad loan ratio of PSU banks (at about 4.5 per cent) is more than double that of private sector lenders. NPAs or the non performing assets have jumped in the current financial year.

SBI has ramped up various verticals in the risk management department, starting with identification, measurement, control and mitigation of risk. The bank has developed 27 risk models for various types of activities and industries.

According to a study by online portal NPAsource.com, the net bad assets of 40 listed banks have jumped 38 per cent to Rs 1.29 lakh crore during the first half of this fiscal, from Rs 93,109 crore at the end of the previous fiscal. This is likely to cross Rs 1.5 lakh crore by the end of the current fiscal.

Further, after the failure of repayments by big companies including Kingfisher Airlines, Lanco Infratech and Deccan Chronicle Holdings, to name a few, RBI had asked banks to step up the recovery process.

### INSURANCE

#### NO SHORTAGE OF LIFE INSURANCE PRODUCTS FROM JANUARY 1: IRDA

There will be no shortage of life insurance products from January 1 when new norms come into effect. Every life insurer has a minimum 10 to 15 products ready to be launched or already launched.

Life insurers have been barred from hawking old products. They can only sell products that are compliant with the new product design norms brought in by the insurance regulator.

As all products have gone to the shelves of the insurers (from IRDA after approval), their exact launch would depend on their market strategies.

The imposition of service tax or its removal was not in the purview of the insurance regulator. The premium on life insurance products, especially those by the Life Insurance Corporation, is likely to go up from January 1 as the market leader would collect service tax separately. Several private insurers have already started doing so.

Banks have now been granted permission to act as insurance brokers. Till date, banks are only permitted to act as corporate agents of insurers.



## NEW IRDA NORMS PROMISE CHALLENGING YEAR FOR LIFE INSURERS

The new year promises to be a challenging one for life insurers, as they need to phase out various old products in keeping with new norms. Products that conform to the new guidelines announced by the Insurance Regulatory and Development Authority (IRDA) in the first half of 2013 are allowed for sale, meaning thereby, insurers need to re-file all their products for approval.

Most insurers have already redesigned their products and also obtained approvals. While some have already been launched, the rest will be rolled out soon. It is largely believed that the regulatory changes will pave the way for the sustainable growth of the industry in the long term. However, they may pose immediate challenges to insurers.

The life insurance industry is just recovering from drastic regulatory changes introduced in 2010 in unit-linked insurance products, which were then the most popular products. Since then, the first year premium (new business) has declined. But the new norms for traditional life products might pose a fresh challenge as the industry may see some business disruption in the short term while they are engaged in retraining their distribution force. Therefore, the changes will result in short-term pains due to lower commissions by the advisors.

Also, training a large number of agents in selling new products will be another challenge for the industry. Till now, most of the regulatory changes impacted only private insurers. This is the first time that Life Insurance Corporation will also be impacted by these norms. Thus, the business impact of the new norms remains to be seen.

## CORPORATE LAWS

### SEBI RELAXES NORMS ON A/c OPENING

Moving towards a common know-your client (KYC) framework for the entire securities market, SEBI has simplified investor account opening form by doing away with details about income and occupation of the applicant for the purpose of centralised KYC registration agency. SEBI has given six months to various market intermediaries to bring

the changes in the KYC form. Certain information about applicants like gross annual income details, occupation, permanent address proof and whether the applicant is a politically exposed person are not required for the centralised KYC Registration Agency (KRA).

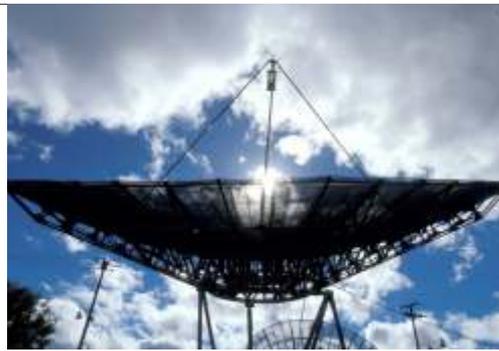
### SEBI BRINGS IN VALUE CRITERIA FOR DETERMINING ILLIQUIDITY

The capital market regulator SEBI has replaced the volume criteria for illiquidity of scrips with value. For being deemed illiquid and to be shifted from the normal market to periodic call auction, any scrip has to have an average daily turnover of less than Rs 2 lakh during the previous two quarters. Under the volume-based criteria, scrips with an average daily volume of 10,000 during a quarter and less than 50 trades a day on average were deemed illiquid. However, scrips with average market capitalisation of more than Rs 10 crore, scrips where the company has paid dividend in at least two of the last three years, scrips where the company is profitable in at least two of last three years, scrips where not more than 20 per cent of promoter shareholding is pledged in the latest quarter and scrips whose book value is three times or more than their face value would be excluded, even if they are identified as illiquid.

Market participants have been concerned about the drastic fall in trading volume of scrips that were shifted to the periodic call auction segment effective April 1, 2013. Scrips can now return to the normal market after being in periodic call auction for one quarter. Earlier, the minimum time period was two quarters.

The number of one-hour periodic call auction sessions starting at 9.30 a.m. has been done away with. Instead, exchanges have been directed to determine the number of these sessions with a minimum of two sessions a day with one uniform closing session across the exchanges.

During the one-hour call auction session, 45 minutes are set aside for order entry/ order modification/ order cancellation. The session closes randomly during the last one minute of order entry between the 44th and the 45th minute. Such random closure shall be system-driven. The next eight minutes are set aside for order matching and trade



confirmation. And the last seven minutes are kept aside as a buffer period for closing the current session and facilitating the transition to the next session.

SEBI has now allowed unmatched orders to be carried over from one session to another. Earlier these were purged.

### **MONETARY AND LIQUIDITY MEASURES TAKEN BY RESERVE BANK OF INDIA ON DEC. 18, 2013**

On the basis of an assessment of the current and evolving macroeconomic situation, the following Monetary and Liquidity Measures have been decided by RBI-

1. The repo rate under the liquidity adjustment facility has been kept unchanged at 7.75 per cent.
2. Cash reserve ratio of scheduled banks has remained unchanged at 4.0 per cent of net demand and time liability.
3. The reverse repo rate under the LAF remains still at 6.75 per cent.
4. The marginal standing facility (MSF) rate and the Bank Rate have been fixed at 8.75 per cent.
5. Tightening government spending in Q4 to meet budget projections which may add to headwinds to economic growth

### **SEBI PANEL PROPOSES STRICTER INSIDER TRADING NORMS**

In a move aimed at widening the rules and clamping down on the practice, a Securities and Exchange Board of India panel has proposed that ministers, judges and policy makers with access to price-sensitive information should be brought under the ambit of new insider trading norms.

Some analysts said the move could lead to a further drag on decision-making that has already slowed owing to the increased scrutiny of auditors, courts and investigative agencies. The panel was of the view that a judge hearing arguments in a complex tax proceeding, the outcome of which would be materially adverse or positive to the stock price of a company, would be a 'connected' person until the order is pronounced. The same condition would apply to a government official involved in policy making on any matter

that could result in material impact on the price discovery for securities of a listed company. This could include deciding on the pricing policy for a natural resource or a limit on foreign investment in a specific sector.

Financially-dependent close relatives of company officials, fund managers, brokers and traders should also be treated as insiders. Besides, information should be considered to be generally available only if it is disclosed on the stock exchange website.

The SEBI panel has made a clear distinction between generally available information and unpublished price-sensitive information, perhaps for the first time. A medical emergency suffered by a company chief at a hospital may be regarded as public information while such an incident occurring at a board meeting could be treated as unpublished price-sensitive information, since not everyone would be aware of it. Insider trading refers to buying and securities with the advantage of having asymmetrical access to unpublished information which when published would impact the stock price of a company.

Promoters, employees, directors and their immediate relatives should disclose trades exceeding 10 lakh within a quarter to the stock exchanges. They would also have the option of formulating a trading plan that would then have to be disclosed to the bourses and strictly adhered to. Companies should be allowed to conduct due diligence only for the purpose of making an open offer under the takeover code. In all other cases, the board of a company would need to give an opinion that permitting due diligence is in its best interests, besides ensuring the execution of non-disclosure and non-dealing agreements.

### **EMPOWERING INDEPENDENT DIRECTORS**

The institution of independent directors is an integral part of good corporate governance. The Companies Act 2013 gives statutory recognition to independent directors by making it obligatory for all companies of a certain level to appoint them. Section 149 of the Act stipulates the requirements for a person to be named an independent director apart from his/her remuneration and tenure. Schedule IV of the Act contains the Code—a set of comprehensive guidelines—to be followed by them. Section 149 (12), on liabilities, makes a refreshing change by stipulating that an independent director



'shall be held liable, only in respect of such acts of omission or commission by a company which had occurred with his/her knowledge, attributable through company board (board, hereafter) processes, and with his/her consent or connivance or where he/she had not acted diligently'.

The key feature of this provision is that it is a direct statement on how liability can arise. The act of omission or commission should have occurred with his/her knowledge and consent or connivance or lack of diligence.

Most laws enacted in the last 200 years have a section on 'offences by companies', as per which every person who was in charge, and was responsible to the company for the conduct of its business, shall be deemed guilty of the offence, and shall be liable to be proceeded against and punished. To avoid liability, such person has to prove that the offence was committed without his/her knowledge or that he/she exercised all due diligence to prevent the commission of such offence. Further, where an offence has been committed by a company and it is proved that it has been committed with the consent or connivance of, or is attributable to any gross negligence on the part of any director or officer of the company, that person shall also be deemed to be guilty.

The Companies Act 2013 provides that an independent director can be held liable only if he/she had knowledge of the matter and also consented or connived or showed lack of diligence. The burden of proof has thus been shifted on to the investigator. While there was no specific provision in the 1956 Act, the government of India had been advising the Registrars of Companies to avoid harassing innocent directors with criminal prosecution.

#### HOW LIABILITIES ARISE

For an independent director to be implicated in an offence, the legal requirements are his/her knowledge of the matter and his/her consent or connivance or lack of diligence. Knowledge comes through the Board process. An independent director is expected to be a true professional who would not shirk responsibility. While providing all support for the company's activities, the independent director has to intervene wherever necessary in the interest of truth, public interest and legal compliance. Often, the director may have to seek information that was deliberately

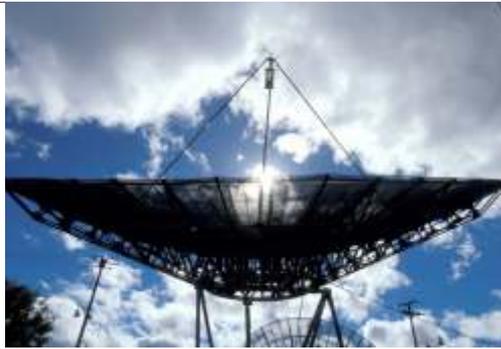
or inadvertently not placed before the Board. The Board is heavily dependent on institutional arrangements like internal audit, external audit, legal counsel for information and control.

The consent of an individual director is evidenced by the unanimous collective approval of a decision by the board. Consent is implied even when the approval is through silence. The only evidence for not having given consent is a recorded statement of dissent. No prudent company director would give his/her consent for any activity that may constitute an offence under the law. The presumption is not that the managements of companies all have criminal intent; on the other hand, there would often be temptations to circumvent the law in the interest of the business activity, especially because the regulatory systems can be slow, cumbersome and irrational. It should be possible for the board to arrive at proper agreed decisions based on inputs and advice given by the independent directors. If there is no agreement, the directors may agree to disagree. Lack of consent of the director is expressed through his/her dissent, and this dissent has to be properly recorded in the minutes of the meeting. Such dissent will protect a director in the investigation of any alleged offence.

Connivance is much beyond consent; it is a conscious decision to support and to associate oneself with a criminal activity. Connivance of the director in an illegal act can render him liable for prosecution and penalties. Assiduity and attention are critical; indolence and carelessness can be criminal. A director becomes culpable if he/she had the knowledge, but did not act diligently. Diligence demands that a director reads and understands all material placed before him/her and becomes an active participant in the board's deliberations. While a director may not be an expert in all areas of management, it is necessary that he/she widen the horizons of his/her knowledge and apply enlightened common sense in all matters.

#### WEAK AREAS IN THE ACT

While the importance of the institution of independent directors in corporate governance has been recognised in law for the first time, amendment of other Acts is necessary for full implementation of the spirit of the new Companies Act.



The Ministry of Corporate Affairs should educate other arms of the government on the nuances and the need to avoid harassment of innocent independent directors.

Second, there are several differences between the provisions of the Companies Act 2013 and those of SEBI regulations. True, the Companies Act covers all types of companies, whereas the SEBI regulations are only for the listed companies, but it is this multiplicity of legislations and their contradictions that put India low on the list of ease of doing business.

And third, Section 149(12) speaks about knowledge 'attributable through board processes'. This expression lacks clarity and leaves a lot of discretion in the hands of the investigators.

## DIRECT TAXES

### INCOME TAX TRIBUNAL STAYS VODAFONE'S RS 3,700 CRORE BILL

The Income Tax Appellate Tribunal (ITAT) has stayed a Rs. 3,700-crore tax demand on a Vodafone India arm, granting the British phone giant some relief in first of the two major transfer pricing cases it is fighting with the tax department. Vodafone India Services (VISPL), a subsidiary of Vodafone, moved the tribunal for urgent relief after the tax authorities issued a final assessment order last week giving it 30 days to comply with the demand or challenge it in an appropriate forum.

The tribunal's order is effective for six months or till the final disposal of the plea, whichever is earlier. But the bench has directed VISPL to make an initial deposit of Rs200 crore and provide corporate guarantees for the balance Rs3,500 crore. Vodafone is currently embroiled in three separate tax disputes in India. A capital gains tax dispute over the purchase of the India asset from Hutchison Whampoa of Hong Kong is still pending and settlement talks are going on with the centre. The second is the Rs8,500-crore transfer pricing case (the Rs3700-crore demand order is an offshoot or result of this transfer-pricing order); while the third is the Rs1,300-crore transfer pricing case over the sale of shares to a

Vodafone overseas company by the Indian outfit. The Bombay High Court has sent the case back to the dispute resolution panel.

The Rs3,700-crore demand was raised for FY08 and relates to the inter group sale of the call centres business in 2007. In September, the Bombay High Court had dismissed VISPL's writ petition but instructed the tax department not to serve the final assessment order till Dec 17.

The department claimed the deal was an "undisclosed, international transaction" but Vodafone maintained the transfer pricing provisions didn't apply and the deal was not taxable as it involved two domestic entities. Transfer price refers to the actual price at which a transaction takes place between two related parties usually belonging to the same group.

### AADHAAR CARD VALID ID, ADDRESS PROOF TO GET PAN

The Income Tax department will now accept Aadhaar Cards as proof of identity and address for issuance of Permanent Account Number (PAN), which is a 10-digit alphanumeric number, issued in the form of a laminated card, by the Income Tax department..The Central Board of Direct Taxes has issued a notification expanding the list of documents admissible as proof of identity and address by including Aadhaar Card. Aadhaar is a 12-digit individual identification number issued by the Unique Identification Authority of India (UIDAI) on behalf of the government of India.

Other documents for identify accepted by the Income Tax department include elector's photo identity card, ration card having photograph of the applicant, passport, driving licence, arms licence and photo identity card issued by the government or a public sector undertaking.

Documents for address proof include, electricity bill, landline telephone or broadband connection bill, consumer gas connection card or book or piped gas bill, bank account statement, passport of applicant or even spouse, among others. Recently, the RBI had also notified that Aadhaar Card is a valid proof for opening of a bank account under the Know Your Customer scheme.



## INDIRECT TAXES

### E-PAYMENT OF TAX ABOVE RS 1 LAKH A MUST

In a bid to increase compliance and widen the tax net, the government made it mandatory for traders to make online payment of excise duty and service tax for amounts

exceeding Rs 1 lakh. Earlier, those with dues of Rs 10 lakh and above were required to electronically pay their taxes. It has now been decided to reduce the threshold of mandatory e-payment from Rs 10 lakh to Rs 1 lakh for both central excise and service tax payment with effect from January 1, 2014 as per the Central Board of Excise and Customs (CBEC).

## READERS' Views

DIAS Times newsletter is my monthly dose of updates from my college and I look forward to these newsletter every month. It gives me a feeling that I'm still important enough for my college that they update me about each and every thing. These newsletters are quite comprehensive and are creatively prepared. Proud be a DIASian.

**Amit Katyal,**  
*Finance Program Specialist, Agilent Technologies,  
BBA (Batch 05-08)*

Dias Times not only keeps me connected with my alma mater, but, it also regularly updates me with a lot of critical and current information which we miss in our routine work life. It serves as a brilliant touch point between the alumnus and the institution. I really cherish reading Dias Times and always look forward to it. Kudos to the publishing team and best wishes to all the DIASITES.

**Sharad Bindal, Director**  
*Prominent Containers Pvt. Ltd  
BBA (BATCH 2005-08)*

I am a regular reader of this newsletter. This newsletter is well organised and presented. It gives the capability of understanding the facts around us. The seminars organised by the institute provide visualizing and path making capabilities to the students. The matter in the newsletter is provided in a matter that is to the point and cover all the aspects related to the topic.

**Rahul Gupta**  
*Manager, Deepak Industries*

DIAS Times is a wonderful collection of different sections providing knowledge and interesting articles for the reader. I find the section of Corporate Executive Opine as the most enriching as it provides a view of leaders in the market about current trends, practical problems faced by the organizations and perhaps solutions and analysis provided by the top executives. Another section I like is of the Recent Notifications which summarizes the recent changes taking place in different laws and regulations etc. I always eagerly wait for the next issue.

**Mr. Saurabh Sarin**  
*BSM, ICICI Bank*



## Books For Review

### STERLING PUBLISHERS PVT. LTD.

Title	Author	Price (₹)	Edition/Year
Principles of Management	R.C. Bhatia	200	2013

### SULTAN CHAND & SONS

Title	Author (s)	Price (₹)	Edition/Year
Fundamentals of Business Organisation and Management	Y.K. Bhushan	400	19 <sup>th</sup> , 2013
Investment Management	R.P. Rustagi	300	6 <sup>th</sup> , 2014
Essentials of Business Environment	C. B. Gupta	200	1 <sup>st</sup> , 2014
Governance, Ethics and Social Responsibility of Business	C. B. Gupta	185	1 <sup>st</sup> , 2014

### OXFORD UNIVERSITY PRESS

Title	Author (s)	Price (₹)	Edition/Year
Information Technology for Management*	B. Muthukumaran	415	3 <sup>rd</sup> , 2012
Marketing	Paul Baines, Chris Fill, Kelly Page, Piyush K. Sinha	745	2 <sup>nd</sup> , 2013

### UNIVERSAL LAW PUBLISHING COMPANY

Title	Author	Price (₹)	Edition/Year
Law Relating to Computers, Internet and E-commerce*	Nandan Kamath	650	5 <sup>th</sup> , 2012

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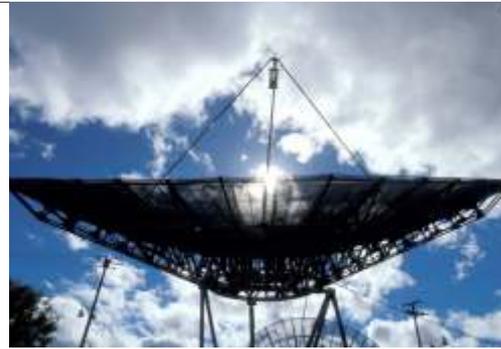
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"Boosting Energy Efficiency with Mirrored Data Block Replication Policy and Energy Scheduler", Sara Arbab Yazd, SubbarayanVenkatesan, Neeraj Mittal (Univ. of Texas at Dallas), SIGOPS (Operating Systems Review), Vol. 47, No.2 July 2013	Pg. No. 33-40

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