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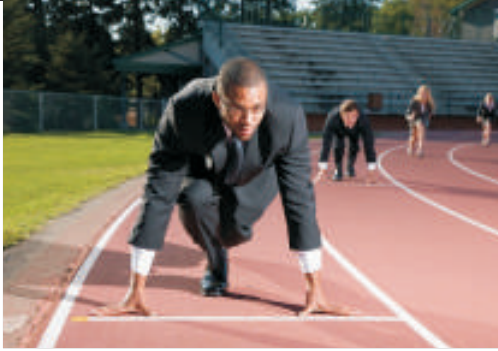
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Editorial Board

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EDITOR	Ms. Ruchi Gupta





From the Editor's desk

Hello Readers,

Wishing u all a Sunny Day. Now, you must be wondering why I'm speaking of a sunny day. I felt this greeting to be most appropriate after all the cloudy days we've witnessed in the past months.

It is a known fact that the Rain God rarely bless Delhi. But this year it seemed to be an exception. According to the Indian Meteorological Department, this year has created a record with the Yamuna River crossing the danger mark of 204.83 meters after a gap of 32 years and playing havoc with the lives of the citizens. Hundreds of people were shifted by the government to relief camps due to submerging of low-lying areas.

The rains have raised doubts about credibility of infrastructure of Lutyens Delhi. Motorists found it difficult to maneuver through heavy showers and waterlogged streets due to overflowing drains resulting in caving in of roads showcasing once again the state of affairs of governmental apathy towards the maintenance of the capital's infrastructure. The road, rail and air transport were equally affected. What was more disturbing was the fact that there was no coordination amongst the authorities, leaving the common man in a lurch.

In addition to our existing woes, we also experienced an outbreak of lethal vector-borne diseases viz. chickungunya, dengue, malaria etc.

But, notwithstanding all these things, we still believe that India is shining in many ways. We have been given an opportunity to showcase our hospitality, tradition, culture and organizing skills in the soon to be held XIX Common Wealth Games, 2010. We hope and pray in all religious fervor, the Games be a grand success and India creates a history and joins the list of illustrious nations who have hosted the games successfully.

Ruchi Gupta





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. Dr. S.N. Maheshwari, former Principal of Hindu College, Delhi University, is the Director.

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

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

Academic

Contribution by Faculty

DR. S.N. MAHESHWARI, DIRECTOR, DIAS

Dr. S.N. Maheshwari, a prolific author with more than 100 books/monographs to his credit, has brought out the following new/revised editions of his books in July-September 2010:

1. **Financial Accounting for BCA:** First Edition 2010, for BCA Students of M. D. University. (Vikas Publishing House Pvt. Ltd.)
2. **Banking Law and Practice:** Thirteenth Edition 2010, for B.Com, CS, JAIIB, CAIIB and similar courses. (Kalyani Publishers)
3. **Principles of Banking Theory:** First Edition 2010, for B.Com. Ist Year students of Periyar University. (Kalyani Publishers)
4. **Management Accounting - Principles and Practice:** Fifth Edition 2010, for B.Com (Hons.) III Year students of Delhi University. (Mahavir Book Depot)
5. **Cost Accounting - Principles and Practice:** Fourth Edition 2010, for B.Com (Hons.) II Year students of Delhi University. (Mahavir Book Depot)



MS. ANJU BATRA & MS. N. MALATI, FACULTIES, DIAS

Ms. Anju Batra and Ms. N. Malati published a paper on '**Employee Turnover-A Glaring Problem in BPO Sector**' in the proceedings of "SRIJAN 10: Innovative Practices in Management & Information Technology for Excellence", an International Conference organized by Maharaja Agrasen Institute of Management & Technology, Jagadhri, (Haryana). The research paper has attempted to identify the main factors affecting employee attrition in BPO sector. It has explored workplace motivators and satisfiers i.e .respect, recognition, achievement, lifelong learning & satisfactory pay packets as potent determinants of retention of human capital, the backbone of any organization, while providing innovative solutions in managing employee retention better.

MS. SHUCHI VASISHT & MS. NIDHI GOEL, FACULTIES, DIAS

Ms. Shuchi Vasisht and Ms. Nidhi Goel attended five days workshop on Pattern Recognition and Soft Computing" organized by Department of Electronic and Communication Engineering , Delhi Technological University from 5th – 9th July, 2010.

The workshop focused on basic pattern recognition problem which is prominent for large number of applications. The participants got theoretical and practical exposure to neural networks, fuzzy systems, & genetic algorithms for pattern recognition. The workshop included a visit to India Habitat Center for high profile seminar on "India – A Knowledge Society" , organized by STAND (Society for Technology And National Development) and DTU.

The entire workshop was designed under the guidance of highly experienced professors/academicians from IIT Delhi, NSIT, NIT, DTU and professionals from HI-TECH GROUP and TEXAS INSTRUMENTS.

The workshop enlightened the participants with the various soft computing techniques which can be used for research in areas of pattern recognition & soft computing.

MS. BARKHA BAHL AND MS. SURBHI JAIN, FACULTIES, DIAS

A faculty development Program on "Data Mining and Business Analytics" was organized on 14th August 2010 by

JIMS, GGSIPU. It was attended by Ms. Barkha Bahl and Ms. Surbhi Jain, Faculty Members, DIAS. The objective of the FDP was to focus on the technologies in the area of Data Mining and Business Analytics which are widely used, especially to advantage the Indian Industry & society at large.

The FDP comprised of various enriching presentations on topics like "Fuzzy Logic and its Applications", "Advanced Techniques in Classification & Clustering", "Business Analytics with Applications in Business & Industry" and "Business Intelligence in Telecom" by eminent speakers from industry and academia. Dr. Naveen Kumar from University of Delhi discussed about how Fuzzy Logic is being used as a powerful way to analyze and control complex systems. Dr. Vasudha Bhatnagar, University of Delhi also gave an elevating presentation focused on various data mining techniques for advanced database applications.

Ms. Poonam Budhiraja, TCS, discussed about Business Analytics and its applications in industry. This was followed by a presentation by Mr. Vimal Khanna, mCali-bre Technologies, wherein various advantages of Business Intelligence in Telecom domain were discussed.

The programme was truly enriching experience and provided new vistas to the participants.

MS. MANPREET KAUR, FACULTY, DIAS

Ms. Manpreet Kaur attended one day National Conference on "**ICT: An Engine for Inclusive Social Growth**" on Saturday 28th August, 2010 at Constitution Club Of India organized by Computer Society of India (Delhi Chapter).

The conference was attended by participants from government and corporate sector, universities and technology companies. The program was designed under the guidance of highly experienced professionals from reputed organizations like National Infomatics Center, IIT (Delhi), Nokia- Seimens, GE Healthcare, IT India and NASSCOM.

Some of the related topics covered in the conference were: National Knowledge Network, New Potentials of ICT in Rural Sector, ICT in Education, and ICT in Healthcare. The participants also discussed about the developing strategies and a scientific approach for implementation of ICT Solutions for targeting the information interest of the people.



PLACEMENTS at DIAS

With the final placement of MCA 2010 batch reaching 90% with maximum package Rs. 7.1 lakh p.a., the placement committee is all the more motivated this year. Various placement related workshops are being organized for improving communication skill, interview skills and overall personality development.

The companies have already started approaching for pool campus with Brickred, WNS and NCR ready to start in September and October. Also students are appearing for pool campus in other colleges as well in companies like JKTechnosoft, Hewitt, and NIIT Technologies.

With the successful placement season passing by for the MBA batch 2010 as well, the placement committee is all set for the

upcoming placement season. The work for building the foundation has already started. Placement brochures, budget, policy etc. have been prepared. On the student's front, they have pulled up their socks for the challenging time ahead. They are all geared up to enter into the competitive corporate world.

Various placements related workshops are being organized focusing on developing communication skills, personality, interview skills etc. Corporate trainers from "SBW R&D" also took a session on business etiquette and emotional intelligence. We are hoping to have an amazing placement season ahead.

New Staff Members

Mr. K. Ravindran Unni has joined the DIAS fraternity as Accounts Officer. He has done B.Com (H) from Delhi University. Also, he has cleared ICWA (Inter) and holds Post Graduate Diploma in Business Finance from Indian Institute

of Finance. He has to his credit more than 15 years of experience in related capacities at various companies, export houses and institutes.

KUDOS

The institute congratulates the following students for excelling in the semester results for the exams held by the GGSIP University in December, 2009.

S.No.	Class	Name of the student	Percentage
1	MBA - II	Divya Gupta Ruchika	90.33
2	MBA - IV	Priyanka Rastogi	90.29
3	MBA - II (PT)	Devesh Kumar	74.25
4	MBA - IV (PT)	Deepika	89.76
5	MCA - II	Sandhya Soman	92.77
6	MCA - IV	Richa Gupta	90.54
7	MCA - VI	Kanchan Agarwal Kartik Puniyani Arveen Kaur	99.00



Activities at DIAS

SAMEEKSHA: NATIONAL CASE DEVELOPMENT WORKSHOP

“SAMEEKSHA” National Case Development Workshop June 21-22, 2010

In today's environment of rapid change, trainers and educators need to become increasingly global yet remain adaptive to local needs. In response to the challenges faced by organizations, learning needs to become increasingly global, action-centered and experimental in nature. Therefore, in India, Business Management Schools and Trainers need to deploy more of such cutting-edge and yet realistic methods of management instructions.

There are numerous methods of teaching in practice like quantitative writing, role-play exercises, teaching with visualization, teaching with models, case method, teaching with data simulations, etc. Amongst these, the case study method has become a pertinent pedagogical tool in management education.

Case study is a simulation activity which aims to enhance the skills of effective decision making. It is widely used both inside and outside the classrooms. This methodology has been widely appreciated as a method of learning which is most demanding, engaging, and provocative and aids in transforming today's students into successful future business managers and entrepreneurs.

Recognizing this, Delhi Institute of Advanced Studies conducted a National Case Development Workshop on June 21 - 22, 2010 for enhancing analytical and judgmental skills of the participants. The workshop also intended to consider the decisions, benefits, and difficulties in teaching, through a case study approach. It also intends to train the participants with the case study pedagogy.

The main objectives of the workshop were to discuss techniques of case creation, writing and administration, generating opinions for case development and its analysis, encouraging the usage frequency of this tool in classroom teaching and integrating case writing with applied research. The participation comprised of people from academia and research.

The workshop commenced with the lighting of the traditional lamp by Prof. Madhu Vij, Faculty of Management Studies, University of Delhi, Prof. Suneel Maheshwari, Professor of Accounting, Marshall University, USA and Dr. S.N. Maheshwari, Director, DIAS. This was followed by a welcome address by Dr. S.N. Maheshwari.





Thereafter, Prof. Vij discussed the basics of case study and its analysis. She shared her experience and thoughts with the participants and acquainted them with the method by way of a case study.

speakers for the second day. Both discussed separate case studies and made the session more vivacious and motivating with the help of live examples.



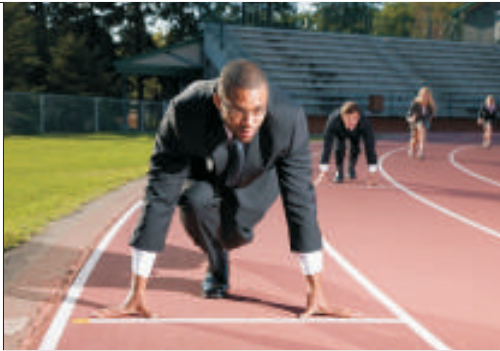
The second half of the day witnessed Prof. Suneel Maheshwari further the knowledge of the participants by discussing a case study. He tried to gauge the opinions of the partakers regarding the questions to the case by making use of role play, which helped to make the session even more interactive and interesting.

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



Prof. P. C. Saxena, School of Computer & System Sciences, JNU and Prof. Sanjiv Mittal, University School of Management Studies, G.G.S. Indraprastha University were the eminent

The workshop proved to be very useful for the participants as they can now incorporate case study method in their respective fields, whether teaching or research.



FACULTY DEVELOPMENT PROGRAM ON "MATLAB"



A 2-day FDP on "MATLAB" was organised on 28th -29th, July 2010 at Delhi Institute of Advanced Studies, Delhi. The participants of the programme included academicians from various esteemed colleges and researchers. The workshop aimed at understanding MATLAB software to unravel particular classes of problems in various application areas.

It explored specific applications of numerical computing, and highlighted the power of using MATLAB both in research as well as in teaching.



The programme commenced with lightening of the traditional lamp by Shri V.K. Panchal, Sci. G, Associate Director, Defence Terrain Research Laboratory (DTRL), DRDO, Ministry Of Defence, Delhi, his team members, Mr. Devender Saini, Mr. Gaurav and Ms. Puja Arora and Dr. S. N. Maheshwari, Director, DIAS. This was followed by welcome address by Dr. S. N. Maheshwari.



The first day of the programme witnessed the coverage of "how-to" approach to setting up MATLAB as a computational environment, geared towards current users of Matlab or similar environments, interaction and visualization in MATLAB. Mr. Panchal along with Mr Gaurav and Mr. Devender Saini talked about the input/output utility, image processing and Fuzzy Logic toolboxes with practical implementations.

The second day started with sharing of learning experiences on research problems of the participants as well as to clear the queries regarding MATLAB tool handling. Thereafter, Ms. Puja Arora and Mr. Devender Saini elucidated the functionality of neural network toolbox, database and virtual reality toolbox. Queries of the participants were handled and feedback of the participants was sought thereafter.



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

The programme was very enriching and useful as participants gained in-depth knowledge of the MATLAB tool and its applications in various areas of research.

FDP ON "FINANCIAL ECONOMETRICS – USING EIEWS"



With the emergence of new technologies and innovative business strategies, the entire world has shrunk to a global hub. In this era, managing business has become very challenging for the managers as they encounter complex problems and have to provide solutions for the same. To make appropriate decisions, managers need to analyze the high frequency data. The analysis of such data requires the usage of advanced and sophisticated techniques which are provided by the financial econometricians.

Financial Econometrics is an active field of integration of finance, economics, probability, statistics and applied mathematics. Financial activities generate many new problems to which economics provides useful theoretical foundation and guidance while quantitative methods such as statistics, probability and applied mathematics provide quantitative solutions.

For comprehensive understanding of the tedious financial econometrics techniques, DIAS organized a 2 day Faculty Development Program on Financial Econometrics using Eviews on 30th and 31st July 2010. The FDP aimed at providing research stimulus to keen learners comprising scholars, academicians and practitioners.





The programme commenced with the lighting of the lamp by Prof. Pami Dua, Professor, Delhi Schools of Economics and Dr. S.N. Maheshwari, Director, DIAS. In the first session, Prof. Dua discussed the theoretical framework of tools viz. Regression, Time Series and Univariate analysis to familiarize participants with the concept. Thereafter, she upon elaborated upon the practical implementation of the techniques using the software Eviews. The participants were given hands on experience by using small caselets to be solved using the software.

On the second day of the FDP, Dr. K N Badani, Associate Professor, Management Development Institute, Gurgaon conducted a very interactive and focused session on Time series models viz. ARCH and GAARCH.



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

The programme was very inspiring and useful. The participants gained comprehensive knowledge of e-views and its applications which can further be used to conduct the analysis in their respective areas of research. Positive feedback from participants has also motivated us to organize such activities in near future.

VISIT TO RITHALA VILLAGE (PAL COLONY)

The DIAS Social Responsibility Club visited Pal colony, Rithala, a neighboring village on 6th August, 2010, with the aim of helping the people living below poverty line and to figure out their day-to-day problems. Mainly concerned with the issues regarding education and cleanliness, a group of ten students and Ms. Anju Batra went there to create awareness amongst the people.

The colony consisted mainly of rag-pickers, cobblers and masons. The members of the cell talked to the residents. Biscuits were distributed to the children, while the team talked to the locals about the state of education and explored that uneducated adults lacked willingness to send their kids to school. The belief of “more children meaning more money” was very prevalent. To support the family, children were



forced to work and earn money. The team, thus, came across utter ignorance, where the children, were unaware of their own rights against child labor and right to free education.

Another big problem was the pitiable state of sanitation in the colony. Being rag-pickers themselves, they were least bothered about cleanliness & hygiene, and were littering all around.

After interacting with the inhabitants of the area, it was observed that the only thing standing against a better way of living and the villagers, was their rigid mindset against anything foreign.



The team endeavored to convince and motivate the adults to send their children to the elementary teaching classes offered by our students at their place with the assurance that it would ultimately be beneficial for them.



The visit proved to be a grand success. The parents admired the efforts and concern of DIAS students for them & their children's education. To help them, the DIAS Social Responsibility Cell plans to pay frequent visits to this location and guide them about sanitation as well as in studies. Promotion of education for girl child is also a big step that can be taken towards a better life for the villagers.

INDUSTRIAL VISIT TO PARLE-G

DIAS organized an Industrial visit to Parle-G, Bahadurgarh, Haryana on 11th August, 2010 for the students of MBA, IIIrd Semester. The objective of the visit was to familiarize them with the organizational mission, set up, field and plant operation and products. The students were accompanied by faculty members, Dr. Vibha Dua and Ms. Jiveta Chaudhary.

The visit was very beneficial as it acquainted the students with practical aspects of management. Parle-G was set up by Mohan Lal Dayal in 1928 and it has 45% share in the confectionery industry in India. It follows the safety standards as it is certified with ISO:21000 certificate. Students were made aware about the company's concern for the welfare of its employees & the various facilities it provides to them like flexible working hours, meals, proper working conditions, safety etc.

Students were also taken for a visit around the plant to gain knowledge of the processes being followed by the company in order to manufacture quality products and service delivery. Explanation on process of distribution and marketing activities gave students an insight into time-bound and meticulously planned activities of the company. The session was very informative as it covered all facets of the operations from procurement to distribution.

The queries of the students meant to correlate theoretical learning with practical realities were effectively answered by the company representatives with great interest. The visit was a great learning experience for the students.



ORIENTATION DAY

“The aim of education is to teach us rather how to think, than what to think – rather to improve our minds, so as to enable us to think for ourselves, than to load the memory with thoughts of other men.”- Bill Beattie

With new dreams, new enthusiasm, lots of hopes and nervous faces, new batch was trying to get hold of environment with lots of questions in their minds. Dr. S. N. Maheshwari, Director, DIAS extended warm



welcome to the new batch of MBA and MCA on 16th August, 2010. As a part of orientation, he imparted brief introduction

about the institute, took students through the enriching, learning environment that they are going to experience, both within and outside the class rooms. He shared his vision, pedagogy, rules and regulations of the institute. He also highlighted the significance of discipline in a student's life and encouraged students to start a new journey in an optimistic view, in order to nurture a great future ahead. He concluded the program by saying “Teachers are those people who provide guidance and support to students altruistically.”



GUEST LECTURE ON "EMOTIONAL INTELLIGENCE AND BUSINESS ETIQUETTES"

The institute organized a guest lecture on "Emotional Intelligence and Business Etiquette" on 20th August 2010 wherein Ms. Grace Scott, Ms. Priyanka Malakar and Ms. Rohini Sharma, Corporate Trainers, "SBW R&D" delivered presentations in three sessions, each focusing on different areas. 'SBW R&D' is a research based organization which offers programs in areas such as training resource development, language skills, business communication & employability enhancement.

The first session was conducted by Ms. Priyanka Malakar on 'Emotional Intelligence'. She discussed about managing emotions with respect to our surroundings as well as our own selves. Importance of being emotionally intelligent in the corporate sector as well as in day to day life was emphasized upon. Ms. Rohini Sharma acquainted the participants with the basic business & dining etiquettes. She also talked about business communication and email etiquettes. The third session by Ms. Grace Scott covered development of the 'talkart', i.e., the art of effective verbal communication. She provided quick phonetic exercises and advised on how to enhance the language learn ability.

All in all, the session was a good exposure and enriching experience for students.

PERSONALITY DEVELOPMENT SESSION BY AUTHBRIDGE RESEARCH SERVICES PVT. LTD

Continuing the series of lectures organized to improve overall personality of the students, the institute invited Ms Ishita Chopra, Trainer, Authbridge Research Services Pvt. Ltd. to deliver a presentation for the same on 21st August, 2010.



Students were made to understand memory mapping. Memory mapping is a technique which helps one to organize notes or any information in a map so that it can be recalled easily. As an exercise, the students memory mapped their curriculum for all semesters.

The students were then asked to introduce themselves and improvisations were suggested. The various mistakes students generally make in their pronunciation were also illustrated. The session was very enlightening for the students.

PANEL DISCUSSION ON "VOLATILITY OF INDIAN STOCK MARKET IN INDIA"

It is very essential for a market to have volatility in its stocks. If there is no volatility, the market is considered to be stagnant and stocks are perceived to be non-performing. But, gazing at this mis-match amongst stocks is not that easy. The Indian market mostly reacts to dual aspects of "Fear and Greed". Volatility of the stock refers to the amount of uncertainty or risk about the size of changes in a security's value. A higher volatility means that a security's value can potentially be spread out over a larger range of values. This means that the price of the security can change dramatically over a short time period in either direction. Whereas a lower volatility would mean that a security's value does not fluctuate dramatically, but changes in value at a steady pace over a period of time.

Considering the importance of volatility, a panel discussion was organized by the institute on 28th August 2010 at its premises to understand the dynamics and impact of volatility on Indian stock market.



The discussion was conducted by the eminent persons from the industry viz. Mr. Anil Sachdeva (Director, Exponential Financial Services Pvt. Ltd.), Mr. B.K. Sabharwal (Director & CEO, ISF Securities Ltd) Mr. Nirmal Kr. Aggarwal (Director,



CAB Securities Limited) and Mr. N.C Maheshwari (Chairman, Farsight Securities Ltd., Alternate President, CPAI). The session was conducted specially for the MBA students who are very soon going to enter this volatile world. Speakers in the panel discussed about the management of volatility and how to take decisions in high and low volatile conditions. They shared their own rich and wide experiences of the dealing in financial market in a very interactive manner.



Amongst the panelists, Mr. Anil Sachdeva provided awareness about the fundamentals of the market and the interlinkage of the markets with each other.

Mr. B.K. Sabharwal of ISF Securities Ltd. emphasized on the reasons of least volatile Indian markets during recession across the world. He also discussed some important arbitrage opportunities available to the investors in the market. Mr. N.C. Maheshwari shared his knowledge and experience with the students and handled their queries during the session.



Overall, all the speakers suggested that if one wishes to enter into stock market trading, it should not be based on hearsay or on some friendly advice, until your friend is an expert in that area. But, still if you wish to enter into stock trading, first

and foremost thing is to have proper knowledge of the fundamental and technical aspects of the market, then there are certain mismatches in the market, that can be used as a tool to manifold the investment, and one such attribute is the knowledge about volatility and its utilization to one's benefit. They have given some tactics to capture the volatility and reduce risk in the Indian stock market.



The esteemed guests concluded the panel discussion with the message that for a flourishing market, it is essential to have volatility in stocks but it needs to be kept under proper check through regulations.

INTER-COLLEGE DEBATE COMPETITION ON 'COMMONWEALTH GAMES 2010: A DREAM OR REALITY'

It was in the year 1891 when an idea of holding a sport contest amongst the countries of the British origin ignited in Astley Cooper's mind. It started off as a festival that aimed at combining sporting, military and literary events that could draw closer the ties and increase the goodwill and understanding of the Empire. And now after covering various milestones in its history, the nineteenth Commonwealth Games are scheduled to be held in India between October 3 and October 14 2010. With 85 nations planning to participate in the event and 17 different sports, the 2010 CWG promises to be a grand celebration for all. It is true, however, that the issue has not been spared from much deliberations and arguments. With hopes on one side and much anxiety on the other, the concern of ensuring timely completion of all infrastructural facilities required for the mega event has become a controversial subject today.



To gather the youth's opinion on the matter, the Institute hosted an Inter-College Debate Competition on the topic, 'Common Wealth Games 2010: A Dream or Reality' in its

institutes and the audience. The Director, Dr. S. N. Maheshwari welcomed the Guests and greeted the faculty and the participants from various colleges and the audience to



premises on September 4, 2010. A total of 22 teams of students from different colleges and universities participated in the event and contributed towards its success.



To judge the competition two eminent personalities from the corporate, Sh Dharendra Yadav, Consultant / Advisor, Iffco Tokyo General Insurance Ltd. and Ms. Reena Mahajan, Communication Consultant were invited to the institute.

The event was inaugurated with a salutation to the Guest Judges, Sh Dharendra Yadav and Ms. Reena Mahajan and a warm welcome to the faculty and participants of various

the institute on behalf of the DIAS family. He also expressed his thankfulness to the various institutes' faculty and students for their cooperation and appreciated the effort of the members of the DIAS fraternity.

Thereafter, students from various colleges of Delhi & NCR came forward and expressed their views on the topic.



Interjections from the judges' side made the competition a more eventful experience for the audiences as they comprehended the speakers' viewpoints. Based on the

Position	Name	Institute
I - For the Motion	Ruchika	DIAS
I - Against the Motion	Hari Krishan	DIAS
II - For the Motion	Mehak Mittal	DIAS
II - Against the Motion	Vardhan	KMC, Delhi University
Best Team	Ruchika & Hari Krishan	DIAS



Judges' decision, the prizes were awarded to the winners.

Towards the conclusion of the event, the Director, Dr. S. N. Maheshwari presented mementos to the guest judges as a token of respect, love and appreciation. In the end, on behalf of the entire DIAS fraternity, the Event Coordinator, Ms. Jiveta Chaudhary delivered the vote of thanks to the guests and the august audience. She expressed her heartfelt gratitude to the members of the DIAS family for their contribution towards making the event a grand success.

INTERACTIVE SESSION WITH YOUNG ENTREPRENEURS

An interactive session with young entrepreneurs - Mr. Saket Khanna and Mr. Sati Ram Yadav was organized by Entrepreneurship Development Cell, DIAS on 7th September, 2010. The target group for this session was students of MBA I and MBA III semester. After a brief introduction of the dignitaries, a welcome speech was delivered by our respected Director Sir, Dr. S.N. Maheshwari.



Mr. Saket Khanna, MD, Immense Power Pvt. Ltd. shared his experiences with students. He recollected how he started from a humble beginning to move on to the success journey as an entrepreneur in the field of power solutions. His advice to the budding professionals was that we must not limit ourselves to one field. A complete professional should have minimal knowledge of finance, marketing, accounting and management. One must never be complacent if he/she wishes to start a venture. As he quoted, one must always have "Fire in the belly" to achieve something big.

He further suggested that a person should have integrity, humility, ability to work in a team, flexibility, risk taking attitude and a proper transition plan to start his own venture. Innovation sets him one step ahead of all others. Moreover, a person has to be patient. One has to realize that starting a venture is full of risks. One shouldn't lose his calm if he doesn't earn profits initially.



A common man from Ayodhya has set an example in an educated corporate world, that the only thing an entrepreneur needs is aspiration and the rest all follows. Starting his career as a private school English teacher and today a proud owner of BTW, with its outlets all over India and now reaching foreign countries also, the second speaker, Mr. Sati Ram Yadav gave a very inspirational insight into his journey. He asserted that he owes his success in his entrepreneurial venture to his laborious nature, passion, honesty, courage and most importantly his patience.



He stated that the young nascent professionals have a very important factor in hand i.e., TIME which gives them an edge over others. "Catch Them Young" is what he says. A young person can accomplish a lot many things which a middle aged person can't think of doing.



He quoted a wonderful inspiring statement to end his talk. "A full stop completes a sentence. Similarly, the obstacles one tackles help achieve ones mission."

The session ended with a vote of thanks extended by Mrs. Anju Batra, Coordinator, Entrepreneurship development Cell. The lecture proved to be a knowledgeable experience and acquainted the audience with the reality of the world.

DIAS ECO CLUB

In Indian culture, the trees have been worshipped since the Vedic era. This was the time when humans and nature were in synchronization with each other, no one harming one another. However, with the changing times human greed has taken over and now environment is showing its wrath all over the globe manifesting itself in the form of global warming, floods, drought, earthquakes etc.

DIAS, in its pursuit to save the environment and ecological balance, has created an ECO-Club which carries out tree plantation every year. This year tree plantation drive at DIAS was held on 12th August, 2010. The event witnessed an enthusiastic response from the students as well as faculty members. As responsible citizens, we owe a duty towards Mother Nature. The tree plantation drive was for the same.



THE LATEST BUZZ

TECHNOLOGY CLOUDLINUX'S LVE WRAPPERS

Cloudlinux, tools let the server owner control the exact CPU usage for individual users and applications. LVE Wrappers are based on cloud linux's light weight virtual environment technology that allows administrators to control CPU usage on a server at the tenant or application level.

WEB MINING

With the recent explosive growth of the amount of content on the internet, it has become increasingly difficult for users to find and utilize information and for content providers to classify and catalog documents. So, web mining can be used for the discovery and analysis of useful patterns and information from world wide web. Web Mining is the application of data mining techniques to extract knowledge from web data. Traditional web search engines often return hundreds or thousands of results for a search, which is time consuming for users to browse. On-line libraries, search engines, and other large document repositories are growing so rapidly that it is difficult and costly to categorize every document manually. In order to deal with these problems,

researchers look towards automated methods of working with web documents so that they can be more easily browsed, organized, and cataloged with minimal human intervention. There are roughly three knowledge discovery domains that pertain to web mining: Web Content Mining, Web Structure Mining, and Web Usage Mining.

HARMONIC PRODUCT SPECTRUM

If the input signal is a musical note, then its spectrum should consist of a series of peaks, corresponding to fundamental frequency with harmonic components at integer multiples of the fundamental frequency. Hence, when we compress the spectrum a number of times (down sampling), and compare it with the original spectrum, we can see that the strongest harmonic peaks line up.

The HPS involves two steps: down-sampling and multiplication. To down-sample, we compressed the spectrum twice in each window by resampling: the first time,



we compress the original spectrum by two and the second time, by three. Once this is completed, we multiply the three spectra together and find the frequency that corresponds to the peak (maximum value). This particular frequency represents the fundamental frequency of that particular window.

Some nice features of this method include: computationally inexpensive, reasonably resistant to additive and multiplicative noise, and adjustable to different kind of inputs. A severe shortfall of the HPS method is that its resolution is only as good as the length of the FFT used to calculate the spectrum. If we perform a short and fast FFT, we are limited in the number of discrete frequencies we can consider. In order to gain a higher resolution in our output (and therefore see less graininess in our pitch output), we need to take a longer FFT which requires more time.

UNICODE COMPRESSION IN SQL SERVER 2008 R2

Data Compression was first introduced in SQL Server 2005 with Service Pack 2 when Microsoft introduced a new storage format called VARDECIMAL to store decimal and numeric data types as variable length columns. In SQL Server 2008, Microsoft enhanced Data Compression feature to compress fixed length data types such as INTEGER, CHAR and FLOAT. Microsoft further enhanced data compression feature in SQL Server 2008 R2 (Interim Release) to compress fixed length data types such as NCHAR (N) and NVARCHAR (N).

The main advantage of using Data Compression is that it reduces the storage cost and increases the query performance by reducing I/O. DBAs need to be very careful before using Database Compression as it is a very CPU intensive activity. If the user is not facing CPU crunch and has I/O available, then it is a good idea to implement data compression. The data compression feature is currently available in Enterprise, Data Center and Developer Editions of SQL Server 2008 R2.

In SQL Server 2008, R2 Microsoft introduced a new algorithm known as Standard Compression Scheme for Unicode (SCSU) to compress Unicode data that is stored in Row or Page compressed objects. This algorithm reduces the amount of disk space used by Unicode characters. If you have a table which has NCHAR (N) or NVARCHAR (N) data types then once ROW or PAGE level compression is implemented, the SQL Server Database Engine automatically enables Unicode compression. Unicode provides support for data stored in English, German, Hindi, Turkish, Vietnamese and Japanese locales. SQL Server Database Engine internally stores Unicode data as 2 bytes regardless of the locale chosen by the user.

SYSTEM THAT HELPS ELDERLY TAKE NECESSARY MEDICINES ON TIME

One of the problems that the elderly face is taking pills on time. This was the main reason behind the new invention called Medicine Management System for the Elderly, developed by designers Ying-Chien Lin, Yue-Hua Li and Wei-Yin Su.

The new invention features a touch screen that considerably simplifies the whole process of managing medicines. The name of medicines along with information about them can be obtained by simply scanning the bar code of each drug.

The elderly are informed about the necessity to take pills via voice and vibration. There is no need to visit the doctors since they can send the information regarding the treatment to the electronic pill box. The latter saves information related to personal health and medicine and offers the necessary data for emergency.

Patients can take the device out and use it wherever they are, being able to connect to HIS, in order to access data on medical treatment. Although, it is currently a new concept, this invention can prove to be very helpful in everyday life.

GOOGLE POLISHES ITS IMAGES

Images are a key part of search colossal Google's product portfolio of Web services, with an index that now contains more than 10 billion pictures, and a site at images.google.com that attracts over a billion page views a day. Google has unveiled a new ad format and redesigned user interface for its image search page after looking to better leverage the popularity of Google images.

On the advertising side of this new format, the innovative set-up called Image Search Ads lets advertisers offer relevant image ads at the top of an image results page. For example, an image ad for a particular brand of sneaker might appear in the results page for the search "running shoes." Google previously offered only text ads on Images page. The changes to the ad program are noteworthy because they will bring more engagement. Features in the redesigned Google Images page include larger thumbnail previews, infinite scrolling and "Similar Images" search.

Once the user has selected a result, he can click Similar Images on the left column pane to get a set of image results that Google has identified as being similar. The user can also further refine the results by clicking Similar Color -- for instance, narrowing down a search for "tulips" to display only yellow tulip images. There are other options, too, like the ability to search for line drawings. This is potentially very critical for the



thousands of search marketers who rely on Images Search to turn up pictures of their products. The infinite scroll feature is something the company would consider adding to its main Google.com search page also.

NEW TECHNOLOGIES

1. **Telecom Operators may Dial 4G directly:** As the government has decided to allocate 3G spectrum to mobile device providers by August 2010, most of the telecom companies in India have decided to look forward to the 4G technologies, instead of waiting for 3G. They are showing interest more in 4G technologies, such as Long Term Evolution (LTE), which enables users to transfer more data over the same bandwidth that is used in the 3G technologies but a higher speed.
2. **Tata Comm, China Tele Plan to Build Optical Fibre Cable Network:** Tata Communications and China Telecom Corporation will be jointly building a 500 km optical fibre cable network between India and China over the next 12 months. The India-China route will be a key route, providing the much needed diversity from the subsea cable systems and avoiding straits of Malacca and earthquake prone zones around Taiwan.
3. **Intel Unveils Futuristic Chip:** The world's leading chip maker, Intel technologies, has released its futuristic chip that is developed with significant contributions from its R&D center in Bangalore. The concept chip, which has 48 cores called 'single chip cloud computer', has a processing power 20 times higher than the ones currently being used. The Bangalore lab contributed in the areas of circuit and physical design, memory controller logic and the mesh interconnect network.
4. **Startpage Launches Anonymous Web Search Service:** The search engine company, Startpage, has launched a service allowing users who are concerned about privacy to carry out web searches and click on linked pages without being identified, tracked or recorded. Startpage is powered by startpage.com, the world's most private search engine. Startpage's unique capabilities include a universal power search. It is a unique and comprehensive search engine that looks for information by searching popular search engines simultaneously and anonymously. It does not gather consumer's/user's information while they are browsing the net.

MICROSOFT BATS OUT FIRST EXCHANGE 2010 SERVICE PACK

Redmond released the first service pack for its Exchange 2010 software just four months after Microsoft revealed its plans for the Exchange 2010 SP1 in April. Redmond released a beta version of the service pack to its TechEd subscribers in June. They have also added feature tweaks to Outlook Web Access and have come up with a new user interface for management tasks and better readability on devices with smaller screens, such as netbooks. Exchange 2010 SP1 which now ships with multi-tenant support has made the firm's 'Hosted Messaging & Collaboration' version 4.5 redundant. Multi-tenant support provides the core feature set of Microsoft Exchange that can be deployed to multiple customers in a single installation and provides ease of management and flexibility of provided features to end-users.

MIDORI: THE NEW OPERATING SYSTEM

WINDOWS is a name that has ruled the whole computer world since its first launch in November 1985. Since then it is like a trademark of Microsoft Corporation. With many advanced versions of Windows available today such as Windows XP, Windows Vista, it is the most used operating system in the world. In 2010, Microsoft is going to launch WINDOWS 2007, but now here is time to experience a yet another technology of operating systems.

MICROSOFT is working on a new generation of operating systems called Cloud-Based Operating System and rumors are there that MIDORI will be their first such operating system, which will replace Windows fully from computer map.

MIDORI is an offshoot of Microsoft Research's Singularity operating system. In this, the tools and libraries are completely managed code. MIDORI is designed to run directly on native hardware (x86, x64 and ARM), will be hosted on the Windows Hyper-V hypervisor, or even be hosted by a Windows process.

MIDORI can be also seen as MICROSOFT'S answer to those competitors who are applying "Virtualization" as a means to solving issues within contemporary computing.

The main idea behind MIDORI is to develop a lightweight portable OS which can be mated easily to lots of various applications.



MANAGEMENT

GOOGLE LAUNCHES CALLS TO PHONE NUMBERS FROM GMAIL

Google has announced that the user can now call phone numbers from within Gmail's chat system. Voice calls (and video chat) were possible before from Gmail, but only between two people connected to Gmail via a computer. What changes today is that instead of calling a Google account holder, you can call any phone number worldwide. Furthermore, calls to numbers in the US and Canada will be free for the remainder of this year, which is a neat marketing idea from Google to get people talking about this new feature.

Google seems intent on turning Gmail into much more than an email client, with Buzz, video chat and now this. It may be a good idea, but remember the web 'portals' of years past. Most tried to be too many things to too many people and failed. Hopefully, Google will know when too many features on top of Gmail are too much, or have a way to keep its design as simple as it is today.

ARBITRATION GUIDELINES BY SEBI

Alternative dispute resolution (ADR) system of India is not up to the mark and there is an emergent need to rejuvenate the same. Further, the arbitration law of India incorporated in the Arbitration and Conciliation Act 1996 also needs many suitable reformative actions.

While the legal and judicial systems of India are not contributing much in this direction, a good initiative has been taken by the Securities and Exchange Board of India (SEBI). In order to streamline the disputes arising out of security related matters and matters incidental thereto, SEBI has issued arbitration guidelines for stock exchanges.

Under the new rules, the stock exchanges are required to maintain a panel of arbitrators with the number of arbitrators commensurate to the number of disputes so that each person handles a limited number of cases.

The candidate for the arbitration panel should have expertise in the area of law, finance, accounts, economics, management, or administration with experience in financial services, including the securities market.

An arbitration reference for a claim up to Rs 25 lakhs shall be dealt with by a sole arbitrator while that above Rs 25 lakh shall be dealt with by a panel of three arbitrators.

The arbitration award for a reference cannot be delayed by more than four months from the date of arbitrator appointment, provided the managing director or executive director of a stock exchange has a sufficient cause to extend the time by two months on a case-to-case basis and the

aggrieved party has a right to appeal the appellate panel of arbitrators of the stock exchange within one month from the date of receipt of the arbitration award, further to the High Court.

On the NSE, the aggrieved client or broker has to file an application with the Investor Grievance Cell (IGC). In case the dispute is not settled at that level, the parties are advised to go in for arbitration. If any of the parties is still dissatisfied with the judgment, he then has to approach the High Court, which is usually a costly and long-drawn process.

Besides, they will also have to preserve the documents related to the arbitration and appellate award with confirming receipts of the same by the disputing parties, permanently.

SEBI BARS USE OF EQUITY DERIVATIVES BY MUTUAL FUNDS

Capital market regulator, Securities and Exchange Board of India (SEBI) has curbed the use of equity derivatives by mutual funds, including barring them from selling options contracts. The securities market regulator has announced that ban would be effective October 1, 2010. The move to bar mutual funds from selling options, according to asset management industry officials, could be that the market regulator is worried about the impact of selling illiquid options. Option's sellers face the risk of unlimited losses, unlike buyers, who lose only the premium, if bets go wrong.

SEBI had sought mutual funds' feedback on the proposal in May, when the industry had suggested restrictions on options selling rather than a complete ban. The impact of the ban on options market volumes would not be significant, as fewer mutual funds are big options sellers.

The regulator has allowed mutual funds to enter into plain vanilla interest-rate swaps for hedging purposes. The counter party in such transactions has to be an entity recognized as a market maker by RBI. SEBI, in the circular, specified the format for mutual funds to disclose their derivatives holdings in their half-yearly report. This has not been specified in the past and the disclosures across the industry have not been uniform till now.

INDIAN RUPEE GETS A SYMBOL

The Indian rupee now has a unique symbol (₹), a blend of the Devanagiri 'Ra' and Roman 'R' — joining elite currencies like the US dollar, Euro, British Pound and Japanese Yen in having a distinct identity.

The new symbol, designed by Bombay IIT post-graduate D Udaya Kumar reflects that the Indian currency, backed by an over-trillion dollar economy, is finally making its presence felt by highlighting the strength and global face of the Indian economy.



Though the symbol will not be printed or embossed on currency notes or coins, it has been included in the 'Unicode Standard' and major scripts of the world to ensure that it is easily displayed and printed in the electronic and print media. This symbol has already been 'Customised and Accommodated' in the existing key-boards of our computers.

MAGGI LOSING INSTANT NOODLES MARKET SHARE IN INDIA TO NEW ENTRANTS

Maggi instant noodles, food's major Nestle's flagship brand that has dominated the Indian instant noodles market for nearly three decades, is losing market share on a monthly basis to newer entrants such as GlaxoSmithKline's (GSK) Horlicks Foodles, Hindustan Unilever's (HUL) Knorr Soupy noodles, Big Bazaar's Tasty Treat, Top Ramen and several other smaller players, according to data by market research firm Nielsen. The data shows that Maggi's share of instant noodles, on an all-India basis, across urban markets, has slipped consistently. While Maggi instant noodles (minus vermicelli) had a 90.7% share in December '09, the share dropped to 86.5% in July '10 on an all-India basis. A regional split of the data shows that Maggi's instant noodles' value market share has fallen across the east, south, north and west zones for the same period. Apart from HUL and GSK which have positioned their noodles as 'healthy' snacking options targeting kids and mothers, others like Indo-Nissin's Top Ramen, Capital Foods' Ching's Secret and CG Foods's Wai-Wai, though around for long, are stepping up marketing efforts to take advantage of category growth. Besides, private brands like Big Bazaar's Tasty Treat and Aditya Birla Retail's Feasters are notching up share.

GSK, which entered the category in December last year, has taken away share from Maggi mainly in the South and East riding on the equity of Horlicks and its well-entrenched distribution in the regions. On the other hand, HUL, which rolled out Knorr Soupy noodles in the South this February, had to postpone the brand's national launch due to capacity constraints because of heavy consumer offtake. Private brands are whetting appetites of consumers too.

GREEN BRANDS

The decade marks the beginning of green marketing and green PR with car manufacturers, washing powder brands and even vodka brands initiating marketing claims to be eco-friendly. The recent focus towards sustainability, green chemistry and the like have generated some level of agreement on the need to behave in a socially responsible manner. Companies have started acknowledging the need for socially responsible products, and have started making changes in their process, especially in the various stages of supply chain.

Proctor & Gamble, has launched its supplier Environmental sustainability scorecards, IBM has also recently announced supply chain related sustainability goals for its suppliers to initiate the date management system in three specific areas: Energy use, green house gas emissions & waste & recycling.

Ensuring socially responsible packaging is not restricted to luxury brands alone. Food processing and packaging company, Tetra Pak, has signed a supply agreement with French retailer brand, Carrefour to supply more than 100 million FSC-certified milk and fruit juice carton packages to Carrefour stores across France. GE through its 'Ecomagination' strategy has set specific targets for 3 years 2008, 2010 & 2012 and claims to have exceeded its 2008 commitment of reducing green house gas intensity by 30%.

MID-QUARTER MONETARY POLICY REVIEW

On the basis of the Reserve Bank's assessment of macroeconomic situation, RBI, in its mid quarter monetary policy review in September, 2010 has decided to:

- increase the repo rate under the Liquidity Adjustment Facility (LAF) by 25 basis points from 5.75 per cent to 6.0 per cent with immediate effect.
- increase the reverse repo rate under the LAF by 50 basis points from 4.5 per cent to 5.0 per cent with immediate effect.

The Reserve Bank's First Quarter Review of Monetary Policy on July 27, 2010 expressed concerns over the global outlook. Indicators of economic activity in advanced economies continue to suggest that the recovery is slowing and that the second half of 2010 will post slower growth than the first. Growth in quarter I of 2010-II was estimated at 8.8%. Although some of this is attributable to a favourable base effect, the growth rate indicates that the recovery is consolidating and the economy is rapidly converging to its trend rate of growth.

Inflation remains the dominant concern in macroeconomic management. The published wholesale price index (WPI) inflation rate for August 2010 was based on the new series (base year: 2004-05=100) for the first time. The new series has better coverage of items and the manufacturing products group has a slightly higher weight. Both the old and the new series, however, indicate similar broad trend of inflation. The direction of the inflation rate movement is consistent with the Reserve Bank's projection made in the July review, though the magnitude could be slightly different.

Inferences from both the series are similar. Essentially, inflation rates have reached a plateau, but are likely to remain



at unacceptably high levels for some months. There is need for continued policy response to contain inflation and anchor inflationary expectation.

Another aspect of the concern with inflation is its implications for real interest rates. The policy actions taken over the past three quarters have been partly motivated by the need to end the prevalence of negative real interest rates. This was sought to be accomplished by a combination of increasing policy rates in a non-disruptive manner and declining inflation rates. Both factors are at work, but the process is still incomplete. One important consequence of negative real rates is that banks have seen a deceleration of deposit growth, as savers look for higher returns elsewhere. If bank credit is not to become a constraint to growth, real rates need to move in the direction of encouraging bank deposits.

Liquidity has been a significant factor in monetary policy considerations in recent months. The lead-up to the July policy review saw the liquidity situation transit from a large surplus to a mainly deficit one, making the repo rate the operative policy rate. Consequent on this transition, the transmission from policy rates to market rates has strengthened, with 40 banks raising their deposit rates and 26 raising their lending rates. These circumstances are expected to prevail, maintaining the repo rate as the effective policy rate and sustaining the strength of the transmission mechanism.

On the external front, the continuing sluggishness of the global economy constrains export growth while the strong domestic recovery has increased demand for imports. As a result, the trade deficit, and with it the current account deficit, are widening.

Overall, growth remains steady, though the recent volatility in industrial production raises some concerns. Inflation also appears to have stopped accelerating though the rate may remain high for some months. The early signs of a downturn in non-food manufacturing inflation suggest that recent monetary actions are having an impact on both inflationary expectations and demanding a non-disruptive way.

Expected Outcome

The measures undertaken in this review should:

- contain inflation and anchor inflationary expectations without disrupting growth.
- reduce the volatility in overnight call money rates, thereby strengthening the monetary transmission mechanism.
- continue the process of normalisation of the monetary policy instruments.

Book Reviews

INTERNATIONAL MARKETING MANAGEMENT

Author : R.L. Varshney
B. Bhattacharya

Publisher : Sultan Chand & Sons

Edition : Twenty-third Edition, 2010

Price : ₹ 275

Pages : 636

Reviewed by : Ms. Roma Jaitly

This book, the leading text for students in international marketing, adopts a strategic approach reflecting the importance of multinational corporations. Written by two

experts in the field, the book is divided into four parts providing a big picture approach and introducing the field of international marketing. Part-I contains seven chapters providing detailed information on international trading environment, Part-II comprises of four chapters explaining the trends in India's foreign trade, Part-III includes 19 chapters discussing the concepts, process, risks and legal dimensions of international marketing and finally Part-IV which has three chapters elucidates the issues related to globalization.

The book contains cases, suggested readings, review questions and other appendices to help the students understand the concept of International marketing in a better



way. The book will satiate the students in terms of knowledge regarding exports and right method of entering into an export market. For the ease of the students, the author has also given a list of abbreviations of the terms used in the different parts of the book. The book has been written keeping in view the syllabi requirements of the university students. The authors have tried to blend theory and practice in a very simple language which has made the book more relevant for the students. The book focuses on implementation and addresses the task of organizing and controlling global strategy, and attempts to provide a glimpse into the future of global marketing.

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

STRATEGIC MANAGEMENT

Authors	: Robert A. Burgelman Clayton M. Christensen Steven C Wheelwright
Publisher	: Tata McGraw Hill Education Private Limited, New Delhi
Edition	: Fourth, 2009
Price	: ₹ 495
Pages	: 1208
Reviewed by	: Ms. Anju Batra

The fast changing modern age of digital and bio-technological revolutions has made the effective management of technology and innovation, a pre-requisite for every organization to succeed and gain competitive advantage. Firms as well as countries have put research and innovation on their top priority. To cater the demand for 'intellectual capital,' even universities have included 'management of technology and innovation' as a part of the curriculum of their management courses. The present book 'Strategic Management' addresses these revolutionary developments by taking the perspective of the general manager at the product line, business unit and the corporate level. It proffers learning of the fit between product strategy and business unit strategy as well as the link between business and corporate level technology strategy.

The book elucidates evolutionary theories of technology, strategy & organization in five parts. "First Part: Integrating Technology and Strategy- a General Management Perspective" discusses the knowledge and techniques required to integrate technology with the firm's strategy by the general manager & tools to assess the firm's capacity for innovation. The latest case on Elio Engineering Inc. has been given in its support.

"Second Part: Design And Implementation of Technology Strategy- an Evolutionary Perspective" explains about the technology strategy and the key external and internal forces influencing technological evolution. The stages of technological evolution, issues of strategic choice and intent and the interplay of competitive dynamics involving technology have been portrayed in case of various organizations like CIENA Corporation, NYPRO Inc., AMAZON.Com and RAMBUS Inc. etc.

Third part "Enactment of Technology Strategy- Developing a Firm's Innovative Capabilities" propounds the major issues in implementing a technology strategy like internal & external technology sourcing as well as managing corporate innovation through research and development, strategic alliances and acquisitions.

Fourth Part of book is "Enactment of Technology Strategy- Creating and Implementing a Development Strategy" which examines the main stages and tasks involved in new product development and emphasizes the role of project manager as a link between product and business strategy. "Fifth Part: Conclusion- Innovation Challenges in Established Firms" summarizes the major theme of the book that is how to develop firm's capabilities for managing technological innovations through (a) exploiting opportunities with core business (b) grabbing new opportunities (c) balancing these two challenges (d) stimulating strategic renewal.

The book's strength is its depiction of case studies and industry notes about recent events to give substance to conceptual framework of the book. Various exhibits and diagrams are simple, picturesque and easy to comprehend. References have been provided at the end of each section to facilitate deeper insight into the topic.

The book is interesting, as authors have used simple language while explaining contemporary cases, which not only stimulate interest of readers but also help in knowledge development.



GRAIN IN BRICS: EMERGING TECHNOLOGIES IN EMERGING ECONOMIES

Authors	: Dr Syed Afzal Murtaza Rizvi, Dr Halima Sadia Rizvi
Publisher	: Khanna Book Publishing Co. (P) Ltd.
Edition	: First Impression, 2010
Pages	: 171
Price	: ₹ 335
Reviewed by	: Ms Manpreet Kaur

The book is an earnest attempt in examining the role of emerging technologies of GRAIN (Genetic Engineering, robotics, Artificial Intelligence, Information Technology and Nano Technology) which have been instrumental in bringing about transformational changes to economies of some countries such as the BRICS (Brazil, Russia, India, China, and South Africa).

These economies have not only the ideas and invention in the use of GRAIN but they also have to their advantage a prominent natural resource in the form of human capital. The language of this book is simple. Also, it will provide an essential tool to a wide range of professionals not only in the field of economic analysis and policy makers, students of economics and management studies as well as an important ready reference and analytical material to professionals such as Genetic Engineers, Robotics Engineers, Computer and Information Technologists and Nano Technologists.

This book is spread over seven Chapters, Chapter I is Introduction, which includes various aspects of emerging economies and the concepts, terminology and fundamental characteristics of different emerging technologies. The five chapters from II to VI deal with each country exclusively.

The main focus in these chapters is on the History, Government and Politics, Economy, Sectoral Growth (Agriculture, Industry, Financial Institutions, Foreign Investments etc) and effect of emerging technologies GRAIN in BRICS.

The final Chapter VII is Conclusion which provides comprehensive, conclusive framework for these economies.

A general conclusion for all emerging economies and emerging technologies reveals that these economies are here to stay and control major economic and socio- political powers.

Overall, the book is a creative work with culmination of great ideas with consistent and persistent efforts by the authors.

ARTIFICIAL INTELLIGENCE

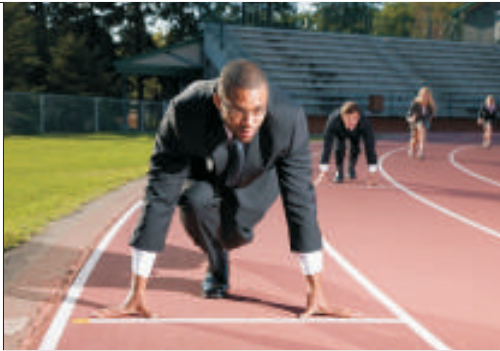
Author	: Ela Kumar
Publisher	: I. K. International Publishing House
Edition	: 2009
Pages	: 454
Price	: ₹ 245
Reviewed By	: Ms. Surbhi Jain

Artificial Intelligence is one of the most exciting fields of computer science. It deals with the concepts and methodologies required by computer to perform an intelligent activity. The idea of making a machine intelligent, so that it can function intelligently as human beings do, is itself fascinating on one hand and challenging on the other. The spectrum of computer science is very wide and it enables the computer to handle almost every activity, which human beings can. It deals with defining the basic problem from viewpoint of solving it through computer, finding out the total possibilities of solution, representing the problem from computational orientation, selecting the data structures, finding the solution through searching the goal in search space dealing, with the real world uncertain situations etc.

This book, divided into twelve chapters presents all the components of AI like problem solving, search techniques, knowledge concepts, expert system and many more in a very simple language.

First chapter is devoted to introducing AI to readers. The role of AI is to develop intelligent machines to solve real world problems. Chapter 2 takes into account the basic nature of AI problems and the standard methodologies adopted to solve them.

The next chapter deals with the various search technologies for reaching from starting state of a problem to goal state.



Readers get a detailed account of many search techniques in this chapter including both heuristic search techniques and state space search.

Knowledge is the backbone of AI. This knowledge is to be acquired and formally represented before it is used by machines, for problem solving. The next four chapters deal with study of knowledge and its representation. The various methods of knowledge representation like logic, semantic nets, frames etc have been discussed in detail in these chapters along with some programming languages like PROLOG and LISP which are used for representing knowledge.

Every intelligent system is required to perform reasoning while handling real life situations, and handling uncertainty is a necessary activity for dealing with such reasoning. Various techniques adopted for handling uncertain situations have been discussed in detail in the next chapter. Lots of real life examples have been taken for clarifying intricate concepts.

Natural language Processing is an other very important aspect of computer engineering. Computers understand only the

languages designed and developed for a particular task. In the next chapter some of the techniques used for making the machines analyze and understand natural language have been discussed. Any intelligent system needs to possess the abilities of learning to match the human intelligence. The very next chapter covers the learning part of AI.

In eleventh chapter, some of the applications of AI in complex phenomenon like neural networks, vision and speech recognition etc have been discussed. The last chapter focuses on Expert systems which are an integral part of AI. The chapter gives an insight into the various issues involved with development of expert systems.

One of the unique features of this book is inclusion of number of solved examples; in between the chapters and also at the end of many chapters. Real life examples have been discussed to make the reader conversant with the intricate phenomenon of computer science in general and artificial intelligence in particular. The book is primarily designed for undergraduate and post graduate computer science students.

Scholastic Impressions

INFORMATION TECHNOLOGY

WHAT HARDWARE DO I HAVE?

Joey Bernard

You may often need to know what kind of hardware you have-whether you have a no-name box or a used machine. This article presents the few tools that you can use to find out what you have installed.

First up is lshw. This utility lists hardware .you should see screens of information for your system. This utility is an all-in-one tool that spits out everything on your system in just one go. But, if you want specific information about your machine, then an entire suite of utilities exists for this. They are more useful when you need some specific information about your machine or you want to do some system querying in a script. For Example - you may want to look at the CPU. The lscpu utility provides output which contains the following information about the CPU.

- Architecture
- CPU - Op-mode
- Thread(s) per core
- Core(s) per socket
- Vendor Id
- CPU family
- Model
- Stepping
- CPU MHz

If you want to know whether your video card is supported by X11 or whether you need to find the third-party driver, you can use lspci. If you are interested in disk subsystem, you can find out what your system has with the blkid utility. This utility print outs all the available file systems on your machine.



The last thing to check is to see whether your kernel actually is using the available hardware. You can check by using the `lsmod` command.

Now, hopefully you can configure and optimize your hardware so that you can get most out of it.

Ms. Nidhi Goel, Faculty, DIAS

(For full text, please refer to Linux Journal, August 2010, Issue 196, Pg. 16)

SECURING DATAWAREHOUSE USING MULTIDIMENSIONAL MODELING WITH VIRTUAL PRIVATE DATABASE

Veena N. Jokhakar, S.V. Patel

Data warehouse plays a key role in the business intelligence and crucial decision making. Hence its security becomes an important aspect of concern. Constant changes of user requests and data sources for a data warehouse forces it to control security and specifically confidentiality of information more effectively. This paper focuses on security mechanisms at conceptual design stage itself using multidimensional modeling and VPD (Virtual Private Database) selected as the tool to be used in implementation phase that satisfies the security mechanism depicted at the design stage.

Security requirements in a data warehouse include security at database level to prevent data being stolen and modified by third party, proper communication security measures and protection against eavesdropping and other similar secrecy threats.

There are many existing conceptual design models but they do not incorporate security at conceptual design stage which makes the task of security difficult and inefficient. Some of them are Transformation-Oriented Approach, Dimensional Fact Model Approach, Multidimensional Model, Xml Based Approach, Object Oriented Conceptual Model and Method Engineering Approach. Above approaches are complete in themselves for designing data warehouse but they do not explicitly address the security aspects for implementing a secure data warehouse.

Multidimensional; Conceptual Model with Security

Steps for developing the conceptual design with security aspect are:

1) Identifying the measures (and derive the fact table),

dimensions and attributes for the respective dimension.

- 2) Depict these in a star schema..
- 3) Identify the dimensions which need dimension level security, attributes in dimension with attribute level security and dimensions in dimension with both row and attribute level security.
- 4) Depict dimensional level security by S#.
- 5) Depict the row level security in an entity tagged as <<Security rule policy >> with a where clause to specify the secured content. Add comments for the row level security policy defined
- 6) Depict the attribute level security again in << security rule policy>> tag along with a security parameter as HC (highly confidential) or C (confidential) specifying the secrecy level of the data. Add comments to the attribute level security policy.
- 7) Atomic level security needs to be defined as a combination of row and attribute level policy with the comment

Further these policies have to be assigned to the respective users of the system.

Implementation Using VPD

Virtual Private Database is application transparent and enables multiple users to have secure data access to mission-critical data within a single database server. VPD is enabled by associating a security "policy" with a table, view or synonym which is done by creating function and then assigning this function to table or views. An administrator uses the supplied PL/SQL package, `DBMS_RLS` (row level security), to bind a policy function with a database object. The various security levels can be row level, column level, atomic and table level.

VPD is also useful for governance as using this each of the government departments can have its own virtual data mart. From the perspective of the end users the system appears to be a data mart containing only their department's data..

Hence, VPD is useful in enforcing security at the database layer and takes into account application-specific logic used to limit data access within the database.

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(For full text, please refer to National Journal of System and Information Technology, Vol. 3, No. 1, June 2010, Pg.1-9)



ARE CLOUDS READY FOR LARGE DISTRIBUTED APPLICATIONS?

Kunwadee Sripanidkulchai, Sambit Sahu, Yaoping Ruan, Anees Shaikh, & Chitra Dorai

Cloud computing is a general term for anything that involves delivering hosted services over the Internet. These services are broadly divided into three categories: Infrastructure-as-a-Service (IaaS), Platform-as-a-Service (PaaS) and Software-as-a-Service (SaaS). The name cloud computing was inspired by the cloud symbol that's often used to represent the Internet in flowcharts and diagrams. A cloud service has three distinct characteristics that differentiate it from traditional hosting. It is sold on demand, typically by the minute or the hour; it is elastic -- a user can have as much or as little of a service as they want at any given time; and the service is fully managed by the provider (the consumer needs nothing but a personal computer and Internet access).

Significant innovations in virtualization and distributed computing, as well as improved access to high-speed Internet and a weak economy, have accelerated interest in cloud computing. Cloud computing carries the promise of providing powerful new models & abstractions that could transform the way IT services.

The paper identifies 3 key issues that ought be addressed as first priority from the perspective of potential cloud users: how to deploy large scale distributed services, how to deliver high availability services, & how to perform problem resolution on the cloud. The authors have used publicly available data & have researched from the perspective of 2 very different types of potential users - individuals and enterprises.

The findings show that current deployment mechanisms focus on monolithic systems, with some initial support for enterprise style application. Future work for better support of large scale distributed architecture including migration of legacy applications onto the cloud, & more flexible composition of basic system components especially when re-provisioning of an existing system is needed. Service availability is also a developing area as clouds are beginning to offer SLAs to its users.

For individual users, the availability levels in SLAs may already be reasonably sufficient. However, raising the availability levels is crucial to attract enterprise use. Exploring mechanisms to enable higher levels of availability such as advanced virtualization/live migration capabilities could be beneficial to both classes of users. For problem resolution, the findings show that by the current manual process both

classes of user face scaling challenges. It is critical for cloud users to obtain enough visibility into the cloud infrastructure to identify the root cause of problems.

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(For full text, please refer to Operating Systems Review, Vol. No. 44, Number 2, April 2010, Pg 18-23)

K-MEANS CLUSTERING ALGORITHM-IMPLEMENTATION AND ANALYSIS

Maitreyee Dutta & Jagtar Singh

Introduction

Clustering is a primary data description method in data mining which group's most similar data. There exist many clustering algorithms from partition based, model based, non parametric density estimation based methods, graph theoretical based, to empirical and hybrid approaches. One common algorithm is partition based k-Means algorithm which groups data with similar features called clusters.

K-Means Clustering

The major objective of k-Means clustering is to obtain the fixed number of clusters that minimize the sum of squared Euclidean distances between objects and cluster centroids.

Implementation of K-Means

Implementation of K-Means Clustering is done with the help of following steps:

1. Give the initial value of centroids.
2. Calculate the distance between cluster centroid to each object.
3. Assign each object based on the minimum distance.
4. Compute the new centroid of each group based on these new memberships.
5. Compute the distance of all objects to the new centroids.

The steps 2 to 5 are repeated until there is change in group.

CONCLUSION

In partitioning based clustering algorithms, the number of final cluster needs to be defined beforehand and number of iteration steps required to cluster data are unknown.

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(For full text, please refer to IJCA, Volume 5, Number 1, June 2010, Pg. 9-15)



AN ARGUMENT FOR INCREASING TCP'S INITIAL CONGESTION WINDOW

Nandita Dukkupati, Tiziana Refice, Yuchung Cheng, Jerry Chu, Tom Herbert, Amit Agarwal, Arvind Jain and Natalia Sutin

TCP flow starts with an initial congestion window that is of at most four segments or approximately 4KB of data. This initial congestion window is a decisive TCP parameter to find out how quickly flows can finish as most of the web transactions are short-lived. This paper proposes to increase TCP's initial congestion window to at least ten segments (about 15KB). Through various large scale Internet experiments, this paper has quantified the latency benefits and cost of using a larger window as function of network bandwidth, round trip time (RTT), bandwidth-delay product (BDP), and nature of applications.

Experimental study says larger benefits are demonstrated on high RTT and BDP networks. In these scenarios, average latency of HTTP responses improved by approximately 10%. Experiments show latency of low bandwidth networks also improved by significant amounts.

Allowing TCP to start with higher initial congestion window offers the following advantages:

1. Reduce latency
2. Keep up with growth in web pages sizes
3. Allow short transfers to complete fairly with bulk data traffic
4. Allow faster recovery from losses

Experimental study to show the latency and cost benefits of larger window consists of enabling a larger initial congestion window on front end servers in several data centers at geographically diverse locations. Then compare the results using the larger window against data from the same centers using the standard initial congestion window as a baseline.

With all the benefits achieved with larger initial congestion window, the authors conclude that increasing TCP's initial congestion window is a small change with a significant positive impact on web transfer latency. Also this solution is practical, easily deployable, and immediately useful in improving web transfer latency. In longer term, this solution can also mitigate the need for applications to use multiple concurrent connections to increase download speed.

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(For full text refer to Computer Communication Review, Vol. 40, No. 3, July 2010, Pg. 27-33)

"GET TO KNOW .NET 4.0'S CLR"

Richard Campbell

The Common Language Runtime (CLR) is at the core of the .NET Framework development environment. It is the part of .Net which is ultimately responsible for memory management, thread management, exception handling and security. A key starting point in understanding the improvements in CLR 4.0 is side-by-side execution. In previous versions of CLR, the COM component had to run in the same version of the framework as the application itself. With the 4.0 CLR, com components can run under their native framework version.

Another advantage is that CLR makes memory management almost transparent. In the CLR, variables are allocated quickly, but freed up slowly. Before CLR 4.0, garbage collection on Gen 2 worked in concurrent mode. In CLR 4.0, background garbage collection has been introduced, replacing concurrent garbage collection. Most of the changes in thread management for CLR 4.0 have to do with the reality of parallel execution. The changes to the CLR 4.0 for thread management focus on dealing with many more threads in an application. A key change is the introduction of local queue for each thread in a process. Until CLR 4.0, security in .NET meant Code Access Security (CAS). CAS still exists in CLR 4, but it has changed significantly.

The latest version of the CLR is a big step forward, not only in dealing with past issues but also setting the stage for new development techniques in the future.

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(For full text refer, SQL Server Magazine, July 2010, Pg 39-41)

INVESTIGATING iOS4

Nimish Sawant

Apple's latest iteration of its mobile operating system was launched amidst much fanfare along with the iPhone4. The operating system previously known as iPhone OS got a slimmer nomenclature in the form of iOS. Along with a new name, Apple has introduced a lot of features in iOS4.

Apple iOS4 runs smoothly on iPhone4, iPhone 3GS and iPod Touch. For iPhone 3G and iPod touch users, although certain features like multitasking are not accessible. iOS4 allows to add all the downloaded applications in folders making it very convenient for the users. A single folder can hold up to 12 apps. One can name the folders based on applications present



in the folder. No provision of nesting of folders has been incorporated till yet.

The email application has an innovative addition, not seen in android phones till yet in the form of unified inbox. It basically gets email from multiple accounts at one place thus preventing us from jumping in and out of inboxes. The aspect of threaded mails has also been considered in this email app. The iOS4 update allows us to make custom play lists instead of just having the legacy On-the-go play lists. iOS4 has enabled 5x digital zoom in the camera section. An interesting addition is the ability to decide the resize photos while attaching them in mail.

In iOS4 the text can be selected, copied, pasted or replaced just as we can in our desktops. Apple iOS4 still does not allow Bluetooth transfer to devices other than Apple Products. On the whole this update has been great although some features like iBook, unified email make up for wait.

Ms. Neha Goel, Faculty, DIAS
(For full text refer, DIGIT, Vol 10, Issue 8, August 2010,
Pg. 22)

COMPARING LINUX AND MICROSOFT WINDOWS FOR ENTERPRISE USAGE

Jeremiah Bowling

The objective of the article is to compare Linux and Microsoft Windows for Enterprise usage. It has been said by Jeremiah Bowling, that "Selling Linux in the Enterprise often is a tough job, but with the right information, you can start making the case for Linux".

With the rapid growth of web-based applications, advancements in virtualization (application and desktop) and the arrival of cloud computing have changed the dynamic in the near future as applications become separated from the desktop.

The comparison between these two operating systems have been explained on following parameters.

UAC In Vista User Account Control is complemented with the use of the security configuration wizard that locks down unnecessary ports and services using a form - like survey to determine the user's minimum necessary configuration. In Linux, security is provided with utilities like sudo and chroot , (in Linux Security toolbox) which limit the context of certain programs and operations. Most distros utilizes SELinux as an additional security layer at the host level.

Host based firewalls

Windows firewall included in server 2008 and windows 7 is a great improvement over previous incarnations. It filters on packets, IP addresses and source/destination program, and its GUI management is easy to use. However, it lacks some of the advanced features found in Linux based firewalls where linux open-source has been used to develop firewalls using ipchains and iptables. Linux GUI based interfaces often limit access to advanced features, such as port redirection ,IP translation and quality of service.

Package Management/Updates-Automatic Updates/Windows Software update services

In Windows, Automatic updates for individual systems or windows software updates services(Wsus) manage a large number of systems. Linux updating mechanisms vary in various distribution, but share similar functionality as in Microsoft.

Basic Network services-Microsoft DNS/DHCP

Microsoft has integrated DNS and DHCP deeply versions with Active Directory (AD) and a multitude of its proprietary network services. A single misconfiguration can affect multiple parts of the Microsoft infrastructure (LAD, Exchange and So on). In Linux Berkeley Internet Name Domain (BIND) is a dependable workhouse that has enough flexibility to support active directory and keep DNS administration separate from other parts of the infrasture. DNS and DHCP usually can be combined on a single server, as is found in many Microsoft environments, but with a smaller footprint in Linux.

Directory services

Active Directory is the heart of Microsoft networking. It is a powerful tool that has a solid reputation for providing reliable directory services.

Linux system on the contrary provide e-directory which is scalable, supports multimaster replication and is OS-agnostic, which means it can easily be deployed to almost any environment. IT is a highly popular directory service that dominated the enterprise in the 1990s.

Virtualization - Microsoft Hyper-V

In Microsoft virtualization is introduced with its release of Hyper-V. Hyper-V sports a fully virtualized hypervision that removes the need for a virtual server. Xen is the linux -based option for virtualization. Red hat is releasing its kernel based virtual machine (KVM).



Red Hat Enterprise virtualization (RHEV) product is a direct competition to Hyper-V, VM ware and Xen. RHEV is rolling out a competitive subscription based pricing model that includes both the hyper visor and manager software in the same license.

Cloud computing- Microsoft azure/cloud computing initiative

Cloud computing refers to a strategy of using a pool of resources (such as servers, storage, band width) or a "cloud" to offer individualized servers or services to customers. Microsoft has Azure, as its public cloud since 2009.

Ubuntu deploy a private linux-based cloud now. With this one can download images from the management site or begin creating its own images that match the cloud needs.

The above mentioned areas represent best chances of linux adoption in the vast majority of enterprises as compared to Microsoft Windows.

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(For full text refer, Linux Journal, Issue 195, July 2010, Pg.-60-65)

SEIZING THE M- COMMERCE OPPORTUNITY

Puja Walia Mann, Nidhi

Mobile and wireless computing enables wide variety of applications ranging from secretarial support to technical support, for customers to services, and automobile drivers to retail and business - to business ecommerce. Mobile & wireless computing is a method of providing services as well as transmitting the data with a computer without having the fixed landline connection. These days wireless technology is used in many forms like Bluetooth, radio-based systems, cellular communication, satellite networks, wireless packet data networks, and infrared or light-based mobile systems.

The researchers have discussed about the framework of mobile computing and intelligent networks. Wireless is divided into two parts- radio based and satellite based transmission. Bluetooth and Infrared are examples of Radio based transmission.

The cellular communication works through different cycles consisting of Logon, Monitoring, Incoming calls and Outgoing calls. They have also discussed about Mobile Data Internet Working Standards such as GSM and CDMA. The various

applications of Mobile Computing are: Remote Communication, Remote access Data, Support for Healthcare Industry, News Reporting, Hotel Operations, Support for Cellular Companies, Fieldwork control, Mobile Automation, Field sales etc.

These days many giant companies are in the race of providing best solution and devices for utilization of services and this utilization of network services has filled the electronic markets with the number of devices and new technologies.

Ms. Manpreet Kaur, Faculty, DIAS

(For full text please refer to The IUP Journal of System Management, Vol VIII, No2, May 2010, Pg. 33-39)

MANAGEMENT

FACTORS INFLUENCING CHOICE OF TOURIST DESTINATIONS: A STUDY OF NORTH INDIA

Neeraj Kaushik, Jyoti Kaushik, Priyanka Sharma, Sarita Rani

India's share in International tourist arrivals which was 0.34% in 2002, is expected to reach 1.5% by 2010 and is forecasted to generate \$42.8bn by 2017. Indian Government in putting in a lot of effort to revamp the Indian tourism industry. The states of Rajasthan, Kerala and Himachal Pradesh have promoted their tourist spots on a worldwide basis. Other tourist destinations like Amritsar, Kurukshetra, Salasar and Khatushyamji are also coming up as acclaimed tourist spots.

The present research article, undertakes a study on "Factors influencing choice of tourist destinations: A study of North India". The Indian tourism industry has specified tourism policy based on certain core nationalistic ideals and standards: swagat, sahyog, soochna, sanrachna, suvidha, safari and suraksha. The paper tries to identify the socio economic characteristics of the respondents in the choice of tourist destination.

The study was undertaken in the states of Haryana, Punjab, Himachal Pradesh & Rajasthan with a sample size of 200 respondents. A questionnaire was administrated for collecting data.

The objectives of the study included:

1. Identifying the factors responsible for determining the attractiveness of a tourist destination in north India.
2. Determining whether these factors are affected by the demographics of tourists.
3. To predict a model for forecasting the customer satisfaction on the basis of various factors.



The first objective of identification of factors for attractiveness of tourist destinations resulted in recognizing the following important parameters, communication objecting, basic faculties, attractions, support services, distinctive local features and physical environment.

The second objective to determine the effect of demographic variables in the factors identifications shows that while selecting places, males give importance to communication; females give importance to attraction. The age of the respondents was found significantly related to all but one factor i.e distinctive local features while except for communication & objectivity all other factors have been significantly related to the monthly family income of the respondents.

The third objective of predicting a model for forecasting the customer's satisfaction on the basis of various factors, it was observed that only two factors of objectives and attractions signify whether the respondent is satisfied or unsatisfied.

Hence, it was concluded that India is taking adequate steps to promote tourism on a large scale but certain factors like global economic crisis and the terrorist attacks act as set backs to this industry. Nevertheless, India is waging a war against these and the coming common wealth games (year 2010) will also act as a litmus test for the country's tourism industry.

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(For full text please refer to The IUP Journal of Brand Management, Vol. 7, No. 1&2, March & June 2010, Pg. 116-132)

GREEN ACCOUNTING: ISSUES & CHALLENGES
Himanshu Sekhar Rout

National income measures like Gross Domestic Product and Net Domestic Product have been generally used as measures of the economic progress & standard of living in almost all the countries of the world for a long time. Decision makers and researchers use these parameters to frame new policies as well as to analyze policy alternatives. But now the traditional systems of National Accounting are considered to be inadequate as they can not accurately measure the contribution of environment and the impact of economic activities on it due to exclusion of the non marketed services provided by natural assets, inconsistent treatment of depreciation on manmade & natural assets and inadequate representation of the degradation of environment. This gives a false impression of increase in income to the decision makers & researchers, while natural wealth is actually reducing.

Green Accounting is a method that takes into account the environmental resources and changes affecting true maximum income that a nation can consume while maintaining sustainable development without jeopardizing the interests of present and future generations as well as that of its neighbors. According to the theory of environmental management, environment is a source of economic wealth and nature is an additional economic sector. Environmentally adjusted Net Income is obtained by deducting environmental cost from Net Capital Formation. It accounts national income from all the sectors of economy and their impact on resource depletion and degradation.

This article propagates various environmental accounting approaches like Pollution Expenditure Accounting, Physical Accounting, Development of Green Indicators and Environment and Natural Resource Accounting. The author has also discussed certain challenges like Environment Protection & Economic Growth, Distributional Impact of Environment & Natural Resource Policy and links between Trade and Environment & Natural Resource Policies which put limitation on developing green accounts.

Ms. Anju Batra, Faculty, DIAS
(For full text please refer to The IUP Journal of Managerial Economics, Vol. 8, No.3, August 2010, Pg. 46-60)

TEACHER STRESS (Search for the Right Vision)
Gurpreet Randhawa

Stress has become an unavoidable feature of our day to day life. Teaching is often considered as a stressful occupation. Considering, the significance of the avoidable stress in the teacher's life, the article basically tries to examine the various sources of teacher stress, its evil consequences, and major strategies adopted by the teachers to cope up with the stress.

Sources of Teacher Stress:

Research and publication demands, time pressure, insufficient income, administrative bureaucracy and red tape, insufficient sources, cultural factors, absence of clear and standard guidelines to judge a teacher's performance, professional interactions with colleagues, supervisors, administrator, parents etc.

Consequences of Teacher Stress:

Psychological distress, low levels of job satisfaction, absenteeism, early retirement, sickness, tardiness, depression, insomnia, attrition, impact upon family of the teacher. In the long run, teacher stress adversely affects the entire education system.



Coping strategies of teachers:

Talk over stressful situations with family, when not in school become involved with family & friends, Learn to say 'No' to unnecessary demands, accept the problem, talk about the problem with colleagues.

Reduction in job stress leads to higher job satisfaction, thus, increases individual and organization productivity. Teacher stress should be considered at individual, school and government level and should be dealt with proper concern for the teachers.

Ms. Roma Jaitly, Faculty, DIAS

(For full text, please refer to NICE Journal of Business, Jan-June, 2009, Pg. 81-85)

THE INFLUENCE OF DOWNSIZING ON MARKET ORIENTATION AND FINANCIAL PERFORMANCE

Rex McClure

As a topic of academic research, downsizing has garnered a great deal of attention. The article takes an interdisciplinary approach to explain the influence of downsizing on financial performance and how it can be best approached by organizations for the purpose of maximizing both market orientation and performance.

The author, through this article, manifests that downsizing has a place in the market orientation and the relationship between market orientation and downsizing is worthy attention of both academicians and practitioners. The research article has been divided into sections covering conceptual framework, methodology, results, discussion, implication for practitioners and limitations of future research.

The first section, Conceptual Framework, offers a review of literature describing the downsizing process, the rationale behind it and its consequences. Downsizing can be either Convergent Downsizing that targets reduction of operating costs or Reorientation Downsizing that calls for redirecting the organization strategic focus, markets served, products offered, process, technologies used.

The author highlights through this paper an integrated model that offers market orientation as a mediator between downsizing and performance, suggesting that approach taken can either positively or negatively affects an organization ability to maintain market orientation, which in turn influences financial performance.

The author used scales like Markor Scale, seven point Likert Scale and Five-item scale to measure downsizing. Primary data was collected through online questionnaires wherein the respondents were drawn from functional, middle management roles in marketing and marketing related departments of large publicly traded organizations.

For the practitioners, the article comprehends that market orientation played a clear role in performance, whereas downsizing played a role contingent on the approach taken and reorientation is found to be an antecedent of market orientation i.e. it started a series of organizational actions which ultimately improved performance. The convergent approach to downsizing suggests that the organization looks no further than its own walls to improve performance, hence external focus would be expected to stay same or decline.

The results of the study suggested that merely reducing headcount may have a detrimental effect on organization's ability to maintain market orientation and meet performance expectations, as it reduces the information sharing within an organization, which in turn tended to stifle market driven responses. A more advisable approach would be to redefine the products, markets or organizational structure.

A primary limitation to this research was the relatively low fit of the models. In this study the financial performance is measured subjectively, using respondent's perceptions rather than published financial reports. The result of this type of measure was that performance was subjectively measured against expectations, not industry averages.

This research studies a direct relationship between downsizing and market orientation; however the literature suggests that several mediating variables may exist. The model presented in the study could be expanded to include communication, conflict, organizational commitment and centralization as mediators. Investigating this type of model will aid in understanding exactly how downsizing impacts market orientation and how certain pitfalls of downsizing may be avoided.

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(For full text, please refer to DIAS Technology Review, April-Sep. 09, Vol 6, No 1, Pg. 16-27)



'WORKING CAPITAL MANAGEMENT AND FIRM'S PERFORMANCE- A STUDY OF INDIAN MANUFACTURING COMPANY'

Pushpa Negi, Shilpa Sankpal, Anindita Chakraborty & Garima Mathur

This paper deals with analyzing the effect of working capital management on firm's performance. This study is being done for Indian manufacturing firms. Working capital management is a very important component of corporate finance. It has a direct relation with the company's liquidity and profitability. So, knowing the effect of working capital on the firm's liquidity and profitability becomes all the more important. The past literature regarding working capital management depicts various internal and external factors which are there that effects working capital requirement. Internal factors were operating cycle, cash flows, leverage, size, ROA etc. It was found that operating cycle, ROA and leverage had a significant effect on working capital requirement. Lot of similar studies has been done in the same field.

The core objective of the study was to analyze the operating profit margin and working capital of Indian manufacturing industry and to investigate the impact of working capital management on profitability in the same industry's firms. The study was descriptive containing a sample of 50 companies - 10 each from Aluminum, Cement, Electric, Plastic and Pharma sectors, selected on the basis of purposive sampling technique. The period of study was from 2003-2008. The study investigates the effect of Asset turnover, Gearing, Current assets to total Assets, Trade debtors to total assets, Current liabilities to total assets, Inventory days, Account payable and current ratio on profitability. The dependent variable of the regression model was Operating Profit Margin and the above eight factors were independent variables.

The findings of the study indicated that current assets to total assets, total debtors to total assets and inventory days were directly related variables with working capital management and had significantly negative effect on firm profitability. The other variable included in the regression model had no statistically significant effect. It is important to study the working capital management policies for every firm and there should be a balance between the liquidity and profitability.

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(For full text, please refer to "Abhigyan", Vol. XXVIII, No.1,
April-June 2010, Pg. 37-44)

PCMM: A NEW PARADIGM IN TQM AND HUMAN RESOURCES

Sangeeta Dodrajka

Total Quality Management techniques emphasize upon the employee empowerment and involvement and not only on the achievement of the targets in terms of higher productivity, reduced quality cost and enhanced customer satisfaction. The human resources are the only resources which do not depreciate over a period of time; therefore, they are the key determining factor while taking any important decision in the organizational long-term deployment of resources. Thus, results can be achieved through people and it is this resource that holds the key to sustained growth and development.

The philosophy of TQM emphasizes upon the employee empowerment and involvement for not only successful implementation of the same but also enhanced productivity and cost effectiveness. Empowerment is the concept of giving people more responsibility for how they do their own job. A number of awards and quality standards have been developed in order to highlight the significance of HR function in a modern organization. These award models provide self-assessment criteria to the companies to measure their own performance and commitment to the cause of employee empowerment and participation.

- **Human Resource Management Excellence Award:** The Human Resource Group HENRY (Finland) has established a new trend by offering an award for excellence in the field of HR practices in Finland. The assessment criteria for the award relate to the leadership, policy and strategy, people and people results. These criteria have further sixteen sub-criteria.
- **HR Excellence Awards in India:** There are basically three agencies giving awards for HR excellence in India, viz. Amity International awards for HR Excellence, SAIL award, and HR award for Excellence conferred by Confederation of Indian Industry (CII).

People Capability Maturity Model (PCMM): The model proposes to develop a systematic approach for developing the standards of human capital management of an organization. As similar to basic CMM model, there are five maturity levels. It involves an independent evaluation process where external assessors registered with the Carnegie University appraise the corporations in specific people management areas and assign it a particular level of maturity if



it has the pre-determined standards of organizational maturity. From level 1 to 5, the maturity in HR practices improve greatly. While a P-CMM level 1 company only has limited capabilities in place, a level 5 company would be known for its best practices and HR processes. The five maturity levels of the people CMM are:

- Initial
- Managed
- Defined
- Repeatable
- Optimize

In order to achieve business excellence and global competitiveness, Indian companies are also acquiring certification to various international standards and models. The first company to get PCMM level 5 certification in the world is in India. There is a need for greater number of awards for HR initiative in India so that the significance of the HR development can be emphasized and companies can be encouraged to take serious initiatives for improvement in HR training and development efforts.

Ms. Ritika Maheshwari, Faculty, DIAS
(For full text, please refer to *Abhigyan*, Vol. 27, Number 4,
January-March 2010, Pg. 14-24)

DETERMINANT FACTORS OF ENTREPRENEURIAL INTENTION AMONG UNIVERSITY STUDENTS

D P Soetanto, H Pribadi, G AWidyadana

Entrepreneurship intention has been extensively researched in the past decades and continues to be of interest to researchers due to its importance to the development for many countries. From the perspective of students, starting a new firm is a complicated decision due to high uncertainty and risk. This study examines entrepreneurship intention among the students and various factors that support or hinder the student's decision to start their own firms. This paper intends to discuss the efforts taken by Indonesian universities to endorse entrepreneurship among students. To elaborate more on the discussion, seven hypotheses have been formed.

Research design involves survey carried out in 2008 on the students at the Faculty of Industrial Technology at PCU. A random sample of students completed the questionnaire based on 5-point likert scale. 140 students completed and submitted the questionnaire, resulting in a response rate of over 60%. OLS regression was used as an analytical tool. The post regression evaluation concerns with the existence of multicollinearity among the independent variables. Variance Inflation Factor (VIF) was also used. VIF increases and so does the variance of the regression coefficients, making it unstable to estimate. The VIFs found in the estimates ranged from 1.24

to 1.58, meaning that no multicollinearity problems occurred.

Data analysis shows that people prosperity as their first priority. Factors affecting are the influence from family, including parents' expectation of their children to achieve a better life. Efforts have also been made to find out the difference of the motivation between two groups (one group- 1st and 2nd year students & second group - 3rd or 4th year students) of students. Second group seem to be more motivated than the students from the first group, especially in terms of being independent, decision makers and use own creative skills. The perceived barrier of students in starting their own firm is analyzed. Lack of initial investment, lack of guidance, setting a new career as entrepreneur, uncertainty in political and economic growth, personal reason and lack of university support were considered as barriers to be an entrepreneur. While further proceeding with the analysis, confirmatory factor analysis of motivation variables to confirm the measurement scales properties. The correlation matrix was used. This helped in examining the reliability and validity of the indicators. The result shows personal characteristics influence the entrepreneurial intention.

After the above discussion, positive or negative impact of all the factors discussed above has been evaluated. A model had been developed and estimated for entrepreneurial intention. The kinds of motivation that lead the student to decide whether to start own business or not is also considered. In order to be included in the model, factor analysis is used to reduce the motivation. As a result, the motivation is reduced into five groups: independence motivation, personal ambition and talents, money-related and market-related motivation. The analysis shows a striking result that common factors in the studies of entrepreneurial intention do not yield the expected significant results as estimated.

In the end, it can be concluded that universities face a considerable challenge to derive programs which can prepare students for starting a new company directly after graduation.

Ms. Sakshi Saxena, Faculty, DIAS
(For full text, please refer to *The IUP Journal of Entrepreneurship Development*, March & June 2010,
Vol.VII Nos. 1&2, Pg. 23-37)

IMPACT OF ADOPTION OF YOGA WAY OF LIFE ON THE REDUCTION OF JOB BURNOUT OF MANAGERS

Hasmukh Adhia, HR Nagendra, B Mahadevan

Burnout is a prolonged response to chronic emotional and interpersonal stressors on the job, and is defined by the three dimensions of exhaustion, cynicism and infamy. Job burnout



is a debilitating psychological condition, which has serious repercussions for an individual's personal health as also on the organizational effectiveness. The yoga way of life is an integrated approach to the changing physical, mental, vital and emotional personality of an individual. IT is aimed at making managers more evolved individuals with better understanding of their job situation in the overall context of life. Yoga is one of the six foundations of Indian Philosophy and has been used for millennia to study, explain and experience the complexities of the mind and human existence.

Ashtanga yoga encompasses cognitive learning, moral conduct physiological practices and psychological therapy. In any stress disorder, the para sympathetic anti-nervous mechanisms fail to function adequately to minimize the impact of stressful stimuli. Among several relaxation practices, yoga has the potentiality to influence the anti-nervous mechanisms in various ways. The science of yoga is based on the principle of stimulating one's body and mind & then relaxing it turn by turn. This restores the functioning of sympathetic and para sympathetic nervous system and so stress does not get built up.

Among many suggested coping skills for stress, yoga happens to be fitting in the best, mainly because of its ability to change positively individual responses to stress stimuli.

Ms. Taru Baswan, Faculty, DIAS

(For full text, please refer to Vikalpa, Vol. 35, No. 2, April-June 2010)

ECONOMIC VALUE ADDED (EVA) IN INDIAN PERSPECTIVE

S.K. Khatik and Pradeep Kumar Singh

The economic value added (EVA) is one of the important tools in the hands of shareholders to evaluate the financial performance of the company. The technique of economic value added has acquired acceptance as a tool for assessing the existing financial status and predicting the future performance of a company. In this article, the authors have highlighted the concept of EVA, importance of EVA in Indian environment and its application by the Indian companies during last one decade. The authors have analyzed the financial performance of 10 years of some Indian companies of different segments. After analyzing the companies data, it has been concluded that for the shareholders value creation point of view EVA is one of the innovative tool which helps shareholders to know about the value creation or vice-versa by the company during specific period.

Dr. Vibha Dua, Faculty, DIAS

(For full text, please refer to Journal of Accounting and Finance, April-September, 2010, Vol.24, No. 24 Pg. 76-84)

IMPACT OF TQM & TECHNOLOGY MANAGEMENT ON OPERATIONS PERFORMANCE

D.Kuruppuarachchi & HSC Perera

TQM has been widely implemented in various firms around the world. Technology management links engineering, science and management discipline to plan, develop and implement technological capabilities to shape and accomplish the strategic and operational goals of an organization.

There are many discussions about the benefits of implementing TQM. In recent years, many research has been conducted on the effects of TQM implementation on overall business performance.

This research paper focuses on TQM Technology management practices in manufacturing sector. It also talk about the interrelationship among the two and there effect on organizational performance.

The main objectives of the paper are:

- 1 To identify the impact of TQM and technology management practices an organization's operations performance.
- 2 To identify how TQM affects technology management in organizational decision making practices and
- 3 To analyze the difference between he effects of TQM & technology management on operations performance if valid relationships exist and among them.

This study investigates the suitability of TQM & Technology management as a set of established management principles and practices to fulfill the need of productive operations systems. To complete the objective of the study, authors have collected data with the help of questionnaire survey through 180 manufacturing organizations which represents 18% of the population of Sri Lanka manufacturing organization. They performed analysis of data using both SPSS and LISREL applications.

The result of analysis indicates the highest level of proactives in TQM is for the customer focus, the second highest is for the information and analysis. The lowest level of the practices belong to the strategic planning variables.

Authors also constructed structural equation modeling based on linear relationships using LISREL which includes both measurement and structural model construction. Structural model indicates that there is significant path on operations performance only exists from TQM but not from technology management.

This study has produced interesting findings in relation to the interrelationship between TQM & Technology management and their influence on organizational operations performance.

On the otherhand, TQM & Technology management are found



to have a contrasting role in determining cost, delivery, flexibility and quality performance.

Ms. Pratiksha Tiwari, Faculty, DIAS
(For full text, please refer to The IUP Journal of Operations Management, Vol. 9, No.3, August 2010, Pg. 23-47)

"THE DYNAMICS OF PYGMALIAN EFFECT IN ORGANIZATIONS"

S C Poornima and Diwakar Chakraborty

Livingston Sterling J (1990) defines Pygmalian Effect as 'the way managers treat their subordinates is subtly influenced by what they expect of them'. Pygmalian Effect refers to the idea of 'the self-fulfilling prophecy' i.e. when a manager believes that the team will perform well, in some strange magical way it does and similarly when he/she believes it won't perform well, it doesn't. The Pygmalian Effect is more popularly known as the 'Teacher-Expectancy Effect' that refers to situations in which students perform better than other students simply because they are expected to do so.

The Pygmalian Effect requires students to internalize the expectations of superiors. According to this theory, an individual can influence the feelings, attitudes and behaviors of others around him by communicating his/her expectations implicitly. As per Livingston, a manager's behavior towards his/her subordinates is critical in communication of expectations. An indifferent and non-committable treatment for instance, communicates low expectations and leads to poor performance.

To understand this phenomenon of improved performance resulting from expressed positive supervisory expectations, an empirical study was carried out by S C Poornima and Diwakar Chakraborty. For the study, a pharmaceutical firm, The Merryline Ltd. (name changed) was chosen. Personal Interviews and closed ended questionnaires formed the instruments for collection of primary data. The researchers considered primarily four variables viz., Leadership, Self-expectancy, Motivation and Performance for formulating the questionnaire that consisted of a set of 20 statements clustered into four divisions namely, Relationship with subordinate, Execution of task, Achievement of goals and Advancement towards vision.

These questionnaires were rolled out to a HR manager and 109 subordinates with an objective to find out the percentage of employees who were towards Pygmalian Effect in the organization. After analysis of the data, it was found out that nearly 75 percent of the total employee population of the organization was under the Pygmalian Effect. The Pygmalian Effect is believed to create synergistic effect between superior and subordinate relationships. The superior-subordinate relationships can play the trick of enhanced and accelerated performance as positive behaviors contribute to

a great extent to an organizations environment. The research identifies the possibility of enhancing the Pygmalian effect through task orientation, accomplishment of goals and aligning the individual vision towards the superiors/organizational vision.

Ms. Jiveta Chaudhary, Faculty, DIAS
(For full text, please refer to The IUP Journal of Soft Skills, Volume IV Nos. 1 & 2, March & June 2010, Pg. 49-56)

RESEARCH & DEVELOPMENT EXPENDITURE ACCOUNTING - CAPITALISE OR CHARGE OFF?

C.A. P.V. Raghvendra Rao

Accounting for R&D expense involves a tradeoff between the principle of Conservatism and the Matching principle. This is one of the reasons why there is still no convergence between US GAAP and IFRS. US GAAP recommends charging off entire R&D expense to the income statement in the period in which they are incurred which appears to be an extreme take of conservatism. At the same time, IFRS allows Capitalization of development expenses provided certain criteria are met. However, this brings in an element of subjectivity in accounting.

One more test that R&D fails as per SFAS 2.44-45 is 'Measurability'. It is difficult to establish direct relationship between the amount of R&D and the amount of resultant future benefits to the enterprise. R&D costs therefore fail to satisfy the suggested measurability test for accounting recognition as an asset. However, this assumption looks challengeable as well. There are number of assets in the balance sheet which are recorded at the cost of acquisition, so an intangible asset created from R&D can also be measured in the same way.

There are two ways of accounting for development expenses. If the entity is still not able to demonstrate that it is capable of and also has the intention to generate future economic benefits out of the output of these developmental expenses then it has to charge off these expenses as well. However if the entity satisfies the six conditions mention in IAS 38.57, it can create an intangible asset out of these Development expenditure. These criteria are intended to demonstrate that the entity has the capability & intention to generate future economic benefits out of the output of these development expenses.

R&D expenses are very unique in nature. They are in a way necessary to sustain the business in the competitive market place. They can generate tremendous assets for the business. However, there is a great deal of uncertainty regarding the success of these programs in generating the economic benefits for the business.

Ms. Haritika Chhatwal, Faculty, DIAS
(For full text, please refer to The Chartered Accountant, Volume XI, No 7, July 2010, Pg. 269-272)



Alumni Speaks

I am very grateful to be a part of Delhi Institute of Advanced Studies (DIAS), the most prestigious institute of GGSIP University. I realize it was an astute decision to invest my precious two years in pursuing MBA from this premier institute as the faculty here is distinguished and co-operative. Being a science graduate student, it would have been really difficult for me to understand the new subjects but the faculty members assisted me in understanding concepts and clarifying problems whenever I got stuck. I would like to thank everyone at the institute from the office staff to faculty members. Thank you all.
DIAS ROCKS!!!

RAVI GARG
MBA (2008-10)

I left DIAS three years back. I have cherished many memories of my alma mater. When we receive 'DIAS Times' it is like being connected to my college again. The content is enriched with all the updates on all events happening in DIAS. Good part is you even get all updates online as well. My best wishes for its continuous growth.

DIVRAJ SINGH
MCA (2004-07)

DIAS has been like the escalator which takes you from being a person and transforms you into a personality as desired by the corporate. DIAS has been extremely supportive to my overall development. The various events and activities which are conducted at DIAS have helped me to grow professionally. The newsletter of DIAS is also very informative and up-to-date. It gives us both the latest news as well as summaries of articles which help us to gain knowledge of what is going on in the managerial and technological environment.

HITESH CHUGH
MBA (2008-10)

Tender joys touched my feet as it was the first day of my post graduation program. Though, the premise of our college was not easily accessible, still the enthusiasm and the level of excitement was not low. No later, DIAS became a habit, which started running through my veins. There were tough times as well as some really cherishing moments. Bilateral focus on studies and friends was the manifesto for the entire 2 years. The faculty and the administrative staff supported a lot. We still wish "OLD TIMES COULD COME BACK" but as people say life is all about moving on, so we also would have to. But being at DIAS was like "BEING UNDER GOD'S GRACE"

VIDIT CHHABRA
MBA (2008-10)

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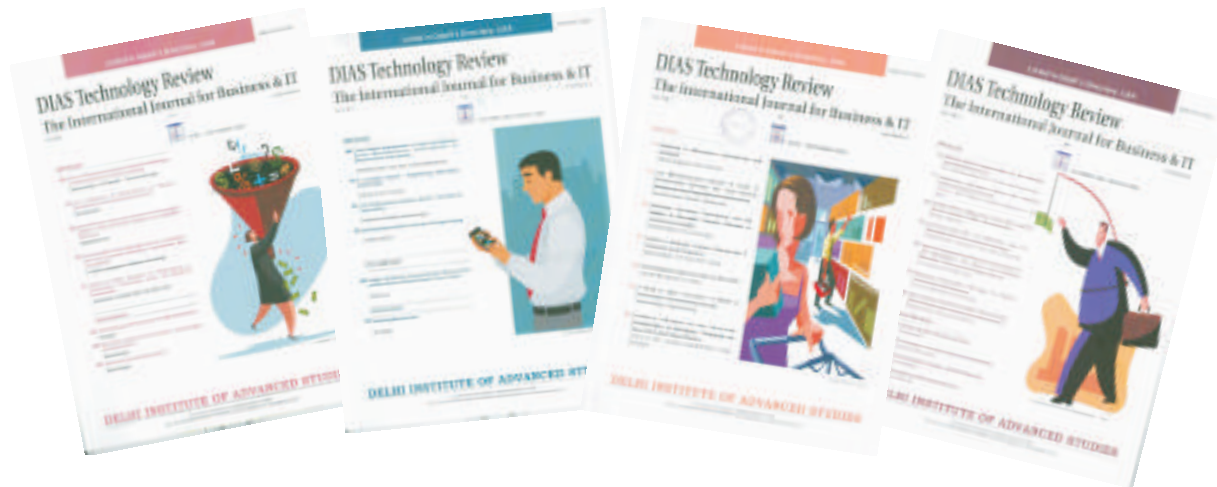
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